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**Globe**  
magazine

## Lazar Krstić

Finansijska defanziva //  
Financial defensive

## Toplica Spasojević

Bolji ambijent za privrednike //  
A better environment  
for businessmen

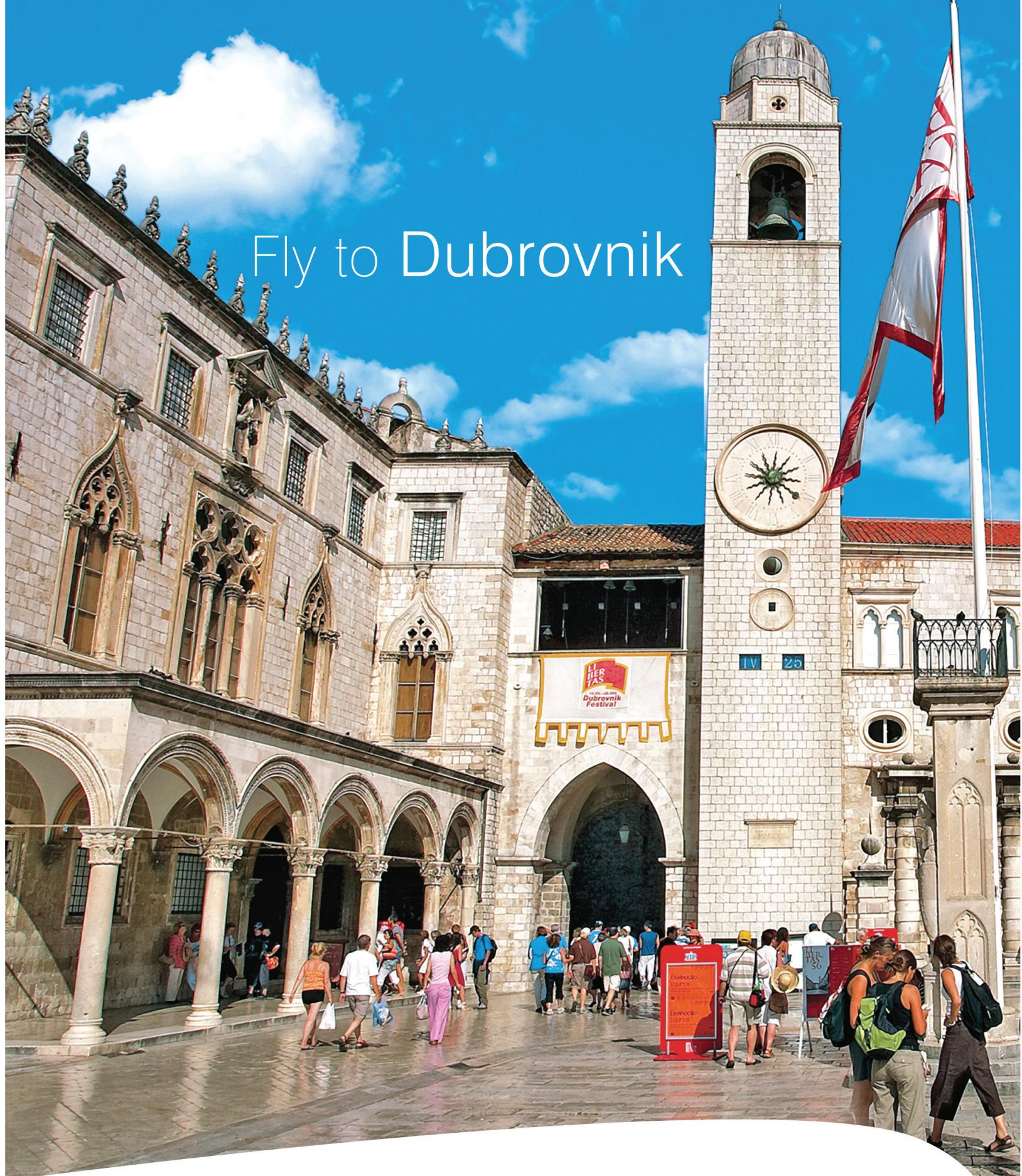
## Aleksandar Simić

Boemska duša // Bohemian soul

## Mi smo Merkel // We are Merkel



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METROPOL PALACE  
A LUXURY COLLECTION HOTEL

Belgrade



# Novi luksuzni apartmani hotela METROPOL PALACE New luxury suites at METROPOL PALACE hotel

## Apartman Park

U ovom prelepom apartmanu imaćete utisak da ste okruženi zelenilom daleko od gradske vreve. Prelepi deo za ručavanje gleda na Tašmajdanski park dok se iz spavaće sobe vide i park i Univerzitetska biblioteka. Iz spavaće sobe direktno se ulazi u kupatilo u kome se nalaze mermerna kada za istinsko opuštanje i relaksaciju.

## Apartman Beograd

Ovaj glamurozni apartman je dragulj u kruni hotela i prostire se na dva sprata. Francuski prozori pružaju pogled na crkvu Svetog Marka i Tašmajdanski park. Drvene stepenice vode na drugi sprat na kome se nalazi spavaća soba kao i velika garderoba. Apartman Beograd je idealno mesto za zaista posebne prilike.

## Apartman Nikola Tesla

Apartman je dobio ime po čuvenom srpskom naučniku i geniju Nikoli Tesli i odaje utisak besprekornog dizajna i rafiniranosti. Ovde možete istinski uživati u pogledu na Tašmajdanski park dok ručate ili večerate za prostranim stolom kao i na Univerzitetsku biblioteku dok se odmarate u dnevnoj sobi. Iz spavaće sobe se direktno ulazi u prelepo i prostrano kupatilo koje odiše atmosferom za relaksaciju i opuštanje.

## Park View Suite

This immaculately designed suite gives one an impression of being surrounded by a verdant park away from the city bustle and noise. The suite gives the option of fine dining with the view of Tasmajdan park. Living room area view encompasses both the park, the Archive and the University Library in the corner and the plush sofas are inviting for a relaxing time. The bedroom with en-suite bathroom has a walk in shower and a beautiful bathtub for pampering and relaxation.

## Belgrade Suite

Belgrade Suite is the hotel gem of duplex luxury. Situated on the 2nd floor this sprawling space with spectacular ceiling to floor windows looks out to the St. Mark's church and Tasmajdan park. Wooden staircase leads to the bedroom area decked out in finest materials, leathers and wood. The bedroom has en-suite bathroom with separate vanity table and spacious walk in closet. The Belgrade suite with open floor plan conjures a stylish atmosphere for very special occasions.

## Penthouse Nikola Tesla

Named after the famed Serbian scientist and inventor Nikola Tesla, this flawlessly designed suite gives one an impression of being in a lush park away from the city bustle and noise. The suite gives the option of fine dining with the view of Tasmajdan park and the beautiful dining table. Living room area view stretches out into the park, the Archive and the University Library, and the comfortable sofas are inviting for a relaxing time.



## Apartman Marija Kalas

Ovaj luksuzno opremljeni apartman sa ponosom nosi ime Marije Kalas, diva i ikone stila i elegancije koji su ujedno odlike i ovog apartmana. Pogled se prostire preko Bulevara kralja Aleksandra, a visoki prozori daju utisak da se nalazite visoko iznad grada. Ovaj prostrani apartman savršeno odgovara putnicima istančanog ukusa.

## Maria Callas Suite

This sumptuous and beautifully appointed suite proudly carries the name of Maria Callas, a true diva of elegance and refinement, and like the name it carries this suite exudes grace and quiet luxury. The sprawling view of Bulevar Kralja Aleksandra is unsurpassed in Belgrade, glass windows give the illusion of being suspended right in the city center. Amenities of Maria Callas suite satisfy even the most discerning travelers.







# prince aviation



Nekada su bajke bile najdraže štivo deci pred spavanje, a njihov neizbežni deo, naravno, prinčevi. Svet je danas promjenjen i drugačiji nego nekada, ali bajke i prinčevi i dalje postoje, sigurni smo u to. I zato ćemo Vam, kao potvrdu svega, rado ispričati priču o jednom princu čije se kraljevstvo prostire među oblacima, ali istovremeno stoji čvrsto na zemlji.

Reč je o avio-kompaniji Prince aviation, čije uspešno poslovanje od preko 20 godina mnogima danas izgleda kao ostvarenje jedne savremene bajke. Jer zaista bajkovito deluje kad pomislite da treba da letite negde, a za Vaš let ne postoji čekanje na aerodromu. A vreme je novac, danas više nego ikada ranije. Zato je u momentu kad Vam zatreba, Vaš avion tu za Vas, u vreme koje ste Vi naznačili i prevešće Vas do destinacije do koje želite. I sve to u kabinama privatnih vazduhoplova koje su opremljene tako da putnici u svakom trenutku mogu da se osećaju spokojno i relaksirano, jer lete u potpunom komforu dodatno obogaćenom raznovrsnom zabavom - od ponude filmova za gledanje u avionu, preko različite vrste muzike ili čak i satelitskog telefona koji je dostupan onima koji žele da rade i ostanu u kontaktu sa kolegama, prijateljima ili familijom i tokom trajanja leta. U ponudi je i kvalitetan ketering, kao i izabrani assortiman francuskih vina. Ukoliko to zahtevaju, putnicima se može omogućiti i vodič kroz rutu leta. Jer letenje je odavno prestalo da bude luksuz u poslovnom svetu, a postalo je apsolutna potreba današnjeg čoveka.

Kao danas najveća avio-taksi kompanija u jugoistočnoj Evropi, izgradilismo i zavidnu reputaciju u pogledu bezbednosti i najvišeg kvaliteta usluga koje se nude. Cilj je da se klijentima pruži potpuni ugodaj i nezaboravno iskustvo letenja.

Ali pored komfora koji je prvi kriterijum koji Prince aviation sebi postavlja, bezbednost ipak, dolazi pre svega. Kada se nađete u avionu, znate da ste u sigurnim rukama. Vazduhoplovom upravljaju iskusni i dobro obučeni piloti. Domaćice vazduhoplova, popularno znane kao stjuardese su, takođe, standardne članice posade na svakom letu i njihova najveća odgovornost podrazumeva brigu o putnicima.

Once fairy tales were the favorite reading material for children at bedtime and princes were a compulsory part of them. Today's world is different from what it used to be, but fairy tales and princes still exist. We are sure about that. As a proof, we will tell you the story of a prince, whose kingdom stretches high among the clouds, but at the same it stands firmly on the ground.

It is the airline Prince Aviation, whose successful operations for over 20 years are perceived by many people as the realization of a modern fairy tale. Actually, it is a kind of miracle that you can travel somewhere without waiting at all at the airport. Time is money and today that is more real than ever before. That means that your plane will be ready at the specified time and it will transport you to the destination you want. All this in the cabins of private aircrafts, which are equipped in such a way that passengers will always feel peaceful and relaxed, because they fly in complete comfort, enriched by varied entertainment contents - from movies and different types of music, up to satellite phone calls that are available for those, who want to work and stay in touch with colleagues, friends or family during the summer. The offer includes high quality catering, as well as a selected variety of French wines. If passengers require it, they can have a guide during the flight. The fact is that, in the world of business, flying stopped being a luxury a long time ago and it has become an absolute need for contemporary people.

As today's largest air-taxi company in southeast Europe, we have built an enviable reputation regarding safety and top-quality services. Our goal is to offer to our clients a perfect atmosphere and the unforgettable experience of flying.

But although comfort is the first criterion that Prince Aviation requires from itself, safety comes first of all. When you are on the plane, you know that you are in safe hands. Pilots are under the command of experienced and well-trained pilots. Aircraft hostesses, popularly known as stewardesses are also standard crew members on each flight and their main responsibility is to take care of the passengers.

Kada zamislite sve ovo i vratite se u prošlost kada je sve i počelo, još 1992. godine, sa Pajperom Čiroki 6, koji je mogao da povede šestoro putnika sve do Beča, a samo nekoliko meseci posle toga počeli su prvi letovi visoke klase, sa Cesnom Citation 421, Golden Eagle, koja je bila namenjena za taksi prevoz vazdušnim putem za Mediteran i Zapadnu Evropu, onda je neverovatno da je već sredinom 90-ih prva mlazna Citation II Cesna 550 stigla u Beograd. I tu kompanija nije stala. Ubrzo stižu i prinove floti, pridružuju im se idvavazduhoplova Citation Bravo, kao i jedan Citation I. Danas posedujemo 5 XLS vazduhoplova i 1 Mustang, a sa jasnom vizijom razvoja, raznovrsnost i kvalitet usluga koji se nudi može samo da se podigne na viši nivo.

Sa ekspanzivnim poslovanjem, u cilju da obezbedi kvalitetne članove posade, naša kompanija je izgradila i svoj školski centar. Piloti se obučavaju po programima u saglasnosti sa najstrožim svetskim, važećim propisima, a pored njih, ovde se obučava i vazdušno-tehničko osoblje, avio-mehaničari koji omogućavaju da avioni uvek budu u ispravnom tehničkom stanju i spremni za bezbedan let.

I upravotu, gde se prepiće stvarno i nestvarno, prošlo i buduće, ova bajka nam šalje jasnu poruku da se prinčevi nalazemeđu nama, običnim svetom. Oni, zapravo, oduvek postoje i postojaće. Potrebno je samo da verujete u njih, jer onima koji veruju, njima se i ostvare snovi.

When you think of all this and go back in time when everything started in 1992, you can see the evolution of the company, first the Piper Cherokee 6, which could carry six passengers to Vienna, a few months later the first high-class flights began with a Cessna Citation 421, Golden Eagle, which was intended for taxi air transport through the Mediterranean and Western Europe, and finally the first jet Cessna 550 Citation II arrived in Belgrade in the mid-90's. But the company did not stop there. New additions to our fleet keep arriving, including two Citation Bravo aircrafts, as well as a Citation I. Nowadays we have 5 XLS aircrafts and 1 Mustang. Our clear development vision, combined with diversity and high-quality services, can only lead us to new heights.

Our company created its own training center, in order to provide top-quality crew members for its ever expanding operations. Pilots are trained in accordance with the strictest international, applicable regulations. Besides pilots, also air-technical personnel and aircraft mechanics are trained there, so that planes might always be in good mechanical conditions and ready for a safe flight.

This fairy tale, which intertwines real and unreal, past and future, sends us a clear message: princes are among us, the ordinary people. They have always existed and will always exist. You just have to believe in them, because if you believe, you will fulfill your dreams.



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— i —

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MERRY



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*Happy & Happy new year*





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# TOPLICA SPASOJEVIĆ

***Bolji ambijent za privrednike***

**S**tudirao je ekonomiju jer je tih godina bila popularna i perspektivna. Bivša SFRJ imala je uspešne firme u kojima su mladi ekonomisti, odmah po završetku studija, nalazili posao i dokazivali se. Kada su početkom devedesetih uvedene sankcije, znanje i nagrade koje je stekao baveći se spoljnom trgovinom u jednoj od najvećih jugoslovenskih firmi, preporučili su ga za posao u inostranstvu. Danas je jedan od naših najuspešnijih preduzetnika, čije ime nećete čuti samo kada je privreda u pitanju. Svestranost dokazuje i angažovanjem u sportskim društvima kojima, kao nekadašnji sportista i uspešni biznismen, pomaže na različite načine. Sport je jedan od njegovih glavnih „ventila”, a energiju nadoknađuje i čestim putovanjima i dobrom muzikom.

---

***A better environment  
for businessmen***

**H**e studied economics because back in those days it was a popular and promising profession. Former Yugoslavia had successful companies, where young economists were immediately employed. When sanctions were imposed in the early nineties, he found a job abroad thanks to the knowledge and rewards that he obtained, while working in the field of foreign trade in one of the largest Yugoslav firms. Today he is one of our most successful entrepreneurs. His name is well-known beyond the field of economy. He proves to have a remarkable versatility, by participating in sport associations, which he helps in different ways, as a former athlete and successful businessman. Sport is one of his main “escape valves” and he compensates energy by traveling often and listening to good music.





- Moje životno opredeljenje bilo je bavljenje naukom i tehnologijom, ali sam se, u poslednjem momentu, odlučio za ekonomiju kako bih napravio poziciju u kojoj slobodno vreme mogu da investiram u ideje i druge zanimljive stvari koje su me interesovale. Krenuo sam tipičnim putem za to vreme, a jedina mesta gde smo mogli da radimo bile su spoljno-trgovinske firme koje su tada bile najatraktivnije. Privatnih firmi nije bilo. Dobio sam posao u Jugoslavija komercu koji je zastupao velike strane firme. Radio sam u zapadnom sektoru i prvi posao mi je bio Soni. Vrlo brzo sam postao direktor za bivšu SFRJ i, sticajem srećnih oklonosti i nekih poslovnih poteza, moje odeljenje je postalo ubedljivo najznačanije u firmi, pa je privuklo i pažnju centrale, tako da smo dobili podršku za dalje širenje i povezivanje, a 1988. godine i nagradu za najbolju prezentaciju i najbolju prodavnici. Mi smo tada bili najprofilisanija i najbolje definisana marka. To nam je pomoglo i kod drugih brendova. Kriza koja je devedesetih pogodila zemlju odrazila se na poslovanje svih društvenih firmi i ja sam postao svestan da ovde više nema prostora za rad i da je vreme da odem. Pokušali smo da privatizujemo firmu ali smo shvatili da je bolje da krenemo iz početka.

### **Kriza i sankcije odveli su Vas van zemlje?**

- Kada su uvedene sankcije, morao sam da izadem iz Srbije. Počeo sam od Londona. Brzo sam shvatio da su tamo karte podeljene, pa sam otisao u Rusiju i počeo posao sa metalima i robom široke potrošnje. Ubrzo je došao i ugovor sa firmom Najk. Postali smo distributeri za zemlje bivšeg SSSR. To nas je kvalifikovalo za neke druge poslove. Posle sankcija, postali smo jedan od najznačajnijih distributera raznih brendova (Loreal, Pioneer, Žilet, Boš i sl.) za ovaj deo sveta. Kasnije je bilo lakše sa takvim poslovnim pedigreeom. Od Najka smo 1996. dobili nagradu za najboljeg distributera, što nas je kvalifikovalo kod najboljih zapadnih brendova. Bavimo se i distribucijom repromaterijala za prehrambenu industriju, trgovinom metalima i ugljem, danas smo aktivni i u opremi za hidrocentralne. Da bismo mogli da se bavimo distribucijom, napravili smo najmodernejše skladište jer nismo imali logistiku. Danas smo mi logistika drugima jer firme više ne moraju da se bave i transportom. Za vreme krize, investirali smo 15 miliona evra i zaposlili 500 ljudi. Uvek smo se trudili da ispunjavamo obaveze i prema društvu i prema partnerima, dakle, da budemo odgovaran član društvene zajednice.

### **Mnogo poslova je urađeno ali velike firme poput Vaše postavljaju sve veće ciljeve u poslovanju.**

- Trenutno, naši ciljevi su da ostanemo na liderskim pozicijama u poslovima kojima se bavimo. Srbija nije najbolja destinacija za investiranje, a da bismo se održali moramo da imamo novu tehnologiju i nova znanja. Osim na polju distribucije i logistike, želimo da ostanemo i jedan od lidera u proizvodnji hrane sa našim brendom smrznu-

- My vocation was science and technology, but in the last moment I decided to study economy, so that I could obtain a social position that would later allow me to invest in ideas and other interesting things in my spare time. I began in the typical way for that time and the only place I could do it was a foreign trade company, which was the most attractive choice then. There were no private companies. I got a job in "Jugoslavija komerc" which represented large foreign companies. I worked in the western sector and my first assignment was Sony. I quickly became director for former Yugoslavia and thanks to some lucky circumstances, my department became the most important one in the company and we attracted the attention of the headquarters. That is how we got support for further expansion and interconnection and in 1988 we were granted an award for the best presentation and the best store. We were then the most well-profiled and most well-defined mark. That helped other brands as well. The crisis that hit the country in the nineties affected the operations of all public companies and I realized that there was no more room to work and that it was time to leave. We tried to privatize the company, but we realized that it was better to start from the scratch.

### **Did the crisis and sanctions make you leave the country?**

When sanctions were imposed, I had to leave Serbia. I started in London. I quickly realized where cards were being dealt, so I left to Russia and began working with metals and consumer goods. Very soon, we concluded a contract with Nike and became distributors for the countries of the former U.S.S.R. That qualified us for other jobs as well. After the sanctions, we became one of the most important distributors of various brands such as Loreal, Pioneer, Gillette and Bosch for this part of the world. Of course, such a pedigree made things easier for us. In 1996, Nike granted us an award for the best distributor, which qualified us to represent the best western brands. We also worked on the distribution of raw materials for food industry, as well as in the trade of metals and coal. Nowadays, we are active in the field of equipment for hydroelectric power stations. In order to work as distributors we built a state-of-the-art warehouse, because we did not have the logistics. Today we offer logistics to others, because companies should not be obliged to deal also with transport. During the crisis, we invested 15 million EUR and employed 500 people. We have always tried to fulfill our obligations towards society and our partners. That means; we are responsible members of the community.

### **Much has been done, but large companies like yours set more and more goals in their operations.**

Currently, our goal is to retain a leadership position in our field of activity. Serbia is not the best destination for investments and, in order to prevail, we need new

tog voća i povrća – jupik. Imamo kapacitete u Apatinu koji prerađuju deset hiljada tona hrane godišnje, a još toliko otkupljujemo od drugih proizvođača. To prerađujemo i izvozimo u deset zemalja. Cilj nam je da ojačamo i taj segment. Pored toga, aktivni smo i u industriji metala i uglja. Na tom polju će tek da dođe do raslojavanja i ukrupljavanja, tako da se nadam da ćemo i mi biti deo nekog konzorcijuma i da ćemo ozbiljno nastupati u celom regionu jer je naša firma jako ugledna i u Rusiji.

### **Kao učesnik u privredi, kako ocenjujete nove Vladine mere štednje?**

- Privreda je složen sistem koji zavisi od puno unutrašnjih sila i to što se dešava je rezultat svih tih sila. Srbija ima dinamičan razvoj u poslednjih trinaest godina. Kriza je multiplikovala probleme koje je privreda imala. Privatizacija nije urađena sa dovoljno takta da bi se obezbedila sredstva da privatizovana preduzeća prežive, a njen cilj nije bio da ta preduzeća ostanu u svojoj delatnosti, već samo da se iz tačke A pređe u tačku B, odnosno iz društvenog u privatno vlasništvo. To je bilo dobro, ali trebalo je da postoji još jedan zahtev da se sa bankama Fonda za razvoj razradi mehanizam kako da ta preduzeća dobiju dovoljno sredstava da prežive utakmicu koja im je nametnuta dolaskom velikih zapadnih firmi. Kriza je dodatno pogoršala problem, mislim da nismo imali odgovor na nju, bez obzira što smo mi ekonomisti predviđali posledice ukoliko država ne zaštititi svoju privredu i privrednike, bez obzira kom sektoru pripadali, pre svega zbog zaposlenih u tim firmama. Drugi su to uradili. Ubačeno je skoro 15 milijardi dolara u svetsku privredu za ove četiri godine, a iz srpske privrede je novac izvučen kroz obavezne rezerve i klasifikacije koje je NBS prilično strogo radila. Nova vlada je pobrojala probleme koje imamo i dobro je što je prestala da ih gura pod tepih. Klasifikovala ih je i počela da ih rešava. Mislim da su mere koje su do sada odradene dobre ali nedovoljne. Bez novog koncepta oživljavanja privrede, novog investicionog ciklusa i resetovanja bankarskog i finansijskog sistema, neće doći do oživljavanja privrede i novog zapošljavanja. To je ključ i zbog smanjivanja postojećih viškova koji očigledno postoje i koje neko mora da apsorbuje, a to je naših 200.000 preduzetnika koji danas rade zajedno sa stranim investitorima. Tu su ključna i dva nova zakona – Zakon o investicijama i izgradnji i Zakon o radu koji će, zajedno sa popravljanjem kompletног privrednog ambijenta, pomoći da se više ulaže u Srbiju. Nedavno sam učestvovao na investicionoj konferenciji u Londonu i mogu da kažem da je bilo prijatno biti Srbin.

technology and new knowledge. In addition to distribution and logistics, we want to remain one of the leaders in the field of food production with our brand of frozen fruits and vegetables, Yupik. We dispose of capacities in Apatin, which process ten thousand tons per year and we buy as much from other producers. We process and export our products to ten countries. Our goal is to strengthen that segment. Besides that, we are active in the industry of metals and coal. Segmentation and consolidation are about to begin and I hope that we will be part of a consortium, which will seriously compete in the region. Actually, our company is very important in Russia.



### ***As a participant in the economy, how would you rate the austerity measures of the new government?***

Economy is a complex system that depends on a lot of internal forces and all that is happening now is the result of all these forces. Serbia has had a dynamic development for the last thirteen years. The crisis multiplied the problems that the economy had. Privatization was not carried out with enough tact to provide funds for the survival of the privatized companies. In fact, its purpose was not to keep those companies active in their sectors, but to have them pass from point "a" to point "b", i.e. from public to private ownership. It was good but it was not enough. The banks of the Development Fund should have developed a mechanism to grant enough money to these companies, so that they could survive the competition imposed by the arrival of large western companies. The crisis aggravated the problem. I think that we did not have the answer to it, although we economists predicted the



consequences, first of all for employees, if the state failed to protect the economy and the entrepreneurs, regardless of which sector they belonged to. During the last few years, around 15 billion USD have been thrown into the world economy. In the case of the Serbian economy, resources have been drawn out through compulsory reserves and classifications that the NBS made in a very strict way. The government has enumerated the problems we have and it is good, because they are not swept any more under the carpet. The Government classified them and began solving them. I think that the measures taken so far are good but insufficient. Without a new economy reviving concept, a new investment cycle and the reset the banking and financial systems, there will be neither economy revival nor new employment. That is the key to reduce the existing surpluses, which evidently exist and someone has to absorb. Of course, that "someone" are our 200,000 entrepreneurs, who are now working together with foreign investors. Two laws are essential for this - the Law on Investments and Constructions and the Labor Law, which will attract more investments to Serbia by correcting the entire business environment. I recently participated in an investment conference in London and I can say that it was nice to be Serb. Another conference was held in Moscow. I think, this is just the beginning of Serbia's opening. Arab investments are very important, as well. That is a huge market that offers great opportunities to Serbia in the field of agriculture, including good labor force. I think we cannot neglect Russia and other countries with, which we have agreements, such as: Belarus, Turkey, Kazakhstan and very soon Ukraine. That is our golden egg chicken. Collaboration with the EU is natural, due to political connections. I am actually optimistic that there will be no problem, due to the proximity of the market, the infrastructure that we already have and our labor force. Our main problem and obstacle is our environment, which was ruined by us. If we open it and manage to diminish the risk, the situation will be different.

***In your opinion, what else should be done so that the Serbian economy will begin to recover?***

There will be no wider recovery, until the private entrepreneurs of Serbia will not be put into motion. There are about 200,000. The new government has to make a historical agreement with financial institutions and banks. It has to mediate it. It is necessary to reduce risks or to participate in them through the Guarantee Fund and the Development Fund, so that Banks will lend money more easily. The difficult financial situation must be tackled. A much more optimistic and concrete offer must be sent to the financial sector; so that it might consolidate, recover and start granting new loans. Our entrepreneurs have ideas, knowledge and maybe money, but it is necessary to create a different climate towards entrepreneurship. Such climate was already announced by Depute Prime Minister Vučić, when he said that the

Održana je i konferencija u Mokvi. Mislim da je to samo početak otvaranja Srbije. Ovo što se radi sa arapskim investitorima je, takođe, jako važno. To je veliko tržište za mogućnosti koje srpska privreda nudi u oblasti poljoprivrede, uključujući i dobru radnu snagu. Mislim da ne smemo da ispustimo ni Rusiju, kao ni zemlje sa kojima imamo sporazum – Belorusiju, Tursku, Ukrajinu u najavi, Kazahstan. To je zlatna koka koju imamo u rukama. Sa EU to prirodno ide zbog političkog povezivanja i ja sam optimista – verujem da, zbog blizine tržišta, postojeće infrastrukture i radne snage, ne bi trebalo da imamo problema. Naš problem je privredni ambijent koji smo sami pokvarili, to je ključna prepreka. Ako to stvorimo i ako uspemo da smanjimo rizik, situacija će biti drugaćija.

### **Šta, po Vašem mišljenju, još treba uraditi da bi srpska privreda krenula put oporavka?**

- Šireg oporavka neće biti dok se ne pokrenu privatni preduzetnici iz Srbije. Njih ima 200.000. Nova Vlada mora da napravi jedan istorijski dogovor sa finansijskim institucijama i bankama i da ona posreduje u tome. Mora da snizi rizik ili da uđe u rizik sa bankama kroz Garancijski fond, Fond za razvoj, da pomogne bankama da lakše daju kredite. Teško stanje u finansijama mora da se sanira, mora da se pošalje mnogo optimističnija i konkretnija ponuda finansijskom sektoru da bi se on konsolidovao i odahnuo, da bi mogao da krene u davanje novih kredita. Naši preduzetnici imaju ideje, imaju znanje, možda imaju i novac, ali mora da se stvori drugačija klima prema preduzetništvu koju je potpredsednik Vučić već najavio kada je rekao da je sada vreme preduzetništva, privatne inicijative i da bez ekonomije nema rasta. To je važan signal jer smo konačno prelomili u glavama da bez ekonomije nema napretka. Sledeća faza je da se to operacionalizuje, a poslednja faza je vreme kada ćemo svi zajedno početi da zapošljavamo nove ljude jer bez zapošljavanja nema oporavka. Mi danas imamo 800.000 nezaposlenih i njima moramo da damo šansu. Onima koji će biti tehnološki višak u državnoj upravi mora da se omogući zaposlenje u privatnom sektoru, koji mora da dobije sredstva i šansu da zapošljava. Samo je to način. Smanjiti troškove u državnoj administraciji i povećati njenu efikasnost, viškove prebaciti u proizvodne delatnosti i ono što stvara novu vrednost. Srbija ima potencijale u energetici, poljoprivredi, infrastrukturi, IT industriji, preduzećima koja su sada u restrukturiranju... Imamo industrijsku kulturu, industrijskog radnika, imamo i neku tehnologiju. To sada samo treba ponovo uposlitи. Dobar primer je Fijat. Moramo da postavimo novi IMT, pa novi Simens i Boš, koji će oko sebe da okupljaju razna preduzeća po horizontali. U poljoprivredi možemo da idemo po vertikali – od primarne proizvodnje, preko prerade do izvoza finalnog proizvoda. Ako se to uradi na jedan osmišljen način, ako se uzmu u obzir sve naše komparativne prednosti, onda Srbija može da bude drugačije mesto već za pet, šest godina. Koreja je 1968. imala dohodak od 86 dolara po glavi

time has come for enterprises and private initiative, and that there is no growth without economy. That is a very important signal, because it means that we finally understood that there is no progress without economy. The next stage is to operationalize everything and the last one is that all of us should start employing new people, because there is no recovery without employment. Nowadays we have over 800,000 unemployed people, who must be given a chance. If there is redundancy in the public administration, employment must be provided in the private sector and, in order to do that, the private sector must be granted resources and opportunities. The only way is to reduce the cost of public administration and to increase its efficiency, by transferring redundant labor force into production activities, which create new value. Serbia has potential in energy production, agriculture, infrastructure, IT industry and companies that are now in restructuring. We have an industrial culture, industrial workers, and some technology. We just need to employ people. A good example is Fiat. We need to establish a new IMT, a new Siemens and a new Bosch, which will gather various companies around them, horizontally. In the field of agriculture, we can move vertically, from primary production, processing, up to the export of the final product. And if everything is done in a well planned manner and all comparative advantages are taken into consideration, then Serbia could become a very different place in a matter of five or six years. In 1968 Korea had an income of 86 USD per capita. At that time Serbia had 2000 USD. Nowadays, they are one of the most developed countries in the world, with an income of 25,000 USD per capita. Samsung has a turnover of 200 billion USD and a profit of 15 billion USD, while Serbia's GDP is 30 billion USD and we have a budget deficit. We have also the examples of Singapore and the Emirates. Thirty years ago they were desert and see where they are now.

### **You are involved in the Association of Economists, NALED etc.**

NALED is one of the most important non-governmental organizations and I am glad to have participated in its formation and profiling. Now I am part of the UO Council. I have had many functions and they are all dear to me. For me, it has been very important to participate in the Union of Economists and in the Association of Corporate Directors, because they are national institutions. I am glad that I left my touch in these two organizations, because they represent a good platform and a good institutional framework to ensure communication between industry, government, state and academic circles.

### **As a former athlete you continue to be involved in sports associations.**

My involvement in sport activities is very important, because I played basketball for a long time. We have

stanovnika – tada je Srbija imala dohodak od 2.000 dolara. Danas Koreja ima 25.000 dolara po glavi stanovnika i jedna je od najrazvijenijih zemalja na svetu. Samsung ima 200 milijardi prometa i 15 milijardi profita, a ukupan BDP Srbije je 30 milijardi, uz to imamo i budžetski deficit. Tu su i primeri Singapura, Emirata. Tamo je pre trideset godina bila pustinja, a vidite gde su sada.

***Angažovani ste i u Savezu ekonomista, NALED-u...***

- Drago mi je da sam dao pečat NALED-u i da je to jedna od najvažnijih nevladinih organizacija u čijem sam formiranju i profilisanju učestvovao. Sada sam u Savetu UO. Imao sam brojne funkcije i sve su mi drage. Učešće u Savezu ekonomista i Udruženju korporativnih direktora mi je važno jer su to, uslovno rečeno, i nacionalne institucije. Drago mi je i da sam tu uspeo da dam svoj pečat jer je to dobra platforma, dobra institucija za komunikaciju između privrede, vlade, države i akademskih krugova.

invested 30.4 million EUR in sport and I am not sorry even for one invested dinar. I was involved in the activities of Crvena Zvezda. I appeal to other entrepreneurs to get involved in sport, because, on the one hand, such engagement brings recognition for our country in the world, and on the other hand, it contributes to the health of children. Nowadays the privatization of sport clubs is a hot story. It can be the solution if you find the right partner. Otherwise, it is better to apply the model of Barcelona and other Spanish clubs, in which members own and run the team, but there is a government representative, who conducts the club thanks to his credibility and the guarantees that he offers. Unfortunately, we have neither the economic level, nor a sufficiently strong company that could cope with that task. I am not sure that a good partner can be found at this point. There were offers from the Emirates, but it is a sensitive issue, because if they make a mistake, they will lose their credibility. We should take into consideration that half of Serbia are Crvena Zvezda



**Kao nekadašnji sportista, nastavili ste angažovanje i u sportskim društvima.**

- Važno mi je angažovanje u sportu jer sam se dugo bavio košarkom. Uložili smo 30-40 miliona evra u sport i nije mi žao ni jednog uloženog dinara. Bio sam angažovan i u Zvezdi. Apelujem i na druge privrednike da se uključe jer takvo angažovanje podrazumeva afirmaciju naše zemlje u svetu s jedne, i zdravlje dece sa druge strane. Sada je aktuelna priča oko privatizacije klubova. Ona može da bude rešenje ako se nađe pravi partner. Međutim, ako nema pravog partnera, bolje je da se preuzme model Barselone i drugih španskih klubova, po kojem su članovi istovremeno i vlasnici koji upravljaju timom, ali se ipak bira i jedna odgovorna uprava koja svojim kredibilitetom, a neki put i garancijama, preuzima vođenje kluba. Na žalost, mi nismo na tom ekonomskom nivou da imamo jake firme koje bi mogle da se uhvate u koštač sa tim. Nisam siguran da u ovom momentu može da se nađe dobar partner. Stigle su i ponude iz Emirata, ali to je i za njih osetljivo pitanje jer – ako naprave grešku – ode njihov kredibilitet, s obzirom na to da polovina nacije navija za Zvezdu. A što se tenisa tiče, igram ga već trideset godina i poziv da pomognem Teniskom savezu nisam mogao da odbijem. Imamo dobre rezultate sa svega desetak zaposlenih i dva miliona budžeta. Evo, na primer, Britanija i Francuska imaju 200 miliona evra za troškove i sedamdeset puta više zaposlenih, a mi smo, ipak, u svim kategorijama bolji. Naravno, nije naš doprinos presudan. Ipak, mnogo su značajniji angažovanje i trud dece i njihovih roditelja.

**Da li, pored svih ovih angažovanja i funkcija, stižete da odvojite vreme za porodicu i odmor?**

- Sport je moje odmaranje. Igram tenis, golf. Nаравно, tu je i muzika u kojoj uživam. Važno mi je da vikendom punim baterije sa društvom, prijateljima. U tim druženjima se rode i nove ideje. Često idem u London i Dubai kod dece. Odem i na dobar koncert, u operu, filharmoniju... Evo, baš sam nedavno bio poslom u Moskvi. Pozvao me je prijatelj iz Beća da se vidimo i ja sam, umesto za Beograd, odleteo do njega. Otišli smo u operu i na večeru i vratio sam se kući kao nov. Kad ne putujem, ispešaćim ili istrčim krugoko Ade, atu je i kafica sa prijateljima u Šeheru ili Modi. To je idealan lek za moj humor i poslovni stres.

*Autor / Author:  
Mirela Krajinović*

fans. I have played tennis for thirty years and I could not refuse the call to help our Tennis Federation. We have good results with only ten employees and a two million EUR budget. For example, Britain and France have 200 million EUR budgets to cover expenses and seventy times more employees, but we are still better in all categories. Of course, our commitment is not essential. The most important is the commitment and hard work of children and their parents.

**Besides all these engagements and functions, do you still have time for your family, vacations etc.?**

Sport is my relaxation. I play tennis and golf. Of course, I enjoy also music. For me, it is very important to fill the batteries during weekends, together with people and friends. That is when new ideas are born. I often go to London and Dubai to see my children. I like to go to a good concert or opera. Recently I paid a work visit to Moscow and a friend from Vienna invited me. So, instead of taking the plane to Belgrade, I went to see him. We went to the opera and then to dinner. When I arrived back home, I felt like new. When I am not traveling, I walk or run around Ada Ciganlija. Then I sit with my friends at "Šeher" or "Moda" café. It is the ideal remedy for the fatigue and stress of businesses.





**Nedavno ste rekli da više nema smisla govoriti.  
Zašto tako mislite?**

- Još uvek razmišljam o tom pitanju. Postoji obaveza da čovek nešto kaže, traže to od mene i na fakultetu i na ulici. Narod vapi za alternativnim mišljenjem koje ide malo unapred i nije samo stvar dnevne politike.

**Da li to, onda, znači da uglavnom mislimo od danas do sutra, bez jasne vizije i plana?**

- Problem cele naše države je, ne samo poslednjih deset, dvadeset godina, već skoro od 1945. godine, nes-

**You recently said that there is no point in talking. Why do you think so?**

I am still thinking about that question. We should all say something and the people ask me to do that at the faculty and on the street. People are crying out for an alternative opinion, which goes slightly forward and is not just a matter of daily politics.

**Does that mean that we mainly think about the most immediate necessities, without a clear vision or plan?**

That is the problem of our entire country, not just in the last ten or twenty years ago, but since 1945. We should

# MIODRAG ZEC

*Uspesnu državu  
prave vizionari*

**Z**a Miodraga Zeca, profesora ekonomije na Filozofskom fakultetu, kažu da je nosilac alternativne misli. U prevodu, često misli drugačije od establišmenta i popularnih tumača savremenih društvenih i ekonomskih dešavanja. Tvrdi da nam loše ide jer ne gledamo nekoliko koraka unapred, a pogrešan nam je i sistem vrednosti, prema kojem profesor ima gotovo nihilistički stav, svestan da se za dobrobit društva, za početak, treba ugledati na druge.

*Visionaries create  
a successful state*

**P**eople say that Miodrag Zec, Professor of Economics at the Faculty of Philosophy, is the holder of alternative thoughts. That means that he often thinks differently from the establishment and the popular interpreters of contemporary social and economic developments. He claims that things go bad here, because we do not see a few steps ahead and our system of values is wrong. He has an almost a nihilistic attitude towards it, fully aware that, at the beginning, the well-being of society can be achieved only by emulating others.

posobnost da se spozna pet, šest koraka unapred, da predvidimo šta će se dešavati. Nas stalno događaji zatiču i mi krivudamo u svom strateškom opredeljenju – političkom, ekonomskom ili društvenom. Rezultat svega toga je ne samo to što smo izgubili državu u koju smo verovali, nego nismo uspeli ni da izgradimo neku novu, stabilnu, prepoznatljivu i koncepcijski jasnu državu.

***Smatrate da je za to odgovoran pogrešan sistem vrednosti?***

Prisustvujemo jednom radikalnom raspadu sistema društvenih vrednosti. Sad smo došli do tačke u kojoj se pitamo da li on, uopšte, može da iznudi državu.

perceive is going on five or six steps in advance. Events keep catching us unprepared and we zigzag in our strategic orientation on politics, economy and society. The result is not only that we lost the state, in which we believed, but also that we did not succeed to build a new one, i.e. a stable, recognizable and conceptually clear state.

***Do you think that the wrong system of values is responsible for that?***

We are witnessing a radical break-up in our system of social values. We got to a point, in which we wonder whether that system of values can actually produce a state. Here the very notion of state is not clear. It mani-

Ovde je sam pojam države nejasan. Ona se pojavljuje kao nešto gde jedna politička snaga vrši represiju nad drugom političkom grupom, što se ponavlja od 1945. Ne govorim samo o tekućem trenutku. Stanovništvo sve manje shvata čemu država služi. Država je proizvod ljudskog društva, za čiju proizvodnju je potrebno na desetine ili na stotine godina. Država se, u raznim formama, proizvodi od Hammurabija do Ivice Dačića.

### **Šta je potrebno za formiranje države?**

- Temeljno znanje. To Vam je kao znanje o metabolizmu. Zašto se nešto dešava, zašto dva čoveka jedu istu hranu – jedan se razboli od šećera, a drugi ne. To je složen sistem. U vrednosnom smislu, važno je da gradani shvate da je država saveznik, a ne rasipnik. Naši ljudi ne shvataju da ima smisla stati na crveno svetlo, jure za autobusom kao na Kajmakčalanu, dok u drugim zemljama stoje u redu i brže uđu... To je kulturološki aspekt. Ti se rađaš u sistemu u kojem su neke vrednosti neupitne. Postoje tri modaliteta – najnaprednija protestantska društva poput Engleske i Nemačke, gde su grehovi protiv sistema vrednosti neoprostivi. Zatim, katolička društva u kojima se grehovi mogu otkupiti. I, na kraju, imate ova periferni model u kojem ljudi misle da će u raj, bez obzira na greške, jer im to vrednosno pripada. Tu, čak, nema ni oprosta u onom katoličkom smislu. To su ta tri modela civilizacije.

fests itself through a political force that represses another political group and that keeps happening again and again since 1945. I am not talking only about the current moment. People understand each time less what the state serves for. It is a product of human society that requires dozens or hundreds of years. The state is produced in various forms from Hammurabi up to Ivica Dačić.

### **What takes to create a state?**

Thorough knowledge. It is like knowing about one's metabolism. Why do things happen? Two people eat the same food, one gets sick from diabetes, while the other does not. It is a complex system. In terms of values, it is important that people realize that the state is an ally and not a spendthrift. Our people do not realize that it makes sense to stop at the red light. They struggle to get into the bus, as if they were at the Kajmakchalan battle, while in other countries people wait in line and enter faster ... It is a cultural aspect. People are born in systems, in which some values are unquestionable. There are three ways: the most advanced Protestant societies like England and Germany, where sins against the system of values cannot be forgiven, the Catholic society, in which sins can be redeemed, and the peripheral societies, where people think that they will go to heaven regardless of their sins, because it is their intrinsic right. There is not even forgiveness in the Catholic sense. These are the three models of civilization.

### **What makes us different from others?**

In well organized social systems, people are born with the idea that debts have to be paid, while in our society evading payment is a desirable value. There people assume that going to school means to learn, while here it is all about how to copy in the exams. Therefore, in such a deeply disturbed system of values it is difficult to give birth to something called "institutions", because they imply the belief that it makes sense to do something without feeling that the state is against us.

### **You say that chaos appears then.**

Yes and we all lose in that chaos. In well-organized countries no one hurries, but everyone arrives on time. We are constantly in a hurry and nervous. And where did we get? We are still on the start line. Here you have an obvious example. Austria and Germany were completely



## **Šta nas razlikuje od drugih?**

- U uređenim sistemima, ljudi se radaju sa idejom da se dugovi moraju vratiti. Ovde se izbegavanje plaćanja smatra poželjnom vrednošću. Tamo se podrazumeva da treba da učiš kad ideš u školu. Ovde gledaš kako da prepišeš. Dakle, na tako duboko poremećenom sistemu vrednosti, teško je izneditri nešto što se zove institucija, jer to podrazumeva uverenje da ima smisla nešto činiti bez osećaja da je država protiv nas.

## **Kažete da onda nastaje haos.**

- I u tom haosu svi gubimo. U uređenim zemljama niko ne žuri, a ipak stigne na vreme. Mi stalno žurimo, nerviramo se i trubimo, a gde smo stigli – na početak. Evo očiglednog primera. Austrija i Nemačka su bile potpuno razorene posle Drugog svetskog rata. Nije ostao kamen na kamenu. Znali su šta hoće i uspeli su da obnove privredu, državu, institucije. Pogledajte, recimo, svinjokolj u Nemačkoj i kod nas. Tamo se sve planira. Nemac ima kožnu futrolu sa sto vrsta noževa. Sve je čisto, organizovano. Kod nas seljak uhvati svinju, pa tek onda zove ženu da mu nađe nož, jedan jedini – kojim kolje svinje i seče slavski kolač... Ovde je sve improvizacija.

## **Kako, onda, u tom haosu, gledate na mere štednje?**

- Iz ekonomskih mera Vlade Srbije, jasno je da nema ni pokušaja da se napravi mala, efikasna i prosvaćena državna uprava, sa uskim krugom nadležnosti koje će rigorozno sprovoditi. Nisu se odlučili da oporezuju bogataše, kao što to rade u Francuskoj, već one čija je plata prelazi 60.000 dinara u javnom sektoru, a u tu grupu spada neka srpska elita, tu su profesori, lekari, stručnjaci. Dakle, ministar Krstić nije odlučio da podigne porez na dobit korporacija i da zabrani of-šor zone ili, još šire, porez na imovinu. Ne, samo je oporezovao elitu, intelektualce koji regularno primaju plate.

## **Mislite da je to pogrešan potez?**

- Ne kažem da nije trebalo dodatno oporezovati plate u javnom sektoru veće od 60.000 dinara. Samo, mislim da izostanak drugih mera pokazuje da je to jedna nedomišljena stvar. Zašto se nije razmislio o progresivnom oporezivanju – da se svi prihodi saberi i onda oporezuju? Nije se setio ni da se na dobit od milion evra plaća porez od petnaest odsto, a primanja od 60.000 dinara oporezovao je sa dvadeset odsto. Ne kažem da to ne treba da radi, ali čitav pristup pokazuje da je to jedna nedomišljena stvar i da se nije htelo ništa suštinski uraditi. Nisu se setili ni besmislenih upravnih odbora u kojima sedi dvadeset hiljada ljudi.

destroyed after World War II. No stone was left unturned. People knew what they wanted and they succeeded to revive the economy and the state institutions. Compare how a pig is slaughtered in Germany and in our country. There everything is planned. Germans have leather cases with one hundred different kinds of knives. Everything is clean and organized. In our country peasants catch the pig and only after that they ask their wives to bring them a knife. In fact, they use the same knife to slaughter the pig and to cut the Slava cake... Everything is improvised here.

## **In that case, how do you see austerity measures in this chaos?**

After examining the economic policies of the Serbian Government, it is clear that there is no attempt to create a small, efficient and dedicated public administration with a narrow range of responsibilities, which will be rigorously enforced. They did not decide to tax the rich, as they do in France, but rather those who have salaries over 60 000 RSD in the public sector. This includes a part of the Serbian elite, including teachers, doctors and professionals. Minister Krstić did not raise taxes on corporate profit. He neither banned offshore zones nor imposed wider taxes on property. No, he just touched an intellectual elite that regularly receives its salaries.

## **Do you think it is a wrong move?**

I am not saying that we should not impose additional taxes on wages in the public sector for salaries over 60 000 RSD. I just think that the absence of other measures shows that it was not thought well enough. Why didn't they think about progressive taxation, adding up all incomes before taxing them? They forgot that the tax for a one million EUR profit is fifteen percent, but salaries over 60.000 RSD are now taxed by twenty percent. I am not even saying that it is wrong. I just think that the whole approach shows that it was not thought well enough and that there was no will to do anything substantial. They also forgot the senseless administrative boards, in which twenty thousand people sit.

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Tamara Torlak*



# MIOMIR MUGOŠA

## *Kad vizija postane realnost*

**K**ažu da je lako biti prvi čovek gradova koji, sami po sebi, privlače turiste i investiture, a samim tim i novac neophodan za razvoj i život građana. Podgorica nije turistička destinacija, iako je prestonica države koja se može pohvaliti turističkim potencijalom. To, naravno, ne znači da se u ovaj grad ne ulaže. Naprotiv, poslednjih godina, Podgorica je dobila nove zgrade, poslovne komplekse, tržne centre, a za njen napredak je, kažu, „odgovoran“ gradonačelnik Miomir Mugoša.

## *When vision becomes reality*

**P**eople say that it is easy to be the first man of cities that attract tourists and investors by themselves and, together with them, the money necessary for the development and life of its citizens. Podgorica is not a tourist destination, although it is the capital of a state that can boast tourism potential. This does not mean that there are no investments in this town. On the contrary, in recent years Podgorica has got new buildings, office complexes, shopping centers and people say that the city mayor, Miomir Mugoša, is “responsible” for its progress.



## **Kakvi su Vaši počeci u politici, s obzirom na to da imate najduži staž u Vladi Crne Gore?**

Moji profesionalni počeci u politici vezani su za kraj osamdesetih i početak devedesetih godina prošlog veka i burna politička dešavanja i previranja na prostoru bivše Jugoslavije koja su ih obeležila. Pre toga, bio sam u potpunosti ostvaren u svojoj profesiji, kao lekar, preciznije kao hirurg, u Kliničkom centru Crne Gore. Ulazak u politiku, u tom društveno turbulentnom vremenu, za mene lično predstavlja je, s jedne strane, potrebu koju sam osećao kao intelektualac i kao otac zabrinut za budućnost svoje dece, ali istovremeno i profesionalni izazov. U februaru 1991. godine, imenovan sam za ministra zdravljia i zaštite životne sredine u Vladi izabranoj nakon prvi višestračkih izbora u Crnoj Gori, na čijem čelu je i tada bio aktuelni premijer Milo Đukanović. Na istoj poziciji sam bio i u naredne dve Vlade, kao i u trećoj, na čijem čelu je bio Filip Vučanović, sadašnji predsednik Crne Gore. Izuzetak su predstavljala tri meseca koja sam proveo na

## **How did you begin your political career, given that you have the longest experience in the Government of Montenegro?**

- I began my political career at the end of the eighties and early nineties of the last century. They were characterized by the turbulent political events and upheavals in the former Yugoslavia. Before that, I was fully realized in my profession as a doctor, more precisely as a surgeon at the Clinical Center of Montenegro. For me, beginning a political career in those socially turbulent times represented the need that I felt as an intellectual and as a father concerned about the future of his children, but also a professional challenge. In February in 1991, I was appointed Minister of Health and Environment Protection in the Government elected after the first multiparty elections in Montenegro, headed by the current Prime Minister Milo Đukanović. I had the same position in the next two Governments, as well as in the third one, led by Filip Vučanović, current president of Montenegro. The only ex-



funkciji ministra rada i socijalnog staranja. Početkom 2000. godine, imenovan sam za predsednika Odbora povernika za grad Podgoricu, a nakon izbora koji su usledili, izabran sam za predsednika Opštine. Na neposrednim izborima za gradonačelnika 2006. godine, osvojio sam 62 odsto glasova. Konačno, u skladu sa promenama zakona, poslednji put sam na funkciju gradonačelnika izabran u Skupštini Glavnog grada 2011. godine.

### ***Da li ste zadovoljni onim što ste postigli tokom Vaših mandata?***

Po prirodi sam perfekcionista i uvek razmatram mogućnost da li se u nekom poslu moglo uraditi više i bolje. Imajući u vidu odakle smo krenuli, dokle smo došli i sa kakvim preprekama smo se suočavali, ne samo poslednjih godina u vreme globalne krize – moram da priznam da jesam zadovoljan. Međutim, ono što je najvažnije i zbog čega je moje zadovoljstvo najveće, jeste činjenica da su građani Podgorice zadovoljni onim što smo moji sarad-



ception were three months that I spent as Minister of Labour and Social Welfare. At the beginning of 2000, I was appointed president of the Board of Trustees of the city of Podgorica, and in the next elections, I was elected as City Mayor. In the direct elections for City Mayor of 2006, I won 62% of the votes. Finally, in line with changes in the law, last time I was elected as City Mayor by the Assembly of the Capital City in 2011.

### ***Are you satisfied with what you have accomplished during your term in office?***

- I am by nature a perfectionist and I always consider the possibility that things could have been done better in another way. Taking into consideration where we started, where we came from and what kind of obstacles we faced, not only during the last years of global crisis, I have to admit that I am satisfied. However, the most important fact and my greatest pleasure is that the citizens of Podgorica are satisfied with what my collaborators and I have achieved. The best evidence of their satisfaction is the confidence that they have shown me in the elections all along these 14 years since I became the head of the city.

Also, the opinion of outsiders is very important, especially of those, who re-visit Podgorica after a few years and do not hide their surprise and delight, when they see the transformations the city has gone through.

### ***How hard is it to run the city in a bad global economic situation?***

- The economic situation is difficult, but in spite of that, the capital city has consistently paid all its regular and unscheduled obligations and I am very proud of that. And not just that, we have managed to maintain the investment activity all through the crisis not at the same level as in the period preceding the crisis, of course, but still at a satisfactory level. The development of the city did not stop, but it continued at a slower pace. In that way, we succeeded in time of crisis to build two large shopping centers in a public-private partnership, several residential buildings and several bridges. We also reconstructed and built kilometers of new roads. During the seven years that have elapsed since the restoration of independence, out of which four were crisis years, public funds amounting to half billion EUR have been invested in the Podgorica area, out of which 300 million EUR came from the city budget. Half a billion more were invested by private investors. You will probably admit that it is a lot of money for a city that has about 200,000 inhabitants. We are about to begin important projects, among which the construction of facilities for the treatment of waste water and the incineration of sewage sludge, as well as a primary sewerage system with a length of 41 km. The total value of the project is estimated at around 60 million EUR and we will organize an international tender. As part of this project, we will build the south-western bypass motorway of the

nici i ja postigli. O njihovom zadovoljstvu najbolje svedoči poverenje koje nam u kontituitetu ukazuju na izborima, svih ovih skoro 14 godina, otkada sam na čelu grada.

Isto tako, važno mi je i mišljenje ljudi sa strane, naročito onih koji, nakon nekoliko godina, ponovo posete Podgoricu i koji ne kriju svoje iznenađenje i oduševljenje promenama koje je grad doživeo.

### **Koliko je teško, u lošoj globalnoj ekonomskoj situaciji, voditi grad?**

Ekonomска situacija jeste teška, ali uprkos tome, Glavni grad na vreme i u kontinuitetu izmiruje sve svoje redovne i neplanirane obaveze, zbog čega sam posebno ponosan. I ne samo to – tokom svih ovih godina krize, mi smo uspeli da očuvamo investicionu aktivnost, naravno ne na onom stepenu kao u periodu koji je prethodio krizi, ali na ipak zadovoljavajućem nivou. Sa razvojem grada nije se stalo, već je on nastavljen nešto sporijim tempom. Tako smo, u vremenu krize, sagradili dva velika tržna centra u javno-privatnom partnerstvu, više stambenih zgrada, nekoliko mostova, rekonstruisali smo i sagradili kilometre novih saobraćajnica. Na području Podgorice, od obnove državne nezavisnosti, u poslednjih sedam godina, od kojih su bar četiri bile krizne, uloženo je oko pola milijarde evra državnog novca, od čega je skoro 300 miliona bilo iz gradskog budžeta. Još pola milijarde uložili su privatni investitori. Priznaćete, za grad koji ima oko 200.000 stanovnika, to je mnogo novca. Međutim, nama tek predstoje značajni projekti, među kojima se izdvaja izgradnja uredaja za prečišćavanje otpadnih voda sa inseneracijom otpadnog mulja i primarnom mrežom fekalne kanalizacije dužine 41 kilometar. Ukupna vrednost ovog projekta procenjena je na oko 60 miliona evra, a predstoji nam raspisivanje međunarodnog tendera. Kao deo ovog projekta, gradićemo i jugozapadnu obilaznicu grada, kao i dva mosta na Morači.

U planu nam je i završetak projekta vodosnabdevanja Podgorice, izgradnja postrojenja za tretman otpadnih voda na deponiji „Livade“ i početak eksplotacije biogasa sa deponije i njegovog transfera u topotnu i električnu energiju. Planiramo i izgradnju objekta Gradskog pozorišta, kao i izgradnju zatvorenog bazena.

### **Da li su očekivanja građana ponekad nerealna – s obzirom na gradsku kasu?**

Razumem građane koji su navikli na mnogo brži rad i veće projekte, ali sam isto tako uveren da cene to što dajemo sve od sebe i što, u okviru postojećih mogućnosti, ostvarujemo naše planove i projekte.

### **Koje mere preduzimate da biste zaštitali najslabije: decu, penzionere, trudnice?**

Grad, posebno u poslednjih nekoliko godina ekonomске krize, realizuje zahtevnu socijalnu politiku

city, as well as two bridges on the Morača river.

We plan to complete the water supply project of Podgorica, to build a wastewater treatment plant at the “Livade” landfill and to start the exploitation of biogas from the landfill, in order to convert it into heat and electricity. We plan to build the City Theater, as well as an indoor swimming pool.

### **Are the expectations of citizens sometimes unrealistic, taking into consideration the city budget?**

- I understand citizens, who are used to much faster performances and larger projects, but I am also confident that they appreciate the fact that we are doing our best and that, within the existing possibilities, we have accomplished our plans and projects.

### **What measures are you taking to protect the weakest social categories: children, senior citizens and pregnant women?**

- During the last few years of economic crisis, the city has implemented a demanding social policy through projects that have a direct impact on improving the quality of life of every family in Podgorica.

The city has won large recognition in this sense and many people attribute this fact to me personally, due to the large number of successfully solved housing issues. Last year, we built an apartment building with 95 apartments for social security beneficiaries, as well as for the tenants of buildings that had to be removed, because of their age. We also assigned two plots of land for the construction of housing objects for retired people. One of these objects has one hundred apartments and will be given in exploitation in the coming days. The capital city participated in this project not only by assigning the land, but also by lowering the cost of public utilities. Several plots of land were ceded for the construction of housing for trade unions, government agencies and institutions, as well as for the construction of a facility to accommodate displaced people from Kosovo. We are currently finishing, through a public-private partnership, the construction of a building that will solve the housing problems of 30 employees of the city government. We will also begin the construction of a new building with 101 residential units. We offer free housing to children from the Podgorica area, after leaving the Children's Home “Mladost” of Bijela. We also build shelters for the victims of domestic violence.

Through our Secretariat for Social Welfare, we provide gift packages for newborns, assistance for the purchase of textbooks and school supplies, free vacations and recreation for children from families with poor financial situation, help and home care for the elderly, one-time financial assistance, as well as free meals at the soup kitchen for those citizens, who are entitled to exert that right, in accordance with existing regulations.

In the near future, we plan to begin construction of

kroz projekte koji direktno utiču na poboljšanje kvaliteta života svake porodice u Podgorici.

U tom smislu, Grad je najviše prepoznat – mnogi to vezuju i za mene lično – po velikom broju rešenih stambenih pitanja. Samo u prošloj godini, sagradili smo stambenu zgradu sa 95 stanova u koje su se uselili korisnici materijalnog obezbeđenja porodice, kao i deo stana objekta koji je, zbog starosti, morao da bude uklonjen. Takođe, dodelili smo dve parcele za izgradnju stambenih objekata za potrebe penzionera, od kojih će jedan, sa sto stanova, ovih dana biti useljen. Glavni grad je u ovom projektu učestvovao ne samo dodelom zemljišta, već i snižavanjem cena komunalija. Nekoliko parcela ustupili smo i za izgradnju stanova sindikalnim organizacijama, državnim organima i institucijama, kao i za potrebe izgradnje objekta za smeštaj raseljenih lica sa Kosova. Trenutno, u javno-privatnom partnerstvu završavamo zgradu u kojoj će stambeno pitanje rešiti preko 30 zaposlenih u gradskoj upravi i počinjemo izgradnju novog objekta sa 101 stambenom jedinicom. Besplatno stanovanje omogućavamo i deci sa teritorije Podgorice, nakon napuštanja Dečjeg doma „Mladost“ u Bijeloj, a obezbedili smo i stambeni objekat za potrebe skloništa za žrtve porodičnog nasilja.

a women's pavilion at the Public Institution for the Housing, Rehabilitation and Re-socialization of Psychoactive Substance Users. We will open soon a day center for children with special needs, while a home for the elderly will be built in a public-private partnership, together with the partner that we will choose through a tender.

### ***How to attract more investments and employ citizens?***

- Podgorica adopted a set of measures in order to attract investors and create maximally favorable conditions for business development. We have adopted the necessary urban-planning documents that have defined specific areas for the development of industry, agro-industry and the construction of services facilities and warehouses. In these areas, we anticipate the development of pharmaceutical industry, wood processing, confectionery manufacturing, tobacco processing and metal processing, in accordance with the highest environmental standards, of course. Land owned by the Capital city has been ceded for a 99 years period, with the obligation of investing in infrastructure development. We are also in the process of adopting a decision, by which the cost of public utilities



Preko našeg Sekretarijata za socijalno staranje, obezbeđuju se poklon-paketi za novorodenčad, pomoć za kupovinu udžbenika i školskog pribora, besplatni odmor i rekreacija dece iz porodica sa lošim materijalnim stanjem, pomoć i nega u kući za starije osobe, jednokratna novčana pomoć, kao i besplatan obrok u Narodnoj kuhinji za one građane koji, u skladu sa propisima, ostvaruju to pravo.

U najskorijoj budućnosti, planiramo početak izgradnje ženskog paviljona u sklopu Javne ustanove za smeštaj, rehabilitaciju i resocijalizaciju korisnika psihoaktivnih supstanci. Takođe, predstoji nam otvaranje dnevног centra za decu sa posebnim potrebama, kao i izgradnja doma za stare u javno-privatnom partnerstvu, sa partnerom koga ćemo izabrati na tenderu.

### ***Kako privući veći broj investicija i zaposliti građane?***

Podgorica je, još pre izvesnog vremena, preduzela set mera u cilju privlačenja investitora i stvaranja maksimalno povoljnih uslova za razvoj biznisa. Usvojili smo potrebna urbanističko-planska dokumenta kojima smo definisali posebne zone za razvoj industrije, agroindustrije i gradnju servisa i skladišta. U ovim zonama predviđamo razvoj farmaceutske industrije, drvoprerade, konditorske proizvodnje, prerade duvana i metaloprerade, naravno, u skladu sa najvišim standardima zaštite životne sredine. Zemljiste u ovim zonama, koje je u vlasništvu Glavnog grada, nudimo na korišćenje na period od 99 godina, uz obavezu investiranja u razvoj infrastrukture. Takođe, upravo smo u procesu donošenja odluke kojom ćemo komunalnu naknadu za objekte namenjene za proizvodnju, koju smo i do sada umanjivali za 60 odsto u odnosu na ostale objekte, dodatno umanjiti. Novim aktom predviđeno je da se, pre svega, komunalna naknada za sve poslovne objekte u svim gradskim zonama smanji za oko 20 odsto u proseku. Osim toga, omogućavamo dodatnu povoljnost – iznos naknade za otvoreni prostor na parceli koji je projektovan za obavljanje delatnosti, kao i za objekte namenjene za proizvodnju ili preradu poljoprivrednih proizvoda, biće duplo umanjen. Takođe, u starom delu grada, u Staroj varoši, stimulišemo razvoj zanatstva snižavanjem cene komunalija od čak 90 odsto.

Sa zadovoljstvom moram da istaknem da je Crna Gora, prema novom izveštaju Svetske banke o lakoći poslovanja, Doing Business 2014, napredovala sedam mesta i zauzela 44. poziciju od ukupno 189 država, dok je, u oblasti dobijanja građevinskih dozvola, napredovala čak 70 mesta.

U gradskoj upravi, gotovo svakodnevno, razgovaramo sa potencijalnim investitorima i očekujem da će se vrlo brzo neki među njima pokazati kao oni pravi, koji u Podgorici mogu da razvijaju biznis u svom interesu i u interesu građana i države.

for production will be reduced by 60% in comparison to other facilities. The new regulation stipulates, first of all, that utility charges for all business establishments in all urban areas will be reduced by an average of 20%. In addition to that, we provide additional benefits, such as reducing to one half the tax for open space on parcels, where there has been planned the performance of activities, as well as for facilities for the manufacture or processing of agricultural products. Also, we are stimulating the development of crafts in the old part of the city or "Stara Čarsija" by reducing utility rates by as much as 90%.

It is a pleasure to point out that, according to the new Doing Business 2014 Report of the World Bank, Montenegro advanced seven positions and was ranked in the 44th place out of 189 countries, whereas in the field of building permits, it advanced 70 positions.

Almost everyday, we talk to potential investors at the city government. We hope that some of them will prove to be the right ones, who will develop businesses in their own interest and in the interest of the citizens and the state.

### ***Are you satisfied with city services?***

- I am mostly satisfied, especially because we are now working much better than we did a few years ago, just as we are now functioning worse than we will after some years. So, it is a process that takes place in a positive direction. We are maximally committed to investing in human resources and, according to our current capacities, to purchase new modern equipment. We are trying to give a chance to young people and specialists, but without neglecting the experience of older staff. Our strategic commitment is to invest in continuous improvement and employee training.

### ***Which contribution to the development of Podgorica are your particularly proud of?***

- I could hardly point out one thing that I am most proud of. But I already said once that, as city mayor and citizen, I am proud of all the results, as well as of the fact that Podgorica is being built according to modern standards and that we have transformed into reality at least part of the vision of modern Podgorica.

### ***Do you use the experience of other city mayors of the region? Are problems similar or identical in all capitals?***

- Of course, the positive and negative experience of colleagues is used to a great extent. It is natural, especially when we talk about a region in which all cities undergo or have already undergone a transition process. In this sense, the most useful and important cooperation has been so far with Ljubljana and Zagreb, i.e. with my colleagues Zoran Janković and Milan Bandić. We have signed several joint initiatives, primarily in the field of environmen-

### ***Da li ste zadovoljni radom gradskih službi?***

Uglavnom sam zadovoljan, naročito zato što sada funkcionišu mnogo bolje nego što je to bio slučaj pre nekoliko godina; isto tako, sada funkcionišu gore nego što će funkcionišati za nekoliko godina. Dakle, to je jedan proces koji se odvija u pozitivnom smeru. Maksimalno se trudimo da ulažemo u kadrovske kapacitete, ali i, shodno trenutnim mogućnostima, u nabavku nove savremene opreme. Nastojimo da damo šansu mladim ljudima i specijalističkim znanjima, ali ne zanemarujemo ni iskustvo starijih kadrova. Naše strateško opredeljenje je ulaganje u kontinuirano usavršavanje i obuku zaposlenih.

### ***Na koji svoj doprinos u razvoju Podgorice ste posebno ponosni?***

Teško bih mogao da izdvojam jednu stvar na koju sam najviše ponosan. Već sam jednom rekao da sam, kao gradonačelnik i kao građanin, ponosan na sve ostvarene rezultate, na to što smo Podgoricu gradili po savremenim standardima i što smo, bar deo vizije moderne Podgorice, pretočili u stvarnost.

tal protection. My collaborators and I frequently attend many interesting professional forums that are organized in these two cities. We participate in the implementation of energy efficiency projects with Zagreb, Sarajevo and Skopje. I would particularly point out the European Covenant of Mayors on the reduction of carbon dioxide emissions, which I signed along with almost all the mayors of the largest cities in the region.

When we talk about the region, Podgorica has signed partnership agreements with Skopje, Priština and, of course, Belgrade. I hope and expect that, in the future, we will extend, deepen and strengthen the cooperation between Podgorica and Belgrade, the capital cities of two states that traditionally, historically and culturally rely one on each other.

In addition to the cooperation with the capitals of the region, the cooperation with a large number of cities around the world is equally precious for Podgorica. We have signed partnership agreements with Sofia, Naousa, Bari, Trani, Yerevan, Košice, as well as with the U.S. state of Maryland and the Regional State Administration of Lviv. We have agreements also with the Yaroslavl region of Russia and the Central administrative district of Moscow. I should point out the experience of meeting with



## **Da li Vam koriste iskustva drugih gradonačelnika u regionu i da li su, u svim prestonicama, problemi isti ili slični?**

Svakako da iskustva kolega u istom poslu, kako pozitivna, tako i negativna, koriste u velikoj meri. To je prirodno, naročito kada govorimo o regionu u kojem svi gradovi prolaze ili su već prošli kroz proces tranzicije. U tom smislu, do sada nam je najkorisnija i najznačajnija bila saradnja sa Ljubljano i Zagrebom, odnosno sa mojim kolegama Zoranom Jankovićem i Milanom Bandićem. Mi smo potpisnici nekoliko zajedničkih incijativa, pre svega u oblasti zaštite životne sredine, moji saradnici i ja smo česti gosti na brojnim interesantnim stručnim forumima koji se organizuju u ova dva grada. Sa Zagrebom, Sarajevom i Skopljem učestvujemo u realizaciji projekata energetske efikasnosti. Posebno bih istakao Povelju gradonačelnika Evrope o smanjenju emisije ugljen-dioksida, koju sam potpisao zajedno sa skoro svim gradonačelnicima glavnih gradova regiona.

Kada govorimo o regionu, Podgorica ima potpisane sporazume o partnerstvu sa Skopljem, Prištinom i, naravno – Beogradom. Nadam se i očekujem da će se u budućnosti u većoj meri produbiti i ojačati saradnja između Podgorice i Beograda, kao glavnih gradova dve države koje su tradicionalno, istorijski i kulturno najviše upućene jedna na drugu.

Pored saradnje sa prestonicama regiona, Podgorici je dragocena i saradnja sa brojnim gradovima širom sveta. Sporazume o partnerstvu potpisali smo sa Sofijom, Naušom, Barijem, Tranjem, Jerevanom, Košicama, kao i sa američkom saveznom državom Merilend i Lavovskom regionalnom državnom upravom. Tu su i sporazumi sa Jaroslavskom oblašću u Rusiji i sa Centralnim administrativnim okrugom Moskve. Izdvojio bih iskustva iz susreta sa dugogodišnjim gradonačelnikom Moskve, Jurijem Luškovim, kao i nedavni susret sa Kadirom Topbašem, gradonačelnikom Istambula, megalopola, koji bilo kom

the long-standing mayor of Moscow, Yuri Luzhkov, and the recent meeting with Kadir Topbas, Mayor of Istanbul, a megalopolis that can be seen in many issues as a model for any city of the world.

I would also like to highlight the collaboration that our city has with representatives of Azerbaijan and the United Arab Emirates.

## ***Which is your favorite part of the city, the place where you spend most of the time? What part of the city would you show first to guests from abroad and where do you think that they could spend the most pleasant time? How to enhance the existing tourist offer of the city and attract more tourists?***

- Taking into consideration the function that I perform, I spend most of the time at work, often including weekends. That is the only way you can administrate the city if you want to do the job well. When I say that I spend most of the time at work, I do not mean just at the office and the meeting room, but I am thinking about meetings in various institutions of the city, as well as visits to the field - building sites, local communities, participation in public discussions and numerous encounters with citizens.

For that reason, I do not have plenty of spare time that I can spend as I please. However, whenever I can, I like to go to our family farm in Mareza, a part of Podgorica, which has been for decades one of the favorite picnic areas of Podgorica dwellers. Mareza is the ideal place to escape from the summer heat by which Podgorica is known. The largest water spring, which supplies more than one half of the city, is located there. Mareza is the place where I rest, read, and sometimes play tennis, but lately my greatest pleasure is to spend time with my grandson Basil.

Although Podgorica is not a typical tourist place, we can not be satisfied with the current number of tourist visits. I think that the Skadar Lake represents a great opportu-



gradu na svetu može da bude uzor po brojnim pitanjima.

Takođe, posebno bih istakao saradnju koju, kao grad, ostvarujemo sa predstavnicima Azerbejdžana i Ujedinjenih Arapskih Emirata.

**Koji je Vaš omiljeni deo grada i gde provodite najveće vremena? Koja biste mesta prvo pokazali gostima iz inostranstva i gde bi se oni, po Vašem mišljenju, najbolje proveli? Kako obogatiti postojeću turističku ponudu grada i privući još više turista?**

Imajući u vidu funkciju koju obavljam, najveći deo vremena tokom dana, a često i vikendom, provodim na poslu. To je jedini način na koji se može upravljati gradom, ako želite da taj posao obavljate kvalitetno. Kada kažem da najveći deo vremena provodim na poslu, onda ne mislim samo na kancelariju i našu salu za sastanke, već mislim i na sastanke u različitim institucijama u gradu, kao i na obilaske terena – gradilišta, mesnih zajednica, učestvovanje na javnim raspravama, kao i na brojne susrete sa građanima.

Zbog svega toga, ne ostaje mi mnogo slobodnog vremena koje mogu da provodim po svom izboru. Ipak, kad god mogu, volim da boravim na svom porodičnom imanju na Marezi, delu Podgorice koji je već decenijama jedno od omiljenih izletišta Podgoričana. Mareza je idealno mesto za bekstvo od letnje žege po kojoj je Podgorica poznata, a tu je i najveći izvor sa koga se vodom snabdeva više od pola grada. Na Marezi najviše odmaram, čitam, ponekad odigram par-tiju tenisa, a u poslednje vreme najveće zadovoljstvo mi predstavlja druženje sa unukom Vasilijem.

Iako Podgorica nije tipično turističko mesto, ne možemo biti zadovoljni trenutnim brojem turističkih poseta. Smatram da je Skadarsko jezero velika šansa za razvoj i perspektivu turizma u našem glavnom gradu i da je moramo kvalitetnije favorizovati. Takođe, značajan potencijal za razvoj turizma predstavlja i deo masiva Kučkih planina i Prokletija.

Što se tiče samog grada, mesta koja ne bi trebalo zaobići su muzeji i galerije Podgorice, Umjetnički paviljon, nacionalni teatar, kao i stara građevina – Sahat kula. Kada govorimo o okolini Podgorice, tu su antičko arheološko nalazište Duklja i tvrđava Medun.

Naravno, privlačenje turista umnogome zavisi i od razvoja ekonomije, i kod nas i u okruženju. Što se tiče hotelske ponude, smatram da je solidna i znatno unapredena otvaranjem većeg broja manjih butik-hotela, a verujem da će izgradnja velikih brendiranih hotela umnogome uticati i na broj i na trajanje turističkih poseta Podgorici.

nity for the development of tourism in our capital city and that we need to encourage those opportunities in a better way. A part of the Kučke Mountains and the Prokletija Massif has potential for the development of tourism.

As for the city, there are places that you should not miss, including the museums and galleries of Podgorica, the Art Pavilion, the National Theater, and old buildings, such as the Clock Tower. When we talk about the outskirts of Podgorica, we should mention the ancient archaeological site of Duklja and the Medun fortress.

Of course, attracting tourists largely depends on the development of the economy, both here and in the region. As far hotels, I think that the offer is solid and that it has been improved by opening a large number of smaller boutique hotels. I believe that the construction of large branded hotels will greatly affect the number and duration of tourist visits to Podgorica.



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# LAZAR KRSTIĆ

## *Finansijska defanziva*

**S**prečiti bankrot, ozdraviti Srbiju finansijski i poboljšati ekonomski standard građana – to je težak i kompleksan posao sa kojim se bori najmladi ministar u Vladi Srbije, Lazar Krstić. Naravno, bez pomoći i podrške kolega iz Vlade, to nije izvodljivo, ali najveći teret strategije i planiranja podnosi Ministarstvo finansija. Iako je načelo tog resora došao sa manje od 30 godina, njegov autoritet, znanje i stručnost se ne dovode u pitanje.

## *Financial defensive*

**A**voiding bankruptcy, ensuring Serbia's financial recovery and improving the economic standard of the citizens – these are difficult and complex tasks that are faced by the youngest minister in the Government of Serbia, Lazar Krstić. Of course, without the help and support of colleagues from the Government, that would be impossible, but the greatest burden of the strategy and planning is borne by the Ministry of Finance. Although the head of the Ministry is younger than 30, his authority, knowledge and expertise are not questioned.

## **Novim Zakonom o budžetu planiran je deficit 4,6 posto. Kojom računicom je određen taj procenat?**

Na republičkom nivou on će iznositi 4,6 odsto, što je za 0,1 odsto manje od deficita predviđenog rebalansom budžeta za 2013. Ono što je po prvi put urađeno, jeste da smo priznali realnost - to znači prihvati preuzete obaveze iz prošlosti sa kojima moramo da se nosimo, ne samo u 2014. već do 2017. godine. Prevashodno mislim na dugove javnih preduzeća koje će država morati da preuzme umesto njih, kao ina novac predviđen za dokapitalizaciju državnih banaka. U te svrhe smo, za 2014., planirali 7,1 posto budžeta, umesto 6,5 iz 2013. godine.

## **Hoće li budžet podneti dug za javna preduzeća koja su uglavnom gubitaši?**

Planirani budžet će to moći da podrži, iako je Fiskalni savet s pravom ukazao da postoje veliki rizici kada se radi o državnim gubitašima. Zato je poenta da mi što pre tome stanemo na put rešenja problem javnih preduzeća – tu mislim i na pitanje restrukturiranja, gde treba tražiti najbolja rešenja koja će sačuvati što više radnih mesta u tim preduzećima. To restrukturiranje podrazumeva čitav proces u finansijskom i u operativnom smislu, što je od suštinskog značaja. Taj proces, de facto, mora odmah da počne. Rešenje za ta preduzeća mora biti takvo da najveći teret dugova podnese preduzeće, a ne da to radi država.

## **Čime ste se vodili u kreiranju budžeta?**

Mi smo pesimistično planirali budžet i fiskalnu strategiju za 2014. I to je razlika u odnosu na ranije planove koji su bili optimistični, ali nerealni. Ne smemo sebi da dozvolimo greške imoramo što pre rešiti pitanje javnih preduzeća. Ukoliko se to ne desi, ni štednja neće imati efekta. Mnoge šanse smo prokockali poslednjih 5 godina.

## **Deo stručne javnosti je tražio dodatne uštede i manji deficit. Kakav je Vaš pristup?**

Planirali smo odredjene mere koje ćemo preduzeti u okviru sive ekonomije, gde dugi niz godina ništa nije urađeno. Moramo da suzbijemo sivu ekonomiju i vratimo poslovanje u legalne tokove. Inspekciju i naplatu prihoda radićemo vrlo agresivno, i već smo krenuli u tom smeru. Imamo jasne korake koje ćemo preduzeti u okviru poreske politike, arezultat te vrste punjenja budžeta ćemo videti već u 2014. Budžet za sledeću godinu napravljen je na realnim osnovama i odgovorno, što znači da se ne ide na veće rezove od onih koji su u ovom trenutku neophodni.

## **The new Budget Law provides a 4.6% deficit. How was that percentage determined?**

At the national level, it will amount to 4.6%, which is 0.1% less than the revised budget deficit planned for 2013. What we did for the first time was to acknowledge reality. That is, we accepted the commitments of the past, which we must face not only in 2014, but until 2017. I am thinking, first of all, about the debts of public enterprises, which the State will have to take over instead of them, as well as about the money that has been planned for the recapitalization of state banks. For that purpose we have allotted 7.1% of the budget, instead of the 6.5% of 2013.

## **Will the budget allot debt to public enterprises that are mostly loss-makers?**

The planned budget will be able to support that, even though the Fiscal Council rightly pointed out that there are major risks when dealing with loss-making state enterprises. The point is that we must start solving the problem of public enterprises as soon as possible. I am also thinking about restructuring issues, where we should look for the best solutions that will preserve as many jobs in these enterprises. Restructuring involves the entire process in financial and operational terms, which is of utmost importance. In fact, this process must begin immediately. The solution for those companies must be such that the greatest burden of the debts will be borne by the company and not by the State.

## **Which criteria did you apply when creating the budget?**

We planned the budget and fiscal strategy for 2014 in a pessimistic way, which represents a difference from earlier plans, which were optimistic, but unrealistic. We cannot afford mistakes, and we must solve the issue of public enterprises as soon as possible. If that will not happen, even saving will have no effect. We missed many chances in the past 5 years.

## **What is your response to experts, who requests additional savings and a smaller deficit?**

We planned certain measures that we will undertake within the gray economy, where nothing has been done for many years. We need to suppress the gray economy and bring business back to legal channels. Inspection and revenue collection will be very aggressive and we have already moved in that direction. We will take clear steps in the framework of tax policy, and the result of that kind of budget supplementing will be seen as early as 2014. The budget of next year is planned in a realistic and responsible manner, which means that budget cuts will not be larger than it is currently required.

**Jedna od mera uštede zabrana zapošljavanja novih radnika u javnom sektoru. To će važiti do kraja 2015. godine?**

Prema predloženim izmenama Zakona, ograničava se i ukupan broj privremeno angažovanih radnika na 10 odsto ukupnog broja zaposlenih u organu ili instituciji koja se neposredno ili posredno finansira iz budžeta. Procena Ministarstva finansija je da će mera ograničavanja zapošljavanja u javnom sektoru u 2014. godini doneti uštede od oko 0,15 odsto BDP-a, što je oko 45 miliona evra, a u 2015. godini i dodatnih 0,25 odsto BDP-a. U javnom sektoru u Srbiji zaposleno je 560.000 ljudi, a 740.000 računajući i javna preduzeća.

**Koliko je značajan dijalog, prihvatanje kritika i predloga u tako kompleksnom poslu?**

Uvek smo spremni za konstruktivan dijalog, kako sa poslanicima u Parlamentu, sindikatima i drugim institucijama, tako i sa svim stranama uključenim u problematiku. Budžet nije idealan, ali oslikava realnost i suočavanje sa situacijom. To nam je početna tačka ka onome što hoćemo da postignemo u naredne 3 godine. Moramo da delujemo na nekoliko frontova, bez zadrške i bez ustručavanja.

**One of the saving measures is the prohibition of employing new workers in the public sector. Will that measure apply until the end of 2015?**

Under the proposed amendments, the total number of temporary workers will be limited to 10% of the total number of employees in an organization or institution that is directly or indirectly financed from the budget. The Ministry of Finance estimates that the measure of restricting employment in the public sector will bring savings of about 0.15% of the GDP in 2014, amounting to around 45 million EUR, and of 0.25% of GDP in 2015. The public sector in Serbia employs 560,000 people, 740,000 including public enterprises.

**How important are dialogue and the acceptance of criticism and proposals in such a complex job?**

We are always ready for constructive dialogue with parliamentarians, trade unions and other institutions, as well as with all parties involved in these issues. The budget is not ideal, but it reflects the reality and our way to deal with the situation. That is our starting point for what we wish to achieve in the next three years. We need to act on several fronts, without delay and without hesitation.

*Autor / Author:  
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# ALEKSANDAR STEVANoviĆ

*Savetnik Ministra privrede / Advisor to the Minister of Economy*

## ***Poslednja šansa za bolje sutra***

**D**anas je Srbija zemlja problema. Državna kasa ima manjak, javni sektor ima višak, ne zna se šta će biti sa platama i penzijama, rečju, krajnje je vreme da se, ne gubeći vreme na političke rasprave ko je i kako doveo do svega, suočimo sa nedaćama i potražimo rešenje. Da bismo se vratili na pravi put, kažu, neophodno je izmeniti zakone, uvesti red u institucije i javna preduzeća, stvoriti povoljniju investicionu klimu. Ukoliko počnemo na vreme i sprovedemo neophodne reforme, Srbija bi, za nekoliko godina, mogla da postane zemlja iz koje se neće bežati, zemlja šansi a ne straha od budućnosti, zemlja čiji će novčanici pokazati da su reforme uspele, kaže za The Globe savetnik ministra privrede Aleksandar Stevanović.

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## ***The last chance for a better tomorrow***

**T**oday, Serbia is a problematic country. The state budget has a deficit; the public sector has a surplus and it is not known what will happen to wages and pensions; in one word, it is time to face adversity and find a solution without wasting time in political debates about who is responsible for it. It is said that, in order to return to the right path, we must change laws, bring order to institutions and public companies and create a favorable investment climate. If we start on time and carry out the necessary reforms, in a few years Serbia will become the country from which people will not run away, a land of opportunities that will not fear the future, a country whose wallets will show that reforms succeeded - said to The Globe Aleksander Stevanović, Advisor to the Minister of Economy.



**Ministar Radulović svakodnevno poručuje da je neophodno što pre izmeniti postojeći Zakon o radu. Šta će doneti te izmene i, uopšte, šta donose izmene još dva sistema zakona - o stećaju i privatizaciji?**

Zakon o radu je identifikovan kao jedna od ključnih prepreka u smanjenju nezaposlenosti, posebno dugoročne nezaposlenosti starijih osoba, odnosno kao jedan od ključnih faktora zašto MSP u velikom broju rade ili zapošljavaju na crno. Zakon treba da omogući lakše zapošljavanje kroz smanjenje rizika zapošljavanja, odnosno olakšavanje firmama da se prilagođavaju promenama na tržištu. Nacrt zakona vezuje otpremnine za godine staža kod poslednjeg poslodavca i njegovih povezanih lica, što je jedino logično rešenje. Konačno, ovakve izmene će dovesti do toga da se poboljša struktura poslodavaca jer je, u trenutnom mulju koji imamo, najbolje onima koji svesno krše zakone. S druge strane, ovakava rešenja će afirmisati ulogu onih sindikata koji su istinski predstavnici radnika, kroz jačanje uloge kolektivnog pregovaranja na nivou firmi.

Zakon o privatizaciji treba da spreči sve negativne pojave koje su dovele do toga da se ključna institucija slobodnog društva – privatno vlasništvo – u Srbiji u velikoj meri obesmisli kroz pljačkaške privatizacije. Novi zakon stvara bolje osnove za dobijanje kvalitenih in-

**Minister Radulović says everyday that we must change the existing labor laws as soon as possible. What will changes bring and what is the importance of two more laws, the bankruptcy law and the privatization law?**

The Labor Law has been identified as one of the key barriers for the reduction of unemployment, especially long-term unemployment of older people, and as one of the key factors why many SMEs work or employ people illegally. The law should make employment easier by reducing employment risks, i.e. by helping companies adapt to market changes. The draft law provides severance payments according to the years of service with the last employer and its related entities, as the only logical solution. Finally, these changes will lead to improving the employer's structure, because the current mess is ideal for those who knowingly violate the law. On the other hand, this solution will promote the role of those unions that are true representatives of workers, by strengthening the role of collective negotiation at company level.

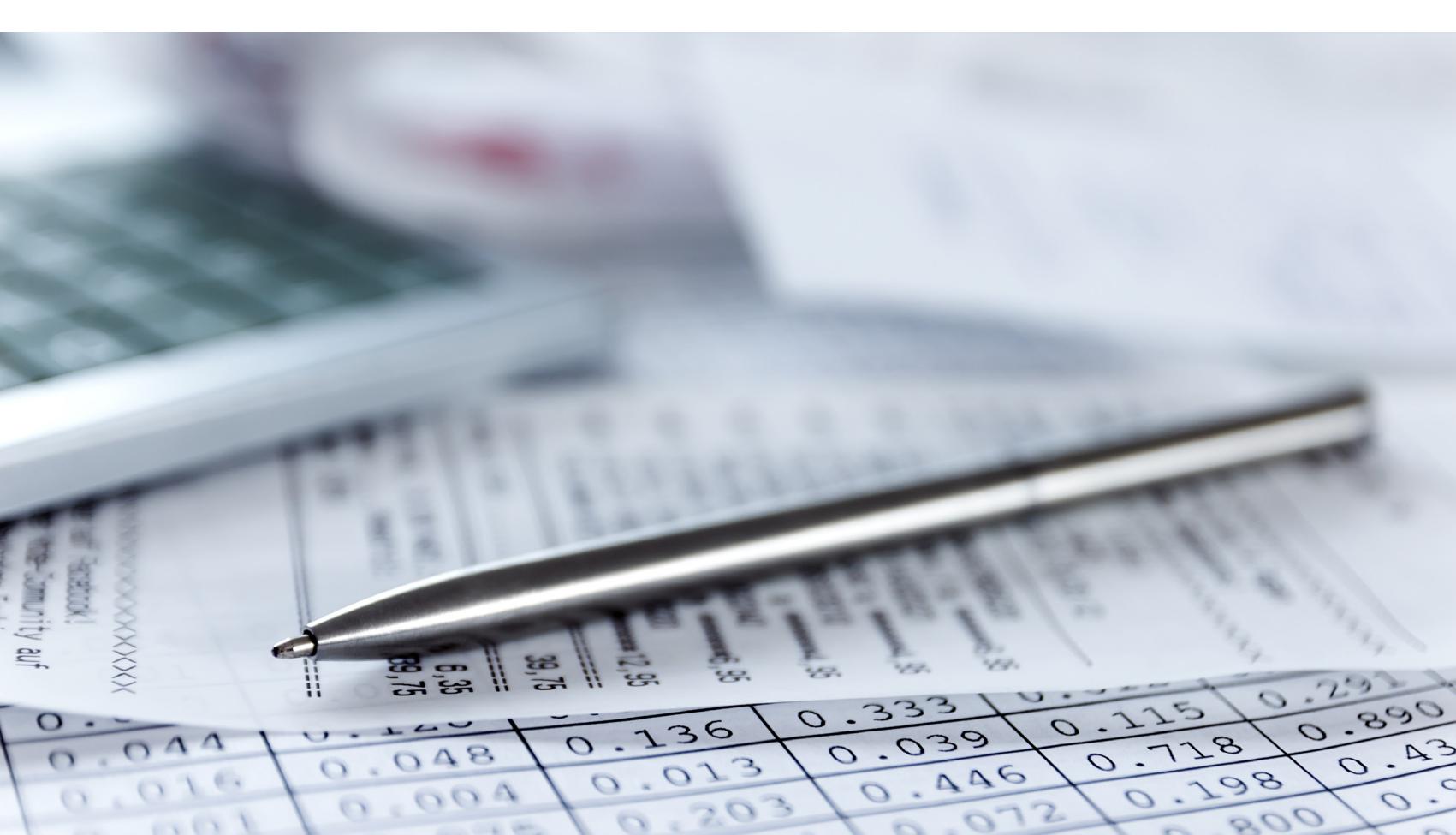
The Privatization Law should prevent all the negative phenomena that led to the fact that the key institutions of a free society (private property) in Serbia have been rendered pointless due to criminal privatizations. The new law creates a better basis for the arrival of high-quality investors, while companies and individuals that have proven to be pests in previous privatization pro-

vestitora – firme i pojedinci koji su se već pokazali kao štetočine u dosadašnjem procesu privatizacije neće moći da učestvuju, preduzeća koja imaju sedišta u neuređenim poreskim sistemima takođe neće moći da učestvuju, moraće se znati koja to tačno fizička lica stoje iza svake firme... Uz svodenje dugova firmi u restrukturiranju na nivo kapitala kroz konverziju potraživanja u kapital kroz UPPR ili stečaj, u procesu privatizacije će biti ponuđene firme očišćene od dugova i lošeg menadžmenta. Ovakav razvoj doveće mnogo kvalitetnije investitore i neće nam se ponoviti štetočinske prakse kao što su one u Vršačkim vinogradima, Prvoj petoletci i drugim nakaradnim privatizacijama. Novi zakon otvara mogućnost da se rukodstva koja ne saraduju sa državom i rastaču imovinu firmi koje su predmet restrukturiranja – smene. Konačno, nacrt Zakona o privatizaciji uvodi više oblika privatizacije – kupovinu 100% kapitala, kupovinu dela kapitala, ugovor o menadžmentu i dokapitalizaciju.

Zakon o stečaju donosi nekoliko novina koje stečaj treba da pretvore u izvor rešenja i ozdravljenja, a ne u izvor propasti i put u likvidaciju. Radnička potraživanja po osnovu plata ulaze u prvi red. Potraživanja povezanih lica ulaze u poslednji red za naplatu. Državu će zastupati samo jedan zastupnik, nezavisno od toga koliko državnih institucija i firmi je poverilac. Licenciranje stečajnih upravnika će, kao što je praksa u svim slobodnim profesijama, obavljati struka, a ne partijsko telo.

cesses will not be able to participate. The same applies to companies that have disordered tax systems in their headquarters. It will be necessary to establish exactly who the physical persons behind each company are. In addition to reducing the debt of restructuring companies by converting receivables into capital through UPPR or bankruptcy, the privatization process will be offered only to companies free of debt and mismanagement. This development will result in much better investors, preventing detrimental activity practices such as those at Vršac vineyards, "Prva Petoletka" and other flawed privatizations. The new law opens the possibility of dismissing the management of restructuring companies that do not cooperate with the State. Finally, the draft privatization law introduces several forms of privatization - purchase of 100% of the capital, purchase of part of the capital, management contract and recapitalization.

The Bankruptcy Law provides a number of novelties that should be seen as a source of solutions and healing and not as a source of failure or as the path to liquidation. Workers' claims regarding wages have top collection priority, while the claims of related parties are at the bottom of the collection priority list. The state will have only one representative, regardless of how many state institutions have credited the company. As it is the practice in all free professions, Bankruptcy trustees will be licensed according to their professional quality and not by a party entity.



## **Vaše ministarstvo obavezalo je preduzeća da dostave „lične karte“. Šta one pokazuju, kakvo je stanje u firmama u restrukturiranju?**

Lične karte pokazuju da je deset godina restrukturiranja dovelo do suštinskog unazdavanja i rastakanja firmi čiji se status rešavao, a da su građani Srbije i firme koje imaju zdrave biznise za tu egzibiciju platili gotovo 5 milijardi dolara. Lične karte pokazuju da se državnom imovinom upravljaljalo loše, jer sama činjenica da menadžment mnogih firmi nije imao podatke ili nije želeo da objavi podatke govori o tome kako se tim firmama upravljaljalo. Proces izrade ličnih karata je pokazao da u gotovo svim tim firmama ima snage i ima ljudi koji hoće da pomognu da se sa štetočinstvom prestane. Konačno, kada smo se oslobodili ili kada je izvesno da će te firme biti oslobođene dugova i lošeg menadžmenta, postaje jasno da one nisu nerešiv problem i da ima onih koji žele da investiraju, ali su bili odvraćeni u vreme dok je glib bio kratak opis stanja koje je vladalo u ovom segmentu privrede.

## **Najavljen je ukidanje subvencija i formiranje tranzicionog fonda. Kakva će biti njegova uloga i kako podstići zapošljavanje?**

Uloga tranzisionog fonda nije da podstiče zapošljavanje (mada će se to indirektno desiti u manjoj meri) nego da se zaposlenima, koji u firmama u restrukturiranju, odnosno firmama u portfoliju Agencije za privatizaciju potražuju minimalne zarade i kojima nije povezan staž, omogući da svoja prava dobiju onoga dana kada firma završi restrukturiranje i uđe u UPPR ili stečaj. Svrha fonda je da radnici dobiju sve što im pripada bez čekanja, a da tranzisioni fond postane poverilac prema preduzećima koja ulaze u UPPR ili stečaj.

## **Zašto je ukinuta SIEPA?**

SIEPA je ukinuta iz više razloga. Prvo, jer nije uopšte kontrolisala da li se ispunjavaju ugovorne obaveze. Drugo, jer je potpuno nejasno na koji način naša privreda ima koristi od ovakvog vida subvencionisanja. Efekti su, u najmanju ruku, diskutabilni – privučeni su investitori koji su stigli samo radi podsticaja, umesto da se radilo na otklanjanju razloga zbog kojih niko ozbiljan nije htio da investira u Srbiji. Iz budžeta su se davala sredstva koja se ne mogu, u razumnom roku, vratiti nazad u budžet. SIEPA je odbila da sarađuje sa Ministarstvom privrede i javno je istupala protiv istog. Identifikovan je nemaran odnos prema garancijama koji je koštao građane Srbije nekoliko miliona evra. Podaci pokazuju da se organizacija ponašala kao jednopartijska institucija u gotovo svim segmentima rada. Verujemo da deo posla SIEPE treba da se nastavi, ali da je u ovom obliku jednostavno nemoguće transformisati tu agenciju.

## **Your ministry has obliged companies to provide “identity cards”. What do they show? What is the situation among companies under restructuring?**

Identity cards show that ten years of restructuring led to substantial regression and to the dissolution of companies, whose status was being solved. They also show that Serbian citizens and serious companies paid about 5 billion USD for this exhibition. Identity cards show that state assets were mismanaged, because the very fact that many companies had no data or did not want to publish any information clearly shows how those companies were managed. The creation process of company identity cards showed that in almost all of these companies there are forces and people that are ready to help to stop the infection. Finally, when companies are acquitted of debts or mismanagement, it becomes clear that these are not unsolvable problems and that there are people who wanted to invest, but were averted in a time when the situation that prevailed in this segment of the economy could be shortly described by the word “mud”.

## **It was announced that subsidies will be revoked and that a transition fund will be created. What will their role be and how will employment be encouraged?**

The role of the Transition Fund is not to encourage employment (although this will happen indirectly, to a lesser extent), but to support people employed in restructuring companies or in companies from the Privatization Agency portfolio, who receive minimal salaries and have no length of service, so that they might exert their rights on the day when the restructuring procedure will end and the company goes into UPPR or bankruptcy. The purpose of the fund is that workers might receive all what they are entitled to, without waiting. In fact the fund will become a creditor of the companies that go into UPPR or bankruptcy.

## **Why was SIEPA revoked?**

SIEPA was revoked for several reasons. First, because it did not control at all whether contractual obligations were being met. Second, because it was completely unclear how our economy could benefit from this form of subsidization. The effects are at least questionable. We attracted investors that came only because of the incentives, instead of eliminating the reasons, because of which no serious investor wanted to come to Serbia, unless he could receive funds from the State budget, which cannot be refunded in a reasonable period of time. SIEPA refused to cooperate with the Ministry of Economy and publicly spoke out against it. There was identified a negligent approach to guarantees, which cost several million dollars to Serbian citizens. Data show that the organization was acting as a one-party institution in almost all sectors of



### **Šta se dešava sa Razvojnim fondom? Veliki procenat potraživanja je nenaplativ.**

Svaka finansijska institucija, koja sa 60-ak zaposlenih želi da kontroliše portfolio od 12.000 plasmana, osuđena je na neuspeh. Podaci pokazuju da je gotovo 80% sredstava građana Srbije bačeno u bunar, u potpunosti ili delimično. Potrebno je ići u drugom pravcu, a to je da se Razvojni fond suštinski transformiše u garantnu instituciju, po ugledu na Evropski investicioni fond. U budžetu za 2014. godinu predviđeno je 12 milijardi dinara za garantni fond, gde bi država pokrivala 25-75% rizika plasmana prvoklasnih privatnih banaka u Srbiji, čime bi svi imali jednake šanse da dođu do povoljnih kredita, privatna institucija (banka) bi obavila analizu zahteva za kredit i pratila dužnika jer bi i sama izgubila svoj kapital ukoliko obavi lošu procenu. Na ovaj način, spustili bismo procenat NPL sa 80% na ispod 15%.

### **Koje privredne grane podstiče Vaše ministarstvo?**

Ne verujemo u granske podsticaje, baš kao što ne verujemo u podsticaje firmi X ili pojedincu Y. Verujemo u jednakost svih učesnika na tržištu i da preduzetni svet Srbije zna bolje od bilo koga u državnim organima gde su šanse srpske privrede. Verujemo da je rasterećenje privrede od nerazumnih nameta i nerazumnih propisa i ospozobljavanje postojećih institucija od lošeg upravljanja, uz izgradnju nekih novih institucija, put u dugoročno održiv i zdrav razvoj. Jedina stimulacija koja ima određenu dozu granskog podsticaja je državno učešće od 4 milijarde dinara za srpski venture fond u kome bi država

activity. We believe that part of the SIEPA's work should continue, but in that form it was simply impossible to transform the agency.

### **What happens with the Development Fund? A large percentage of the claims is uncollectible.**

Any financial institution that tries to control a 12,000 loan portfolio with 60 employees is doomed to failure. Data show that nearly 80% of the resources of Serbian citizens are thrown to the well, in whole or in part. It is necessary to go in another direction, and that is to have the Development Fund substantially transformed into a guarantee institution modeled according to the European Investment Fund. The budget of 2014 provides a 12 billion RSD Guarantee Fund, by which the state would cover 25-75% of the risk of placements at first-class private banks of Serbia, granting to everyone equal opportunities to obtain loans. The private institution (bank) should analyze loan requirements and monitor the debtor, because otherwise it would lose its own capital, as a result of bad judgment. In this way, we would reduce the NPL percentage from 80% to 15%.

### **Which branches of industry is your Ministry stimulating?**

I do not believe in sectoral incentives, just as we do not believe in incentives for company X or the individual Y. We believe in the equality of all participants in the market and that the entrepreneurs of Serbia know better than any state authority where the chances of the Serbian economy are. We believe that the right way to ensure an sustainable and healthy development is to relieve

postala manjinski vlasnik, a gde bi privatna kompanija obavljala plasmane u inovativna i brzo rastuća preduzeća koja ne mogu da dođu do sredstava kod banaka.

### **Koliko će izmene Zakona o planiranju i izgradnji uticati na poboljšanje investicionog klima?**

Imajući u vidu da smo ocenjeni, rame uz rame, sa neuređenim afričkim državama kada je reč o ovoj oblasti, nemoguće je da se investiciona klima ne poboljša. Potrebno je rešiti ključno pitanje –pravo na korišćenje građevinskog zemljišta, pitanje konverzije i sve što je iz toga proisteklo.

Show message history

### **Ako se sve što je potrebno za oporavak privrede sprovede u delo, gde vidite Srbiju za, recimo, pet godina?**

U Srbiji treba da se učini mnogo, ali zaista mnogo toga, jer smo mi danas, na neki način, opet na početku. Sve ovo što smo mi predlagali i što će uglavnom i biti usvojeno, predstavlja samo 10% onoga što mora da se uradi da bi naša otadžbina postala mesto iz koga se neće bežati glavom bez obzira, gde će svaki novi dan biti dan novih šansi, a ne dan straha od toga šta nam budućnost nosi. Ako bismo u narednih pet godina izgradili institucije tržišne privrede, podsticali preduzetništvo kroz niske poreze i razumnu regulativu, oslobođili se svake pomisli da koristimo perpetum mobile ekonomiju, shvatili da se za svoje mesto u svetu možemo izboriti samo ako proizvodimo kvalitetne proizvode i usluge na troškovno efektivan način, ako odustanemo od konfrontacije sa onim delom sveta gde civilizacijski pripadamo i krenemo da koristimo sve šanse koje evroatlantske integracije nose, ako shvatimo da moramo suštinski da menjamo naš obravorni, penzionalni i zdravstveni sistem i pogled na ulogu javnih preduzeća, ako shvatimo da niko osim nas samih ne može učiniti našu zemlju lepšom i prosperitetnjom, mi bismo za pet godina mogli da budemo zemlja u kojoj svako u svom novčaniku vidi da su reforme uspele. Ako ne budemo spremni da suštinski promenimo one stvari koje su nas bacile na kolena, u porodicu evropskih naroda čemo i ući na kolenima. Ako se promenimo, Srbija će nam biti najlepša ne zato što je naša, nego što će svima biti privlačna. Moramo shvatiti da preduzetni svet stvara prosperitet, a ne političari, da nema prosperitet bez institucija i da socijalna pravda mora da znači da niko ko je na putu da padne u neizdrživ položaj neće tu završiti, baš kao što ni dinar sredstava za socijalne potrebe ne sme da završi kod onih koji nisu u problemu.

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the economy of unreasonable taxes and regulations, to heal existing institutions of bad management and to create some new institutions. The only stimulus that has a certain sectoral character is the 4 billion RSD participation of the state in the Serbian venture fund, by which the state would become a minority shareholder and where a private company would make investments in innovative and fast-growing companies that cannot obtain money from banks.

### **To what extend do the amendments to the Planning and Construction Law contribute to the improvement of the investment climate?**

If we take into consideration that we are compared to some disordered African countries when it comes to this issue, it is absolutely impossible that the investment climate will not improve. It is necessary to solve certain key issues, such as the right to use construction land and the conversion issue and all the aspects arising from that.

### **If we do all what is necessary to ensure economic recovery, where do you think that Serbia will be in, let us say, five years?**

A lot of things must be done in Serbia, but really a lot, because in a certain way we are back in the beginning. All what we proposed and will be mostly adopted represents only 10% of all the things that must be done to make our homeland a place, from which people will not run for their life, where every day brings new opportunities and people will not fear the future. If in the next five years we will build market economy institutions, encourage entrepreneurship through low taxes and a reasonable regulations, resign every thought of using perpetual motion economy and understand that we can find a place in the world only by producing high-quality products and services in a cost-effective way, if we give up the confrontation with that part of the world, to which we culturally belong and use all the opportunities of Euro-Atlantic integration, if we realize that we need to fundamentally change our education, retirement and health care system and look at the role of public enterprises, if we realize that none but ourselves can make our country more beautiful and prosperous, then in five years we should be a country where everyone can see in his wallet that the reforms succeeded. If we are not ready to change fundamentally the things that brought us to our knees, we will enter into the European family of nations on our knees, but if we are ready to change them, then Serbia will be dearest to us, not because it is ours, but because it will be attractive to everyone. We must realize that entrepreneurship creates prosperity, not politicians, that there is no prosperity without institutions and that social justice should mean that no one, who is on the way to fall into an unbearable position, should end up there, just as not even one dinar of social funds should end up in the hands of those who are not in trouble.

*Izbori za članove Bundestaga*

# Mi smo Merkel

**O**na želi ono što mi želimo. To je njena politika. Ona čini ono što je moguće, jer je to neophodno, a neophodno je razumno. Ko bi ikada mogao pomisliti, da u Berlinu vlada Hegelov Svetski duh (*Weltgeist*)?

*Autor:*  
**Georg Diez**

*Elections for the Bundestag representatives*

# We are Merkel

**S**he wants what we want. That is her policy. She does what is possible, because it is necessary, and if it is necessary, then it is reasonable as well. Who would have ever thought that Berlin would be governed by Hegel's World Spirit (Weltgeist)?

*Written by  
Georg Diez*

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Odjednom su nestali. Nisu se više zabrinuto saginjali. Ona je progutala smešak i više nije pomicala usne. Najpoznatiji osmeh republike. Nestao je.

Kancelarka mogućeg, kraljica računanja, žena koja kaže samo ono što može, jer ništa drugo ne želi reći: U jednom kratkom momentu, koji beše nešto poput trijumfa, pokazalo se da kroz njene vene teče krv.

Bila je to slika za udžbenike istorije. I skoro se neće ponoviti. Zapravo, već nakon sat vremena, bilo je kao izbrisano.

Tu je sedela najveća kancelarka, koju smo ikada imali, u „Berliner Runde“ – plašeći se moći. U svakom slučaju od moći, koju ne voli. Od moći, koja mora donositi odluke, moći, koja pruža prostor za napad, moći, koja je instrument politike.

Ali politiku je poništila. Argumente je poništila. Poništila je razgovor o idejama, sadržajima, vizijama.

Zato je izabrana od strane apsolutne osećajne većine: Merkel je sigurnost tamo, gde nikakva sigurnost ne postoji. Merkel je stabilnost, koja može biti i parališuća. Merkel je bezuslovno poverenje. Ona je čista, sveproždiruća sadašnjost. A strah, kriza i budućnost ostaju pred vratima.

Ne postoji juče, a ni sutra. Zbog toga govori o penzijama, dečijem dodatku, zdravlju. Čitaoci „Landlust-a“, kako je „La Monde“ pre izbora napisao, biraju Angelu Merkel.

Ona je ugodnost bez maženja. Ona želi ono što mi želimo. Ona čini moguće, jer je to neophodno, a neophodno je razumno. Ko bi ikada mogao pomisliti, da se Hegelov Svetski duh nalazi na velikim plakatima na berlinskoj centralnoj železničkoj stanici.

Jer već ovaj poster, ovaj gest, ovaj prostor ruta, skoro sve objašnjava. Savršena ravnoteža sa jedne strane, gde se čini da pritisak prstiju daje potporu čitavom telu i narodu, koji ju je izabrao. Jedan gest nesigurnosti s druge strane, koja se kao takva više ne može prepoznati, sumnja, skeptičnost, negativnost, koje je ona, a što je trik magične Merkel, preinačila u jačinu, suverenitet, skoro hagiografsku lepotu.

To su postupci koje čini jedan papa. To su gestovi Dalaj Lame.

Jedna kancelarka vodi politiku. Ali ne i ova kancelarka.

Ona je pred našim očima politiku preobratila u nešto drugo, isto kao što je i CDU preobratila. Jedan takav madioničarski trik, nad kojim politički novinari očajavaju.

***Ona je revolucionarka.  
Ona ne vodi politiku.  
Ona vodi uspešnu politiku.***

They suddenly disappeared. They stopped bowing their heads in sign of concern. She swallowed a smile and did not move her lips anymore.

The most famous smile of the republic. It was gone.

The Chancellor of the possible, the queen of calculation, the woman that only says what is possible, because she does not want to say anything else... All happened in a very short time, which was something like a triumph, and it became evident that blood flows through her veins.

That was a picture for history books. It will not happen again soon. In fact, after just one hour, it was completely deleted.

There sat the greatest chancellor that we have ever had, at “Berliner Runde” - fearing power. In any case, the power that she does not love, the power, which must make decisions, the power, which provides space for attack, the power, which is an instrument of politics.

But she cancelled politics. She cancelled arguments. She cancelled the discussion of ideas, contents and visions.

That is why she was elected by the absolute majority: Merkel is certainty where certainty does not exist. Merkel is stability, which can be paralyzing. Merkel is unconditional trust. She is a pure and all-consuming present. Fear, crisis and future remain at the door.

There is no yesterday and no tomorrow. That is why she talks about pensions, child benefits and health. Just as “Le Monde” said before the elections, “Landlust” readers elect Angela Merkel.

She means comfort without pampering. She wants what we want. She does what is possible, because it is necessary, and if it is necessary, then it is reasonable as well. Who would ever have thought, that Hegel’s World Spirit can be seen on billboards at Berlin’s Central Train Station.

This poster, this gesture, this route area explain almost everything. On the one hand it is the perfect balance, where it seems that the pressure of the fingers supports the entire body and the people that elected her. On the other hand there is a gesture of uncertainty, which can no longer be recognized as such, as well as doubt, skepticism and negativity, which she has transformed into strength, sovereignty and almost hagiographic beauty. That is the trick of the magical Merkel.

Those are the actions that make a Pope. Those are the gestures of Dalai Lama. Chancellors run policies, but not this Chancellor.

Before our eyes, she transformed politics into something else, just as she transformed the CDU. This is the magician’s trick that has driven political journalists to despair.

She is and remains the The Black Swan of politics, a metaphor of economic philosophy, which explains the surprising.

Ona jeste i ostaje Crni labud politike: Metafora iz ekonomske filozofije, kojom se objašnjavaju iznenadujuća dešavanja na berzi; ona kaže da su moguće one stvari koje su zapravo nezamislive – a upravo to i čini Angela Merkel, ona jednostavno protivreći zakonima političke plauzibilnosti.

Ona je uzela CDU i stavila je negde, u neki prostor, čiji ključ jedino ona poseduje, i tako oni traže i više ne pronalaze njenu partiju.

Ona je uzela politiku i zarobila je u neki prostor, a neuspeh opozicije u ovoj izbornoj borbi sastoji se u tome što nije uspela da ovaj prostor ponovo otključa i povede razgovor o velikim pitanjima našeg vremena, migraciji, siromaštву, imigraciji, klimatskim promenama, velikim količinama podataka.

Ona je uzela svoju funkciju, koja nije više ono što je bila. Ona je prva predsedavajuća kancelarka, nemačka revolucionarka sa istočnonemačkim obeležjima, a njena strategija je potpuno napuštanje ideologije u politici.

Ona ne vodi politiku. Ona vodi uspešnu politiku. A to se razlikuje. Uspeh je njoj važniji od politike.

Uspeh je uspeh, to je njena mantra. Uspeh je dobar, jer uspeh je uspešan, to je njen retorički zaključak. Ja sam dobra, jer sam uspešna. To je argument, koji je njene birače podstakao na izbor.

To Nemci žele čuti, smekšavaju pred strahom od toga da će ona ščepati krizu. Sve se posmatra u kontekstu naplativosti, ekonomizacije životnih uslova, koja se pojavljuje kao data i neophodna: Radi se pre svega o tome kako da se probijem, kako da napredujem, kako ču to uraditi, bilo kako.

Dakle ja, ja, ja, jedna politika interesa, individualnog napretka i dobiti, pre politika straha nego samopouzdanja – „novi srednji stalež“ nije više akter našeg vremena, onako kako je to Šreder mislio, dakle jaka, samouverena srednja klasa, reformisana i uobličena, već jedna „zastrašena“, „zaboravljeni sredina“, koja se koprica i gleda da ne sklizne dole.

Nešto se dogodilo u dosadašnjih pet godina krize, skoro jedna mala epoha, koja je donela pooštavanje odnosa uz istovremeno zamućivanje argumenata, jedno odsustvo spora, jedan konsenzus, koji se kao glazura prostreko preko zemlje.

Ali nesigurnost doseže još dalje, jer su i godine od napada 2001. takođe bile godine straha – u svakom slučaju nije samo Nemačka izgubila optimizam u stvaranje budućnosti, tu je i fenomen ekonomski i vojno već dugo dominantnog Zapada, koji mora osigurati svoj teren. Angela Merkel je takođe u svemu tome pre akter Svetskog duha nego originalni genije.

Politikolog Franc Valter nazvao ju je „Predstavnicom političkog“. Ona nema problem sa tim da u Evropi implementira tehnokratsku vladavinu, jer i sama razmišlja na tehnokratski način. Ona nema problem sa

## ***She is a revolutionary. She does not run a policy. She runs a successful policy.***

She says that things that used to be unimaginable are possible in fact. That is what Angela Merkel does. She simply contradicts the laws of political plausibility.

She took the CDU and placed it somewhere, in a place, whose key is exclusively in her hands. That is why everyone seeks, but no one finds her party.

She took politics and captured them in a space. The opposition's mistake in this electoral battle is that, once again, it failed to unlock that area and direct the discussion to the important issues of our time: migration, poverty, immigration and climate changes. These are large quantities of data.

She assumed her position, which was not anymore what it used to be. She is the first female Chancellor, a German revolutionary with East-German characteristics, and her strategy is the complete abandonment of ideology in politics.

She runs no policy. She runs a successful policy. That is the difference. For her success is more important than politics.

Success is success, that is her mantra. Success is good, because success is successful - that is her rhetorical conclusion. I am good, because I am successful. This is the argument that she used to convince her voters.

That is what Germans wanted to hear. They mellow in front of the fear that she would whip up a crisis. Everything is seen in the context of collectability and the economization of living conditions, which appears as a necessity: It is mainly about how to get through in order to progress, about doing it in any possible way.

So, it is a matter of me, me and me, a policy of interests, individual progress and profit, a policy of fear rather than a policy of self-confidence. The “new middle class” is not any more the actor of our time, such as Schroeder conceived it, i.e. a strong, self-confident middle class, reformed and formed, but rather an “intimidated”, “forgotten middle”, which is struggling and looking to not slip down.

Something happened in the past five years of crisis, almost a small epoch, which brought stiffened relations while blurring arguments at the same time. Disputes have disappeared and consensus stretched along the country like a glaze.

But uncertainty reaches even further, because the years after the attacks of 2001 were characterized by fear. Anyway, Germany was not the only one that lost optimism in the creation of a future, but it was an economic phenomenon common to the entire long-dominating West, which had to ensure its position. Angela Merkel was an actor of the World Spirit, rather than an original genius.

tim da načini radikalnu promenu kursa, jer se više zanima za rezultate nego za ubedjenja. Ona nema problem sa tim da svoju retoriku svede na taj nivo da bi se od 100 reči mogao stvoriti njen pogled na svet, jer jezik za Angelu Merkel predstavlja pre sredstvo za izbegavanje grešaka.

Stoga ona predstavlja jedan performans. Ona je svoj sopstveni program. Ona je najtajnovitiji populista.

„Mi odlučuje“, opisala je SPD njenu izbornu borbu. To je tačno. Mi se odlučilo: „Mi smo Merkel“, reklo je Mi u nedelju.

Politika je za nju kao mašina: Ona gleda šta funkcioniše, a šta ne.

Paradoksalno je: Nemci traže zaštitu, iako im se stalno govori da su u dobroj poziciji, kao još nikada. Oni se ne osećaju sigurno i zato su izabrali kancelarku, koja s jedne strane uvek ponavlja koliko je put težak, a izlaz nejasan, i koja s druge strane prilikom svakog nastupa saopštava kako ćemo mi to uspeti.

Ona je problem i rešenje u jednom. Ona guta sve što je u suprotnosti. Njoj nije potrebna velika koalicija, jer se koalicija nalazi u jednoj osobi. Ona ne želi apsolutnu većinu, radije igra ulogu voditelja, nego što vlada.

Izbog toga nastupa kratki horor u „Berliner Runde“, kada se odjednom čini da ona ima apsolutnu većinu. Nije joj potrebna, ne želi je, nju takvo nešto poput apsolutne moći ne može opiti, kao što se dogodilo Kohlu i Adenaueru. Ona politiku posmatra kao neku mašinu, posmatra šta funkcioniše, a šta ne.

Ona ne pita kuda treba da vozi ta mašina, ko tu još treba da se vozi i zašto bi uopšte trebalo da se vozimo. Najvažnije je da ona vozi.

Preostaje jedan pragmatizam koji poprima skoro metafizičke crte: neka vrsta molitvenog stava postmodernizma.

Ovo je takođe polje Merkellove, koje ima spiritualnu dimenziju za onoga, ko to želi videti. Jedna zakletva koja prouzrokuje koncentrisanje na ono što jeste, što se želi, na unutrašnji svet. Spoljašnjost nestaje, kao i empatija, to je jedan govor ili pak ne-govor o politici, u kom se ostatak sveta pojavljuje samo kao tržište ili kao problem – jedna racionalizacija politike, koja je nasledstvo Merkellove.

Dakle, kako mi zamišljamo budućnost, sasvim etički, jer ako je Zapad osim od svojih mašina, nošen od strane nečega drugog, onda ipak postoje vrednosti o kojima mi pričamo, ako o njima ne čutimo.

Gde smo mi u Siriji? Gde smo bili u Libiji? Šta činimo za izbeglice koji se utapaju kod Lampeduze? Ili za izbeglice koje u Minhenu i Berlinu koje štrajkuju gladi, kako bi demonstrirali protiv uslova u kojima ovde moraju živeti? Šta osigurava nemačku ili još bolje: evropsku strategiju, slobodu i građanska prava u digitalnom dobu? Koja je uloga Nemačke u novom stoljeću, koje sa sobom

The political scientist Franz Walter called her “the representative of politics”: She has no problem with the implementation of technocratic rule in Europe, because she thinks in a technocratic way. She has no problem with making radical changes, because she is more interested in results than in convictions. She has no problem with reducing her rhetoric up to 100 words, if that will help to expose her vision of the world, because the language of Angela Merkel is, first of all, a way to prevent mistakes.

That is why she represents performance. She has her own program. She is the most mysterious populist.

The SPD described her electoral campaign with the words “We decides”. That is correct. It was decided for me, “We are Merkel” - said “we” on Sunday.

For her politics is like a car: She checks what works and what does not.

It is a paradox: the Germans seek protection, even though they are constantly told that they are in a better position than ever. They do not feel safe and that is why they chose a Chancellor, who on the one hand, constantly repeats that the path is hard and the output unclear, while, on the other hand, she explains at every intervention how Germany will succeed.

She is the problem and the solution at the same time. She swallows whatever is contradictory. She does not need a grand coalition, because the coalition is in one person. She does not want an absolute majority, because she prefers to play the role of leader, rather than the role of ruler.

That is why; there was a short horror film in “Berliner Runde,” when it suddenly seemed that she had an absolute majority. She does not need it; she does not want it; she cannot get drunk with such a thing as absolute power, as it happened to Adenauer and Kohl. For her politics is like a car: She checks what works and what does not.

She does not ask where that car will take her; who else must be in the car and why should we ride a car at all. The most important thing is that she drives.

It is a pragmatism that achieves almost metaphysical lines: a kind of prayerful attitude to postmodernism.

This is one of fields of Angela Merkel, who has a spiritual dimension for what she wants to see. It is an oath that leads to focusing on what one wishes, on the inner world. The exterior disappears, just as empathy does. It is a speech or non-speech about politics, in which the rest of the world appears only as a market or as a problem - it is a rationalization of politics, which is Merkel's inheritance.

So, how do we imagine the future? Completely ethical, of course, because if the West is something more than its machines, if it is carried by something else, then it is by the values that we are talking about, if we do not keep silent about them.



nosi verovatno neslućene humanitarne katastrofe? Zašto budućnost Nemačke zavisi od imigranata, koje još uvek vidimo kao ljudе koji ovamo dolaze u potrazi za blagostanjem, a ne kao ljudе koji su nam potrebni, jer nas u svakom pogledу čine bogatijim?

Angela Merkel odbija razgovor o svim ovim pitanjima, jer ga ne može i ne želi voditi, zbog čega je ona pogrešna osoba – tako njen uspeh od danas, sutra može postati naš problem. Jer ne može biti da se diskusija o političkim perspektivama još uvek vrti oko putarine.

Druga strana sigurnosti je stanje mirovanja. I jedno i drugo su himera, svet se u protekle četiri godine tako radikalno promenio, kao nikada pre. Ali govor o stanju mirovanja pratio je Merkелову pre izbora i praktiče je i nakon izbora, jer ono što je u svemu tome ugodno, jeste da se čovek ne mora baviti istinskim problemima.

Postdemokratska, postmoderna, tehnokratska republika, u koju se Nemačka pod vođstvom Angele Merkel transformisala, funkcioniše – što je i pokazala izborna borba vođena poslednjih nedelja. Plakati, koji ove istorijske izborne večeri deluju kao već preživeli, nalepnice, hemijske olovke, svo dubre politike čini se malim i prljavim za razliku od sjaja konsenzusa kancelarke.

To je trik postpolitike, čija je savršena žena-voda Angela Merkel. „Prihvatom uslove takvim, kakvi jesu“, rekla je Merkелова u „Berliner Runde“, ali tada su njeni uglovi usana ponovo izgledali kao da je levi povukao Gregor Gizi a desni AfD.

Where are we in Syria? Where were we in Libya? What are we doing for the refugees who drown in Lampedusa? Or for refugees in Munich and Berlin, who are on a hunger strike to demonstrate against the conditions in which they live here? What ensures a German or still better a European strategy, freedom and civil rights in the digital age? What is the role of Germany in the new century, which probably carries an unimaginable humanitarian catastrophe? Why does the future of Germany depend on immigrants, whom we still see as people that come in search of well-being, and not as a people that we need, because they make us richer in every respect?

Merkel refuses to talk about all these issues, because she can not and does not want to lead. That is why she is the wrong person - so her success today, may be our problem tomorrow; because it is inconceivable that the discussion about political perspectives still revolves around road tolls.

The other side of safety is idleness. Both are chimeras. The world has changed so radically in the past four years as never before, but speaking of idleness is something that has followed Merkel before the elections and will follow her after the elections, because the comfortable part of it is that people do not have to deal with the real problems.

The post-democratic, post-modern, technocratic republic, in which Germany was transformed under Angela Merkel's leadership, actually works, as it has been shown by the electoral fight of the last few weeks. Posters, which seem to have survived this historic electoral evenings, stickers, pens and all the trash of politics seems little and dirty compared to the glow of the Chancellor's consensus.

That is the trick of post-politics, whose perfect leaderess Angela Merkel is. "I accept the terms, as they are", said Merkel in the "Berliner Runde", but then the corners of her lips looked one again, as if the left one was pulled by Gregor Giza and the right one by the AfD.

# Air Srbija od 1. decembra i u Banja Luci

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# Air Serbia From the 1st of December also in Banja Luka

Nacionalni avio prevoznik Air Serbia otvorio je novu liniju Beograd - Banjaluka. Popularni "Novak Đoković" Airbus A319 sleteo je na banjalučki aerodrom Mahovljani i tako povezao Srbiju i Republiku Srpsku.

Svečanim dočekom iz vodenog topa, Banjalučani su dočekali prve putnike iz Beograda. Ubuduće, ova dva grada povezivaće avioni Air Srbije, letom koji traje 35 minuta.

- Kraće se putuje od Banja Luke do Beograda, nego od Karaburme do Banovog Brda, radnim danom u špicu. To je odlična stvar za ljude u Srbiji i u Republici Srpskoj. To je ujedno i poziv da više saradujemo poslovno, ali i da se više posećujemo. - rekao je na dočeku u Banja Luci ministar saobraćaja Srbije Aleksandar Antić.

Predsednik Republike Srpske Milorad Dodik istakao je i poslovne mogućnosti, ali i koliko je Banjalučanima znači ovaj let: "Ovo je zaista važan dan, ne samo u saobraćajnom, nego i u emotivnom smislu. Kad god se povezuju Srbija i Republika Srpska, emocije su jake." Air Srbija ima letove ka 29 evromeditanskih gradova, kao i ka brojnim destinacijama u Aziji, Australiji i Americi preko svog partnera Etihad Airways-a.

The national air carrier Air Serbia has opened a new route Belgrade - Banja Luka. The popular "Novak Đoković" Airbus A319 landed at Mahovljani Airport, connecting thus Serbia and Republika Srpska.

With a solemn welcome from a water cannon, the people of Banja Luka greeted the first passengers from Belgrade. In the future, the two cities will be connected by Air Serbia planes, which will ensure the 35 minutes flight.

Traveling from Banja Luka to Belgrade will take less time than going from Karaburma to Banovo Brdo on weekdays during rush hours. It is a great thing for the people of Serbia and Republika Srpska. It is also an invitation to boost business cooperation, but also to visit more frequently one another - said the Serbian Transport Minister Aleksandar Antić during the welcome ceremony.

The President of Republika Srpska, Milorad Dodik, emphasized not only business opportunities, but also the deep meaning that this flight has for the people of Banja Luka: "This is a really important day, not only from the point of view of transport, but also in an emotional sense. Whenever you connect Serbia and the Republika Srpska, emotions are strong".



- Nova usluga omogućava dvosmernu povezanost Banja Luke sa kontinentalnom Evropom, kao i sa ključnim globalnim destinacijama u kojima živi dijaspora, i sve to preko Beograda. Naši letovi za Banja Luku imaju odličnu povezanost preko beogradskog aerodroma "Nikola Tesla" do brojnih destinacija. - poručio je Dane Kondić, direktor Air Srbija.

Airbus A319 koji je leteo za Banja Luku, prvi je od 10 koje iznajmljuje Air Srbija. U novembru je naručeno 10 novih aviona Airbus A320 neo koji će biti isporučeni od 2018. do 2020. godine i zameniti postojeći flotu. Cilj je da Air Srbija postane lider avio-saobraćaja u regionu.

*Autor / Author:  
Dragana Milosavljević*

Serbian Air operates flights to 29 Euro-Mediterranean cities, as well as to many destinations in Asia, Australia and America through its partner Etihad Airways.

The new service enables a two-way connection between Banja Luka and continental Europe, as well as with key global destinations, where the diaspora lives, all through Belgrade. Our flights to Banja Luka have excellent connections to many destinations via the Belgrade Airport "Nikola Tesla" - said Dane Kondić, Director of Air Serbia.

The Airbus A319 that flew to Banja Luka is the first of 10 that Air Serbia rents. Ten new Airbus A320 planes were ordered in November and they will be delivered between 2018 and 2020, replacing the existing fleet. The goal is that Air Serbia will become the leader of air traffic in the region.

# VIOLETA JOVANOVIĆ

## *Suština je u posvećenosti*

**S**obe smatra predanom i ambicioznom, suštinski zainteresovanom za sve sto radi. Violeta Jovanović ima jasne ciljeve i spremnost da istraže, bez obzira na prepreke. Radni dan joj nikada nije dovoljno dug jer voli svoj posao i ima misiju da menja društvo nabolje i stvara šanse za one koji su manje odvažni. Lično, balans postiže jogom i povremenim vikend odmorima.

## *The essence is in dedication*

**S**he considers herself dedicated and ambitious, essentially interested in everything she does. Violeta Jovanović has clear goals and willingness to persevere despite obstacles. Her working day is never long enough, because she loves her job and has the mission to change society for the better and create opportunities for the less daring. Personally, she achieves balance with the help of yoga and an occasional weekend rest.

**Dobitnica ste nagrade Svet razlicitosti za 2013. godinu, koju dodeljuje Međunarodna alijansa žena (TIAW) na predlog američke ambasade. Kao predsednica Etno mreže, koje buduće projekte možete da najavite?**

Etno mreža je nastala 2005. uz podršku USAID-a, kao nacionalna asocijacija koja ospozobljava žene i mlade iz ruralnih područja za tržišnu proizvodnju rukotvorina i pruža podršku ženama da svoje veštine unaprede i, od amaterki, izrastu u profesionalne proizvodačice sa stabilnim izvorom prihoda. U naredne tri godine, Etno mreža će raditi na daljoj profesionalizaciji proizvodača uz licenciranje mentora i edukatora koji čine osnov za aktivno i dosledno čuvanje tradicije. Pokretanje akademije za rukotvorine i stare zanate bi značajno pomoglo u revitalizaciji tradicije kao teme od značaja za očuvanje kulturnog i nacionalnog identiteta, a uz kurseve za decu, tematske i žirirane izložbe i angažovanje dizajnera, tradicija bi mogla da se popularizuje među mladima. Dalja promocija rukotvorina, kao poslovnih poklona koje koriste institucije i privreda, značajno bi doprinela ekonomskom osnaživanju žena na selu.

Jedan od dugoročnih ciljeva Etno mreže je da se, u saradnji s Gradom Beogradom (a kasnije i sa drugim re-

**You won the WORLD OF DIFFERENCE prize in 2013, which is awarded by the International Alliance for Women (TIAW) on the proposal of the U.S. Embassy. As President of the Ethno Network, which future projects can you announce?**

The Ethno Network was created 2005 with support of USAID as a national association that enables women and young people from rural areas to produce handicrafts. It also supports women to improve their skills and develop from amateurs into professional manufacturers with a stable source of income. Over the next three years, the Ethno Network will work on the further professionalization of manufacturers, by licensing mentors and educators, who will preserve traditions in an active and consisting way. The opening of the Academy for Handicrafts and Traditional Trades will have an important contribution to the revitalization of tradition as a topic of importance for the preservation of cultural and national identity. By organizing courses for children, thematic and juried exhibitions and engaging designers it will be possible to popularize traditions among young people. The further promotion of handicrafts as business gifts for the use of institutions and companies, will contribute significantly to the economic empowerment of rural women.



gionalnim centrima u Srbiji), otvoriti ekskluzivna gradska etnogalerija u Knez Mihailovoj koja bi vratila dostojanstvo našim rukotvorinama i, uz dodir savremenog dizajna, predstavila rafiniranost peškira sa zlatovezom, keramike iz Zlakuse, bezdanskog damasta, staparskog i pirotskog čílima, dvopređnih čarapa i drugih lokalnih i regionalnih brendova koji čine temelj efikasne promocije Srbije zasnovane na autentičnosti našeg kulturnog nasleđa.

***Kao izvršna direktorka NALED-a, koje dosadašnje rezultate smatrate pohvalnim? Koja je društvena uloga i misija NALED-a?***

Nacionalna alijansa za lokalni ekonomski razvoj je jedina poslovna asocijacija koja u svom članstvu okuplja predstavnike sva tri sektora – kompanije, opštine i NVO, koji zajedno rade na poboljšanju uslova za lokalni ekonomski razvoj i poslovanje u Srbiji. Od osnivanja (2006) do danas, NALED-u je pristupilo gotovo 200 članova, među kojima su najuspešnije kompanije, lokalne samouprave i NVO u Srbiji. Institucije Vlade Republike Srbije i međunarodne organizacije čine preko 40 institucionalnih partnera koji podržavaju aktivnosti NALED-a. Misija NALED-a je unapređenje privrednog ambijenta Srbije kroz institucionalne reforme uz aktivno učešće i

One of the long-term goals of the Ethno network is to be in partnership with the City of Belgrade (and later with other regional centers of Serbia), in order to open an exclusive urban ethno gallery in Knez Mihailova street and return the dignity of our handicrafts. In this way, we will present with a touch of modernity the refinement of towels with gold embroidery, ceramics from Zlakusa, Bezdan damask, Stapar and Pirot carpets, double-knit socks and other local and regional brands that form the foundation for an effective promotion of Serbia based on the authenticity of our cultural heritage.

***As executive director of NALED, which results do you consider praiseworthy? What is the social role and mission of NALED?***

The National Alliance for Local Economic Development is the only business association, whose members bring together representatives of all three sectors - companies, municipalities and NGOs. These three sectors work together to improve the conditions for local economic development and business operations in Serbia. Since its foundation in 2006 and until today, about 200 members have joined NALED, including the most successful companies, local governments and NGOs of Ser-

saradnju privrede, opština i građana. Možda je bolje da govorim o oblastima u kojima smo lideri.

U čemu smo prvi:

Prva smo članska organizacija koja je okupila opštine, privredu i organizacije civilnog društva oko zajedničkog interesa, a to je lokalni ekonomski razvoj.

Prvi smo u zemlji pokrenuli kampanju za popis i ukidanje birokratskih procedura koje štete privredi („Iz lavirinta“, jun 2008).

Prvi smo propisali i postavili standarde povoljnog



poslovnog okruženja (BFC volontarni de facto standard 2007) i društveno odgovornog poslovanja (CSR standard 2011).

Prvi smo omogućili obračun i poređenje troškova poslovanja na lokalnu kroz jedinstveni online Kalkulator.

Prvi smo pokrenuli pitanje i uradili popis neporeskih i parafiskalnih davanja u Srbiji.

Prvi smo kreirali objektivni pokazatelj kvaliteta regulatornog okruženja (RIS - Regulatorni indeks Srbije).

Prvi smo uključili građane u zastupanje interesa privrede.

Prvi smo ukazali na kašnjenje podzakonske regulative i kreirali jedinstveni online monitor zakonodavne aktivnosti – Barometar propisa.

Prvi smo omogućili najboljim studentima iz dijaspore da učestvuju u ekonomskom razvoju Srbije kroz praksu u lokalnim samoupravama i privredi.

U čemu smo najbolji:

Unapredili smo poslovno okruženje u preko 50 opština i gradova širom Srbije, kroz Program certifikacije opština sa povoljnim poslovnim okruženjem.

Ustvarili smo regionalni standard poslovnog okruženja u jugoistočnoj Evropi koji su prihvatile institucije u Hr-

bija. The Government of the Republic of Serbia and international organizations account for over 40 institutional partners that support the activities of NALED. The mission of NALED is to improve the business environment of Serbia through institutional reforms, with the active participation and cooperation of industry, municipalities and citizens. Maybe it would better respond to the question “why are we the leaders?”.

What are we the FIRST at?

We were the first organization that brought together municipalities, industry and civil society around a common interest, which is local economic development.

We were the first in the country to launch a campaign for the census and the elimination of bureaucratic procedures that harm the economy (“Iz lavirinta”, June 2008).

We were the first to set and prescribe standards for a favorable business environment (BFC voluntary de facto standard 2007) and corporate social responsibility (CSR standard 2011).

We were the first to calculate and compare operating costs at local level through a unique on-line calculator.

We were the first organization that raised the issue and drafted a list of non-fiscal and para-fiscal levies in Serbia.

We were the first to create an objective quality index for the regulatory environment (RIS Regulatory Index of Serbia).

We were the first to involve citizens in the representation of economic interests.

We were the first organization that pointed out the delay of sublegal regulations and created a unique on-line monitor for legislative activity, the Regulation Barometer.

We were the first organization that gave the chance to the best students from the Diaspora to participate in the development of Serbia through the practice of local governments and businesses

What are we the BEST at?

We improved the business environment of more than 50 municipalities and cities in Serbia through the certification of municipalities with favorable business environment.

We established a regional standard for the business environment in South-Eastern Europe, which has been accepted by institutions in Croatia, Bosnia and Macedonia. For three years, we have promoted 22 municipalities and cities at the Belgrade airport, in front of more than 6 million passengers from the country and the world.

We helped the Financial Times to include five certified

vatskoj, BiH i Makedoniji.

Promovisali smo 22 opštine i grada, tokom 3 godine, na beogradskom aerodromu, pred više od 6 miliona putnika iz zemlje i sveta.

Pomogli smo da Financial Times uvrsti 5 certifikovanih opština iz Srbije među najbolje investicione destinacije u jugoistočnoj Evropi 2012/13.

Objavili smo 5 izdanja Sive knjige i realizovali veliki broj inicijativa za smanjenje birokratije.

Doprineli smo ukidanju 138 parafiskalnih nameta koji su privredi uštedeli 100 miliona evra na godišnjem nivou.

Podstakli smo dijalog i sinergiju privrede i opština kroz zajedničke projekte i konferencije.

Uključili smo diplomatski kor u aktivnu promociju Srbije i zagovaranje regulatornih reformi kroz ambasadorsku inicijativu i policy briefing-e za ambasade.

Postavili smo zajednički ispred pojedinačnog interesa članova, kako bismo podstakli ekonomski razvoj Srbije.

Izrasli smo u najveću javno-privatnu asocijaciju u zemlji koja broji 180 članova, 20 zaposlenih i ostvaruje više od milion evra prihoda godišnje.

Na duži rok, NALED želi da se pozicionira kao nezaobilazni i ključni sagovornik Vlade u domenu regulatorne reforme, implementacije zakona i kreiranja politika za lokalni ekonomski razvoj.

***Bili ste jedna od kandidatkinja za Žensku vladu. Do kada će se o stručnim ženama u Srbiji govoriti kao o retkoj, ugroženoj vrsti i do kada ćemo slušati da je na ključnim pozicijama potrebno više žena?***

Naše društvo pruža priliku ženama da budu na rukovodećim pozicijama u institucijama, privredi i politici, što najčešće zavisi od ličnog samopouzdanja i samovesti. Kod nas se žene, u procesu vaspitanja i obrazovanja, nedovoljno ohrabruju da sebe vide kao ravnopravne sa muškarcima i da zauzmu ključne pozicije u društvu. Ako želimo da više žena učestvuje u odgovornim poslovima u javnom i privatnom sektoru, potrebno je propisati obavezni procenat učešća žena na rukovodećim pozicijama u politici, privredi i institucijama što bi, kako analize pokazuju, za rezultat imalo veću efikasnost, odgovornost i transparentnost u radu, kao i bolje sveukupne rezultate. Dodatno je potrebno prilagoditi rad svih službi (vrtići, škole, banke, bolnice...) i napraviti ambijent koji pogoduje zaposlenim majkama i omogućuje im da, uz podršku partnera, usklade profesionalne i lične obaveze.

***Koliko Vam sati dnevno nedostaje za sve obaveze koje imate, pošto ste angažovani na nekoliko važnih projekata?***

Dobra organizacija vremena i pouzdani saradnici u timu omogućuju da se, uz malo dodatnog napora, sav posao uradi na vreme, kvalitetno i efikasno. Prosečan radni dan podrazumeva 10-12 sati intenzivnog rada, što je za naše navike mnogo, dok je na Zapadu ispod proseka.

municipalities of Serbia among the best investment destinations in Southeast Europe 2012/13.

We published five editions of the Grey Book and implemented a number of initiatives to reduce bureaucracy.

We contributed to the abolition of 138 para-fiscal levies which saved 100 million EUR to the economy annually

We encourage dialogue and synergy between industry and municipalities through joint projects and conferences.

We included the diplomatic corps in the active promotion of Serbia and in the support of regulatory reforms through ambassadorial initiatives and embassy policy briefings.

We put the common interest of members ahead individual interests, in order to encourage the economic development of Serbia.

We have grown into the largest public-private association in the country, which has 180 members, 20 staff employees, and an annual revenue of over 1 million EUR.

In the long run, NALED wants to position itself as an indispensable and key interlocutor of the Government in the field of the regulatory reform, the implementation of legislation and the creation of policies for local economic development.

***You were one of the candidates for the Female Government. Until when will professional women in Serbia be referred to as a rare and endangered species and until when will we hear that more women are needed at key positions?***

Our society provides women the chance to obtain leadership positions in institutions, the economy and politics. This is something that depends on personal confidence and self-awareness, but in our country women are not sufficiently encouraged through upbringing and education to see themselves as equal and occupy key positions in society. If we want more women to participate in responsible positions in the public and private sectors, it is necessary to establish a minimum percentage of women in leadership positions in politics, economy and institutions. According to existing analyses, that would lead to greater efficiency, accountability and transparency, as well as to better overall results. It is also necessary to adapt the work of all services (kindergartens, schools, banks, hospitals ...) and to create an environment that will favor working mothers and help them align professional and personal obligations with the support of their partners.

***How many more hours should a day have, so that you could meet all the obligations that you have as an expert involved in several important projects?***

Good time management, reliable collaborators in my team and a bit of extra effort allow me to complete the entire work on time, with quality and efficiency. An average day means 10-12 hours of intensive work, which is a lot for us, but in the West it is below the average. The most important thing is that you should be essentially interest-

Najvažnije je da ste suštinski zainteresovani za to što radite, da imate jasne ciljeve i spremnost da istrajete, bez obzira na prepreke i neuspehe, sve dok ne ostvarite ono što ste zacrtali. Dan nikada nije dovoljno dug kad volite svoj posao zato što vam omogućuje da menjate društvo nabolje i stvarate šanse za one koji su manje kadri da se profesionalno i lično ostvare i žive bolje.

### Koji je Vaš recept za odmor?

Svakodnevni stres i intenzitet komunikacije zahteva da u kontinuitetu brinemo o zdravlju. Jedan od dokazanih načina za odmor je joga, koju redovno upražnjavam, jer blagorodno deluje na um i telo i dovodi organizam u stanje ravnoteže. Pozorišne predstave, izložbe i knjige, poneki produženi vikend, letnji odmor na moru, zimski praznici s familijom – prava su mera sadržajnog odmora.

Autor / Author:  
**Dragana Milosavljević**

ed in what you do. You should also have clear goals and the willingness to persevere despite obstacles and setbacks, until you achieve your goals. The day is never long enough when you love your work, because it allows you to change society for the better and create opportunities for those who are less able to realize themselves professionally and personally and live better.

### What is your recipe for rest?

Everyday stress and the intensity of modern communications make us continuously worry about our health. A proven method that I regularly apply is yoga, because it has a beneficial effect on the mind and the body and brings the organism into a state of equilibrium. Theater performances, exhibitions and books together with occasional long weekends, summer vacations at the seaside and winter holidays with the family, are the right measures for a meaningful rest.

## PROFESIONALNI REZIME

Violeta Jovanović ima petnaestogodišnje iskustvo kao programska menadžerka na USAID programima demokratizacije i ekonomskog razvoja. Kao prva zaposlena u Nacionalnoj aliansi za lokalni ekonomski razvoj (NALED), imala je ključnu ulogu u razvijanju organizacije njenog članstva i rukovodstva – od donatorske tvorevine do samoodržive i najveće javno-privatne asocijacije u zemlji, koja zajedničkim naporima svojih članova gradi povoljnju klimu za poslovanje u Srbiji.

Osnivačica je i predsednica Upravnog odbora Etno mreže, koja radi na očuvanju tradicionalnog nasleđa Srbije kroz edukaciju žena i mladih za tržišnu proizvodnju rukotvorina i kroz javne radove snabdeva Protokol Vlade RS ekskluzivnim rukotvorinama za potrebe reprezentacija.

Poseduje veliko iskustvo u dizajnu, pripremi, realizaciji i izveštavanju o donatorskim projektima. Uspostavlja strateško partnerstvo i saradnju sa institucijama, međunarodnim organizacijama, regionalnim partnerima, donatorima i ambasadama. Predlaže i realizuje programe za podršku poljoprivredi, ruralnom razvoju i privlačenju investicija. Autorka je brojnih kolumni i članaka u medijima, govornica i moderatorka na stručnim skupovima i međunarodnim konferencijama.

## CURRICULUM VITAE

Violeta Jovanović has a fifteen years experience as Program Manager in USAID programs for democratization and economic development. As the first employee of the National Alliance for Local Economic Development (NALED) she has played a key role in the development of the organization, its members and leaders, from a donors' creation up to the largest self-sustainable public-private association in the country, which builds a favorable business climate in Serbia thanks to the joint efforts of its members.

She is the founder and CEO of the Ethno Network, which works on the preservation of the traditional heritage of Serbia by educating women and the young people, so that they could produce handicrafts for the market. This organization supplies the Protocol Department of the Government of the Republic of Serbia with exclusive handicrafts for representation purposes.

She has an extensive experience in the design, preparation, implementation and reporting on donor projects. She establishes strategic partnership and cooperation with institutions, international organizations, regional partners, donors and embassies. She initiates and conceives programs to support agriculture, rural development and investments. She has written numerous columns and articles in the media. She has also been speaker and moderator at professional meetings and international conferences.

# NALED

## NAJBOLJI PROJEKTI JAVNO-PRIVATNIH PARTNERSTAVA THE BEST PROJECTS OF PUBLIC-PRIVATE PARTNERSHIPS

Niš, Zrenjanin, Raška, Tutin, Prijepolje, Nova Varoš, Kanjiža i Doljevac predstavili su investitorima projekte javno-privatnih partnerstava kojima bi u narednoj godini mogli da obezbede ulaganja od najmanje 22 miliona evra. Projektne ideje izabrane su za najbolje na konkursu „Javno-privatno partnerstvo kao razvojni potencijal” koji sprovodi Nacionalna alijansa za lokalni ekonomski razvoj (NALED) uz podršku USAID projekta održivog lokalnog razvoja.

Samit je okupio visoke predstavnike državnih i međunarodnih institucija, privredne lidere, gradonačelnike i stručnjake iz zemlje i inostranstva. Ministar privrede Saša Radulović izjavio je da je Vlada Srbije opredeljena da podrži razvoj javno-privatnih partnerstava. On smatra da trenutno nedostaju kvalitetni projekti, ali je opredeljenje države da podstiče formiranje privatnih investicionih fondova koji će ulagati kroz javno-privatna partnerstva.

***Najboljih osam projekata javno-privatnih partnerstava:***

**Doljevac**

Izgradnja tržno-pijačnog centra Rekovac (vrednost investicije 850.000 evra)

**Kanjiža**

Izgradnja poljoprivrednog logističko distributivnog centra (2,5 miliona evra)

**Niš**

Izgradnja proizvodno-edukativnog vinogradarskog doma (700.000 evra)

Niš, Zrenjanin, Raška, Tutin, Prijepolje, Nova Varoš, Kanjiža and Doljevac presented to investors public-private partnership projects, which might provide investments of at least 22 million during the coming year. Project ideas were selected in the competition “Public-Private Partnerships as a Development Potential” conducted by the National Alliance for Local Economic Development (NALED) with the support of the USAID Sustainable Local Development Project.

The Summit brought together senior representatives of national and international institutions, economic leaders, mayors and experts from home and abroad. The Minister of Economy, Saša Radulović, said that the Serbian government is committed to supporting the development of the public-private partnership. He thinks that we currently lack high-quality projects, but the State is committed to encourage the formation of private investment funds that will invest in public-private partnerships.

***The top eight public-private partnership projects are:***

**Doljevac**

The construction of the Rekovac trade-center (the value of investments amounts to 850,000 EUR)

**Kanjiža**

The construction of an agricultural logistics distribution center (2.5 million EUR);

**Niš**

The construction of a productive-educational vineyard house (700,000 EUR);

### **Nova Varoš**

Izgradnja kogenerativnog postrojenja na biomasu (10,5 miliona evra)

### **Prijepolje**

Izgradnja regionalne hladnjače (1,6 miliona evra)

### **Raška**

Izgradnja reciklažnog dvorišta (142.000 evra)

### **Tutin**

Izgradnja centra za preradu šumskih plodova i bilja (263.000 evra)

### **Zrenjanin**

Rekonstrukcija Banje Rusanda (5,5 miliona evra)

Kriterijumi su bili: brzina implementacije, postojanje interesa privatnog sektora, efekti na privredu, dostupnost finansiranja, dosadašnje aktivnosti na realizaciji (studije, planovi, dozvole, rešena imovinsko-pravna pitanja...), inovativnost ideje, kao i prednost realizacije putem javno-privatnog partnerstva u odnosu na druge načine ulaganja.

### **O projektu**

***Konkursom „JPP kao razvojni potencijal“ bile su obuhvaćene 32 lokalne samouprave, a prijavljeno je 29 projekata.*** NALED je nosilac projekta „Javno-privatno partnerstvo kao razvojni potencijal“ koji finansira USAID Projekat održivog lokalnog razvoja. Cilj je motivisanje lokalnih samouprava da privuku nova ulaganja putem JPP kako bi unapredile svoje usluge i infrastrukturu za dobrobit građana i privrede.

### **O javno-privatnom partnerstvu**

Javno-privatno partnerstvo predstavlja model ulaganja u kojem s jedne strane učestvuje javno telo (država, lokalna samouprava, javno preduzeće), a sa druge privatni partner. Na ovaj način javni sektor, najčešće u nedostatku raspoloživih sredstava, obezbeđuje pružanje javnih usluga ili izgradnju neophodne infrastrukture dok privatni partner smanjuje rizik pri investiranju. Privatni partner dobija dugogodišnji ugovor, ali i odgovornost da obezbedi visok kvalitet usluge koja mu je poverena ili infrastrukture koju gradi.

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Dragana Milosavljević*

### **Nova Varoš**

The construction of a cogeneration plant working on biomass (10.5 million EUR)

### **Prijepolje**

The construction of a regional cold storage (1.6 million EUR);

### **Raška**

The construction of a recycling yard (142,000 EUR);

### **Tutin**

The construction of a processing center for wild fruits and plants (263,000 EUR);

### **Zrenjanin**

The reconstruction of Rusanda Banja (5.5 million EUR).

The selection criteria were: speed of implementation, existence of interest from the private sector, effects on the economy, availability of financing resources, current implementation activities (studies, plans, permits, resolved property issues ...), innovative ideas and the benefits of implementation through public-private partnership compared to other ways of investment.

### **About the project**

***The project competition “PPP as a Development Potential” included 32 local governments and 29 projects.*** NALED is the holder of the project “Public-Private Partnerships as a Development Potential,” funded by the USAID Sustainable Local Development Project. The goal is to motivate local governments to attract new investment through PPP projects, in order to improve their services and infrastructure for the benefit of citizens and the economy.

### **About the public-private partnership**

Public-private Partnership represents an investment model that has two participants, on the one hand a public institution (government, local government, public enterprise) and on the other hand a private partner. In this way, the public sector, which usually lacks available resources, provides public services or the construction of necessary infrastructure, reducing the investment risk of the private partner. The private partner receives a long-term contract, but also the responsibility to ensure the high quality of the services entrusted to him or of the infrastructure that it builds.







# **Vladimir Čušev**

## **BELORUSKO-SRPSKI MOZAIK**

**N**jegova Ekselencija g-din Vladimir Čušev, ambasador Belorusije u Srbiji, sa visokim uvažavanjem istorije, tradicije i kulture, ističe da je ekomska saradnja dve zemlje stub bilateralnih odnosa. Srbija i Belorusija uskoro obeležavaju 20 godina diplomatskih odnosa, ali je istorijska veza između dve zemlje daleko starija, a naši pravoslavni narodi, osim zvanične saradnje, razumeju se i u posebnoj duhovnoj sferi.

## **BYELORUSSIAN-SERBIAN MOSAIC**

**H**is Excellency, Mr. Vladimir Chushev, Ambassador of Belarus to Serbia, emphasizes the economic collaboration between the two countries and his deep respect for the history, tradition and culture of our country. Serbia and Belarus will celebrate soon 20 years of diplomatic relations, but the cultural relations between the two countries is much older, because, besides official collaboration, our two Orthodox nations have had great mutual understanding at a special spiritual level.

## **DIPLOMATSKA KARIJERA**

Skoro dve decenije sam u diplomatiji. Najpre sam prošao nekoliko pozicija u Ugovorno-pravnoj službi ministarstva spoljnih poslova Belorusije; u Jugoslaviji sam četiri godine bio konzul i savetnik; u Varšavu sam otiašao na mesto zamenika ambasadora Belorusije u Poljskoj; Srbija je prva zemlja u kojoj sam ambasador. Uvek sam pratilo dešavanja u ovom delu Evrope. Bombardovanje koje se ovde desilo 1999. godine, proživiljavao sam u Beogradu, zajedno sa Srbima. Zbog tog događaja preispitavao sam svoj pogled na svet ali i na međunarodno pravo.

## **ŽIVOT U SRBIJI**

Svi mi u ambasadi Belorusije uživamo u Srbiji i poštujemo Vašu tradiciju i kulturu, pa bih izdvojio slave koje samo Vi imate.

Ono što nikako ne opravdavam i ne razumem je veliki broj pušača u Srbiji. To je nešto što šteti i onima koji puše, a smeta i onima koji su sa njima u društvu.

## **MISIJA I CILJEVI**

Za vreme mog mandata, uvedena je vazdušna linija Beograd - Minsk preko Budimpešte, što dokazuje da težimo čvršćoj saradnji - i poslovno, i kulturno i turistički.

Moj cilj je da u narednim godinama što više Belorusa upozna Srbiju i obrnuto. Turizam nije na zavidnom nivou – kriza je i to je razumljivo. Ono što bi srpskim turistima bilo atraktivno je verski turizam u Belorusiji. Već postoji ta vrsta duhovnog putovanja u naše verske centre.

Sa druge strane, na katedri za slavistiku Filološkog fakulteta u Beogradu predaju naša dva profesora i to do prinosi realizaciji moje ideje o širenju kulturološkog razumevanja. Osam Univerziteta iz Belorusije i Srbije potpisali su sporazum o saradnji: Beograd i Minsk, Novi Sad i moj rodni grad Gomelj, Kragujevac i Mogiljov, Niš i Vitebsk. Osim univerziteta, pobratimljeno je nekoliko naših gradova. To je važno za bilateralne odnose – da osim na republičkom nivou, saradujemo i lokalno. Treba pomenući i jednu zanimljivost - prvi rektor beloruskog Nacionalnog Univerziteta bio je Srbin iz Mostara, Vladimir Pičeta.

Jedan od važnih stubova naših odnosa su i počasni konzuli. U Beogradu je to Dragomir Karić, u Novom Sadu Dragoljub Švonja i u Kragujevcu Zoran Vulović. Ova gospoda su istaknuti privrednici i naši dugogodišnji partneri i prijatelji.

## **OSNOVNI STUBOVI MEĐUNARODNIH ODNOSA**

Najvažniji stub je, svakako, ekonomija – zapravo, privredna saradnja dve zemlje. Uz to idu i kulturna razmena, saradnja u oblasti nauke i tehnologije i u drugim sferama. Bilateralna diplomacija je kao platno na kojem dve države slikaju svoje detalje, da bi se na kraju dobio divan mozaik.

## **DIPLOMATIC CAREER**

I have worked as a diplomat for twenty years, first at the Sector of Treaties and Legal Affairs of the Byelorussian Ministry of Foreign Affairs of Belarus. After that, I spent four years as Consul and Adviser in Yugoslavia. In Warsaw, I was Deputy Ambassador of Byelorussia to Poland. Serbia is the first country, where I have served as Ambassador. I have always followed the developments in this part of Europe, as well as the bombings of 1999, which I experienced here, together with the Serbian people. Those events made me question my vision of the world, but also of international right.

## **LIFE IN SERBIA**

All the people that work at the Embassy of Belarus enjoy living in Serbia and respect its traditions and culture. I would like to point out the "Slavas", which exist only in Serbia.

The only thing that I can neither understand nor justify is the large number of smokers in Serbia. That is something that harms not only the smoker, but also the people around him.

## **MISSION AND GOALS**

During my term in off ice there was established a new air transport relationship Belgrade - Minsk through Budapest, which proves that our wish is to strengthen collaboration at all levels - culture, business and tourism.

My goal is that in the coming years as many Byelorussians as possible will travel to Serbia and vice versa. Tourism is not at an enviable level, but there is crisis and it is understandable. Serbian tourists will enjoy religious tourism in Belarus. In fact, Serbs already visit our religious centers.

Our language is taught by two professors at the Cathedra of Slavistics of the Faculty of Philology of the University of Belgrade and that contributes to my idea on the widening of cultural understanding. Eight universities of Belarus and Serbia have signed cooperation agreements: Belgrade and Minsk, Novi Sad and my native city Gomelj, Kragujevac and Mogiljov, Niš and Vitebsk. Besides universities, some of our cities are twinned as well. It is important for bilateral relations that we collaborate not only at national level, but also at local level. I should mention an interesting detail; the first PhD of our Byelorussian National University was Vladimir Pičeta, a Serb from Mostar.

One of the pillars of our relations are the Honorary Consuls, Dragomir Karić in Belgrade, Dragoljub Švonja in Novi Sad and Zoran Vulović in Kragujevac. These gentlemen are prominent businessmen, as well as our old partners and friends.



## **NIVO EKONOMSKE SARADNJE SRBIJE I BELORUSIJE**

Naše dve zemlje potpisale su Sporazum o slobodnoj trgovini, što je odličan preduslov za razvoj i produbljivanje saradnje. Vodimo se idejom da moramo saradivati tesno, potpuno ravnopravno i na obostranu korist. Zadovoljavajući je stepen naše saradnje, ali naravno da radimo na tome da on konstantno raste. Naša saradnja podrazumeva kretanja u dva pravca, pa je izvoz Srbije u Belorusiju i obrnuto, gotovo jednak. U poslednje tri, četiri godine, privredna razmena je porasla tri puta, a naš cilj i zadatak je da u narednim godinama sa sadašnjih 150 miliona dolara poraste na 500 miliona dolara.

Belorusija izvozi traktore i poljoprivrednu mehanizaciju, autobuse, trolejbuse, gume za automobile, ali i mleko u prahu, veštačko đubrivo, metalne i hemijske proizvode.

Srbija izvozi u Belorusiju voće i povrće, polipropilene, parket i druge vrste podova, čarape, akumulatore, sedišta, stakla i druge delove za traktore. Saradujemo sa svim regionima Srbije.

Planovi su da u budućnosti zajednički proizvodimo nameštaj, kao i da se beloruski kamioni na gas sklapaju u Srbiji, a razmatra se i plasman tečnog naftnog gasa – to

## **MAIN PILLARS OF INTERNATIONAL RELATIONS**

The most important aspect is economy, of course, namely the economic collaboration between the two countries. Economy leads to cultural exchanges, as well as to collaboration in the field of science, technology etc. Bilateral diplomacy is like a canvas, on which the two countries paint their details, producing a splendid mosaic in the end.

## **THE LEVEL OF ECONOMIC COLLABORATION BETWEEN SERBIA AND BELARUS**

Our two countries signed a Free Trade Agreement, which is an excellent factor for the development and deepening of collaboration. Our leading idea is that we must collaborate closely, on bases of equality and in mutual profit. Our level of collaboration is satisfactory, but we are working, of course, on its constant growth. Our collaboration implies movement in both directions, i.e. Serbian exports to Belarus and vice versa, almost at an equal level. In the last 3-4 years, economic exchanges



je nova vrsta robe koju želimo da plasiramo, a koja bi bila konkurentna na tržištu.

## **TURISTIČKE DESTINACIJE BELORUŠIJE**

Glavi grad **Minsk** je više od 80 posto bio srušen tokom Drugog svetskog rata. Danas je obnovljen i jedan je od najatraktivnijih destinacija. Ne treba propustiti Nacionalnu biblioteku, muzeje, hramove, katedrale i druge verske objekte.

Osim Minska, preporučujem **Žirovicki manastir**, gde se nalazi i duhovna akademija.

Na granici Belorusije i Poljske je nacionalni park Belopežskaja pušča – **Belopežska pršuma**, koja je pod zaštitom države već 6 vekova, što je čini najstarijim nacionalnim parkom u Evropi. To je prirodni rezervat u kojem možete da vidite retkog evropskog bizona (zubra).

Atraktivan je i industrijski grad **Mogiljov** sa glavnom lukom na Dnjepalu.

Poslednjih godina, izdvojili smo velika sredstva za obnovu srednjovekovnih objekata, kao što je **Mirski zamak** iz XVII veka koji je na Uneskovoj listi svetske baštine. Drugi objekat sa ove liste, **dvorac Njesviž**, udaljen je 30 km od Mirskog zamka.



grew 3 times and our purpose and goal is that, in the next years, the current figures of 150 million USD will increase up to 500 million USD.

Belarus exports tractors and agricultural equipment, buses, trolleys, tires, powder milk, artificial fertilizer, metallic and chemical products.

Serbia exports to Belarus fruits and vegetables, polypropylene, parquet and other kinds of floors, socks, accumulators, seats, glasses and other spare parts for tractors.

Our future plans include producing furniture together and assembling Byelorussian trucks in Serbia. We are also considering the possibility of placing liquid fuel, which is a new kind of goods that we want to sell and which could be very competitive on the market.

## **TOURIST DESTINATIONS IN BELARUS**

More than 80% of the capital, **Minsk** was destroyed during Second World War. Today it has been rebuilt and it is one of the most important attractions. You should visit the National Library, the museums, cathedrals and other religious objects. Besides Minsk, I recommend the **Zhyrovichy monastery**, where the religious academy is located.

The **Byelavježha Forest** (Byelavježskaya Pushcha) is located on the border of Belarus and Poland. It has been protected for six centuries and, therefore, it is the oldest national park in Europe. It is a natural reservation, where you can see the rare European bison.

Another interesting place is the city of **Mogiljov**, which is the main port on the Dnieper.

In the last years, we have allotted large amounts of money for the reconstruction of Middle-Age objects, such as the **Mir Castle Complex** from the XVII, which is a Unesco World Heritage Site. Another Unesco site, the **Nesvizh Castle**, is located thirty kilometers away.

Hunting and sport tourism is well developed in Belarus, and we can boast excellent spas. In May 2014 we will organize the **World Championship of Hockey**. Although Serbia does not have a long hockey tradition, we would like to invite you to be our dear guests.

## **TOURIST POTENTIAL AND PLANS**

Most Byelorussian tourists transit Serbia to arrive to the Montenegrin seaside. They usually stay in Serbia for about two days. I think that there is potential, but that more work is necessary, so that tourists might stay for longer. That is a task for everyone.

The historical ties between us are unbreakable. A very important proof of that is the fact that in several Serbian cities there were buried Byelorussian soldiers, who liberated Ser-

U Belorusiji je jako razvijen lovački i sportski turizam, a možemo da se pohvalimo i odličnim banjama. U maju 2014. organizujemo *Svetosko prvenstvo u hokeju*. Iako Srbija ne spada u zemlje sa velikom hokejaškom tradicijom, pozivamo Vas da ipak budete naši dragi gosti.

## TURISTIČKI POTENCIJALI I PLANOVI

Turisti iz Belorusije uglavnom prolaze kroz Srbiju, na putu do Crnogorskog primorja, i u proseku se zadrže dva dana. Mislim da tu postoji turistički potencijal i da nema dovoljno truda da se ti turisti zadrže duže u Srbiji. To treba svima nama da bude zadatak.

Naše veze su istorijski neraskidive, i čemu svedoči i podatak da su u nekoliko srpskih gradova sahranjeni beloruski vojnici koji su oslobođali Srbiju u Drugom svetskom ratu. Sledeće godine obeležavamo dve decenije diplomatskih odnosa Srbije i Belorusije. Još razmišljamo čime bismo simbolično to obeležili – jedna od ideja je da pustimo u opticaj seriju poštanskih marki.

Planiramo i da organizujemo Dane kulture Belorusije, krajem 2014. godine, kao i Dane kulture Srbije u Belorusiji.

Naše dve zemlje jesu partneri u svim segmentima društva, ali moramo da budemo aktivni, održavamo dobre odnose i pospešujemo ih u sferama u kojima ima prostora za dublju saradnju.

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Dragana Milosavljević*

bia during Second World War. Next year we will celebrate twenty years of diplomatic relations between Serbia and Belarus. We are still thinking how to commemorate it symbolically, but one of the ideas is to issue a commemorative series of stamps.

We are also planning to organize the Days of Byelorussian Culture in Serbia at the end of 2014, as well as the Days of Serbian Culture in Belarus.

Our two countries are partners in all segments of society, but we must be active, maintain good relations and apply them to all the areas, where there is room for a deeper collaboration.





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# POSTOJNSKA JAMA

## *Pećina tajni i legendi*

**K**ažu da ne postoji majstorska ruka koja bi mogla da prevaziđe najvećeg arhitektu – prirodu. Jedan od pravih primera za ovu tvrdnju jeste Postojnska jama, najveća geološka atrakcija Slovenije. Predstavlja 20.570 metara dug sistem pećina u blizini Postojne i najveća je pećina u Sloveniji. U taj sistem još spadaju Otoška, Magdalenina, Džrna i Pivka pećina.

## *Cave of the secrets and legends*

**I**t is said that no master will ever exceed the greatest architect of all, nature. One of the best examples of that is Postojnska Jama, the largest geological attraction of Slovenia. It is a 20,570 meter long cave system near Postojna, the largest cave in Slovenia. Otoška, Magdalena, Džrna and Pivka caves belong to the same cave system.





Pećine su nastale pod uticajem delimične ponornice, reke Pivke, koja je svojim tokom, u poslednja dva miliona godina, obrazovala njegov sadašnji izgled i formu. U unutrašnjosti pećine je temperatura konstantna – od osam do deset stepeni. Pri većim temperaturama, broj bioloških vrsta bio bi znatno veći i sadašnji rast stalaktita i stalagmita, od jednog santimetra za godinu dana, znatno bi se usporio. Najveća dubina Postojnske jame iznosi 115 metara.

Sudeći po natpisima u pećini, prve posetioce Jama je imala još u 13. veku. Već 1872. godine, postavljena je železnička pruga po kojoj su vodiči gurali vozove sa turistima. Pećina je dobila struju i osvetljenje 1884. godine. Danas po pećini vozi turistički voz sa lokomotivom. Za turiste je otvoreno oko 5.300 metara pećine.

Caves were formed under the influence of partial underground streams of Pivka river, which has shaped the caves during the last two million years. Inside the cave, temperature is constant between eight and ten degrees. At higher temperatures, the number of biological species would be significantly higher and the current growth of stalactites and stalagmites of one centimeter per year would slow down significantly. The maximum depth of Postojna Cave is 115 meters.

Judging by the inscriptions in the cave, its first visitors came in the 13th century. In 1872 there was built a railway, through which guides pushed small trains with tourists. The cave was electrified and illuminated in 1884. Nowadays, a locomotive-driven tourist train circulates through most of the cave. Around 5300 meters of cave have been opened for tourists.



Za vreme Drugog svetskog rata, pećina je služila kao vojno skladište nemačke vojske. Na samom ulazu je bilo uskladišteno gorivo za celu severnu jadransku obalu, od Trsta do Rijeke. Uprkos povećanim merama sigurnosti, 23. aprila 1944. godine, Vojkova brigada uspela je da se ubaci u skladište i digne ga u vazduh. Požar koji je buknuo goreo je čitavih nedelju dana. Od požara pocrnele stene i danas su vidljive na samom ulazu u pećinu. Danas je Postojnska jama jedan od glavnih turističkih aduta Slovenije. U njenoj blizini se nalazi i veliki uređeni park, sa mnoštvom prodavnica i restorana.

*Autor/Author:  
**Tamara Torlak***

During World War II the cave was used by the German Army as a military warehouse. At the entrance of the cave there was stored fuel for the entire northern Adriatic coast, from Trieste to Rijeka. Despite increased security measures, on April 23, 1944, the "Janko Premrl-Vojko" Brigade managed to slip into the warehouse and blow it up. The fire burned for one week. Rocks blackened by the fire are still visible at the entrance of the cave. Nowadays Postojna Jama is one of the most important tourist attractions of Slovenia. Nearby there is a large and well-arranged park with lots of shops and restaurants.



## PREDJAMSKI GRAD

*Postojnsku jamu do sada je obišlo oko trideset miliona turista, a pažnju posetilaca privlači i Predjamski grad, utvrđenje podignuto u 12. veku, na litici ispred pećine, po kojoj je i dobio ime. Njegov najpopularniji vladar bio je Erazmo Jamski. Ovaj zamak danas radi kao muzej, a mogu se videti figure koje dočaravaju srednjovekovni život u njegovim odajama. U prirodnoj veličini prikazani su ljudi kako obavljaju poslove, a u sobama se nalazi autentični nameštaj; izloženo je staro oružje, slike, klipovi... Arhitektura zamka je veoma specifična, odlikuju je različiti arhitektonski stilovi i epohe, premda najveći deo pripada renesansi. Svake godine, ispred zamka se održava Erazmov viteški turnir.*

## PREDJAMA CASTLE

*Postojna Cave has been visited so far by approximately thirty million people. One of its main attractions is the Predjama Castle, built in the 12th century on a cliff in front of the cave, after which it was named. Its most popular ruler was Erazem Lueger (Erazmo Jamski). This castle is nowadays a museum, where you can see figures depicting medieval life. Life-size figures of people show how different tasks were performed. Authentic furniture, old weapons, photos and video-clips are exposed in the rooms of the castle. The architecture of the castle is very specific, characterized by different architectural styles and epochs. The largest part belongs to the Renaissance. Every year, Erazem's knight tournament took place in front of the castle.*

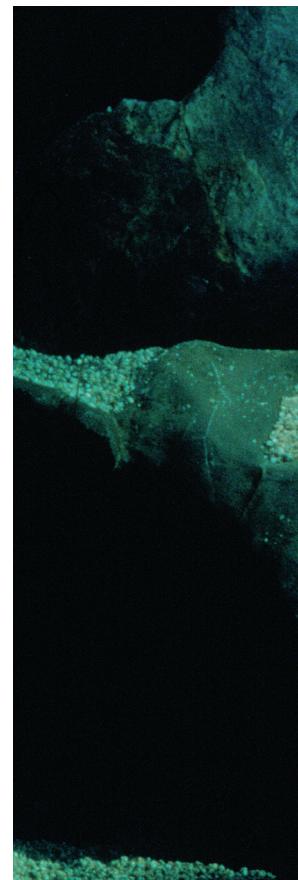
## **PEĆINSKI NAKIT**

*U podzemnim hodnicima, dvoranama i galerijama, nalazi se pravo bogatstvo pećinskog nakita. Tu su stalaktiti, draperije, stubovi... Najpoznatiji stalagmit je „dijamant“, kojeg odlikuje neverovatna veličina i belina kojom obasjava čitavu dvoranu. Turistima su zanimljive i figure krivog tornja i kokoške sa pilićima. Turisti naročito vole Koncertnu dvoranu, u koju može da stane oko deset hiljada posetilaca. Dvorana opravdava svoje ime jer je odlikuje neverovatna akustika.*

## **CAVE JEWELRY**

*A real treasure of cave jewelry can be found in the underground corridors, halls and galleries. There are stalactites, draperies, columns etc. The most famous stalagmite is the “diamond”, characterized by its incredible size and whiteness, which illuminates the entire cave.*

*Visitors find interesting certain figures, such as the Leaning Tower and the Hen with Chicks. Tourists especially like the Concert Hall, which can hold about ten thousand visitors. The Hall owes its name to the fact that it is characterized by remarkable acoustics.*





## ČOVEČIJA RIBICA

Ova pećina je bogata biološkim vrstama podzemnog sveta. Najpoznatija je čovečija ribica, koja je ime dobila po boji koja podseća na boju ljudske kože. Ona je dinarski endemit, budući da je nema u ostalim delovima sveta. Uglavnom živi u dubinama, gde je mrak, mada je u proleće i jesen ljudi mogu videti i na površini, kada ih, usled bujnih kiša i topljenja snega, izbacuju podzemne vode.

## ČOVEČIJA RIBICA

This cave is rich in biological underground species. The most famous one is the olm ("čovečija ribica" i.e. "human fish"), named in that way because of its color, which resembles the color of the skin. It is an endemic species for the Dinaric area and other parts of the world. Olms mainly live in the depths, where it is dark, but in spring and fall they can be seen on the surface, when lush rains and snowmelt floods expel them from the underground waters.

# EVANGELIOS HATZOPULOS

*Grčki Ataše i Srpski zet / Greek Attaché and Serbian groom*

## **Solunac iz Zemuna**

**U** Beograd je došao 1982. godine, jer je njegov otac, ubedjeni socijалиста, želeo da mu sin studira kod Tita. Verovatno nije ni slatio da se njegov sin, posle završenih studija filozofije, neće vratiti u rodni Solun zato što će ga u Beogradu „zadržati“ lepa studentkinja, Zemunski kej i ljubav prema Partizanu... Evangelos Hatzopoulos danas radi kao ataše u ambasadi Grčke. Dočekuje i ispraća ambasadore bez trunke nostalгије. Kaže, lepo mu je ovde, zadovoljan je poslom i mogućnošću da najmlađe uči fudbalu, ni za šta ne bi menjao proleće u Ulici Strahinjića Bana, šetnju Zemunom i druženje sa prijateljima koje je ovde stekao.

## **The Salonian from Zemun**

**H**e arrived to Belgrade in 1982, because his father, a convinced socialist, wanted his son to study in Tito's country. He probably never suspected that, after completing philosophy studies, his son would not return to Thessaloniki, because we has "retained" by a beautiful student, the Zemun quay and the love for Partizan football team... Evangelos Hatzopoulos works nowadays as attaché at the Greek Embassy. He welcomes and sends off ambassadors without a hint of nostalgia. He says that he likes it here and that he is satisfied with his work and with the possibility of teaching youngsters football. The spring at Strahinjić Ban Street, a walk through Zemun and a conversation with his friends are among the things that he would change for nothing.



– Moj otac je želeo da studiram u Jugoslaviji ili u Italiji. Kad smo došli u Beograd, to je bilo to. Otac je rekao: „Studiraš ovde ili nigde“. I, meni se svideo Beograd. Prvi deo grada koji sam upoznao bio je Zemun. I danas, posle gotovo tri decenije, volim taj deo grada. Često sa suprugom i prijateljima šetam Zemunskim kejom, pijem kafu u Grand kazinu, nekadašnjem hotelu Jugoslavija... Neko vreme sam trenirao fudbalski klub Zemun.

*Sport je jedna od Vagelisovih ljubavi. Profesionalno se bavio fudbalom. Kaže da navija za Partizan jer je on bratski klub grčkom Paoku i za Zemun, naravno. Otkriva da mu je srce bilo puno kada je 2008. godine odigrano finale Kupa Srbije. Njegov Partizan pobedio je njegov Zemun sa tri prema nula.*

– Ma, mogli smo i mi da pobedimo. Volim sport, pa sam, pored filozofije, završio i DIF. U fudbalskom klubu Zemun radio sam i kao sportski direktor, i kao predstavnik za medije i kao trener.

*Vagelis ne propušta priliku da nam kaže da je počasni član Partizana. Kad pomene srpske klubove, oči mu zasijaju baš kao da je pomenuo svoj Paok. Tada se vidi da ne pravi razliku između Srbije i Grčke.*

– Mogao sam da biram premeštaj u neku drugu zemlju. Nisam to učinio. Supruga mi je odavde, tu su mi prijatelji, navikao sam se i na ambasadu...

*Pomalo se ljuti kada ga pitamo da li mu nedostaje veliki Solun. Kaže da ni Beograd nije mali, taman koliko treba, velegrad sa zanimljivim sadržajima, bez saobraćajne gužve i buke.*

– Beograd se mnogo promenio, nabolje. Moji prijatelji su oduševljeni Kalemegdanom, Skadarlijom. Sviđaju im se i Kopaonik, Divčibare...

*Ipak, od svih mesta, najviše voli stadione. Vodio je Akademiju fudbala. Za dva meseca, kroz besplatnu školu prošlo je oko sto dvadeset mališana od pet do trinaest godina.*

– Nisam želeo da im prenesem samo fudbalsko znanje, već i da ih sklonim sa ulice i usmerim na sport.

*Vagelis odlično govori srpski. Učio ga je pre dolaska u Srbiju, zatim na Institutu u Jovanovoj, kad je upisao fakultet, ali i u razgovorima sa mnogobrojnim prijateljima. Rado ističe druženje sa premijerom Ivicom Dačićem ali kao najvrednije prijateljstvo izdvaja ono sa pokojnim patrijarhom.*

- My father wanted me to study in Yugoslavia or Italy. When we arrived in Belgrade, that was it. My father said: "You will study here or nowhere." Also I liked Belgrade. The first part of the city that I discovered was Zemun. Even today, after almost three decades, I love that part of the city. I often walk along the Zemun quay together with my wife and friends and drink a coffee at the Grand Casino, at the former Hotel Yugoslavia ... For a while I coached Zemun football club.

*Sport is one of the great loves of Vagelis. He actually was a professional football player. He is a fan of Zemun Football Club and also of Partizan, because that team is twinned with PAOK Football Club from Greece. He confessed that his heart was rejoicing during the finals of the Serbian Cup of 2008, when Partizan defeated Zemun three to zero.*

- Well, also we could win. I love sports and for that reason, besides philosophy, I also graduated from the Faculty of Physical Education and Sport. I worked at Zemun



– Patrijarh Pavle je bio moj duhovni otac. Poznанstvo sa njim je za mene bilo нешто predivno. Družim se sa sportistima, političarima ali i sa običnim svetom iz komšiluka. Sličan je mentalitet naših naroda.

*Radeći prvo u civilnom, pa onda u vojnem sektoru ambasade, obišao je čitav region, naročito tokom našeg poslednjeg nesrećnog rata.*

*Voli Srbiju, veruje da će ostati ovde makar do penzije, a možda i posle. Do tada, radiće kao ataše i prevodilac, možda će se ponovo vratiti fudbalu. Dočekivaće ambasadore i prijatelje, uz obavezno grčko „kalispera“ i ispraćati ih, ipak, uz srpsko „doviđenja“.*

Autor / Author:  
**Tamara Torlak**



Football Club as Athletic Manager, media representative and coach.

*Vagelis misses no chance to say that he is an honorary member of Partizan. When you mention Serbian clubs, his eyes glow as if you mentioned his PAOK. Then you can see that he makes no difference between Serbia and Greece.*

- I had the choice of being transferred to another country, but I did not do it. My wife is from here, my friends are here, and I got used to the embassy...

*He got a bit angry, when we asked him whether he misses the large city of Thessaloniki. He says that Belgrade is not small either. It is just right. It is a metropolis with interesting contents, without traffic congestion and noise.*

- Belgrade has changed a lot, for the better. My friends are delighted with Kalemegdan and Skadarlija. They also like Kopaonik, Divčibare etc.

*However, he loves stadiums above all. He led the Football Academy. During two months, about one hundred twenty children with ages between five to thirteen attended this free school.*

- My purpose was not to transmit them only football knowledge, but also to take them off the streets and make them focus on sport.

*Vagelis speaks Serbian fluently. He learned it before coming to Serbia, then at the Institute on Jovanova street, when he enrolled college, and finally through conversations with many friends. He likes to talk about his friendship with Prime Minister Ivica Dačić, but he points out that his most valuable friendship was that one with the late Patriarch.*

- Patriarch Pavle was my spiritual father. Meeting him was something wonderful for me. I hang out with athletes, politicians and the ordinary people in the neighborhood. The mentality of our two peoples is very similar.

*He first worked in the civil sector and then in the military one. He visited the entire region, especially during our last unfortunate war.*

*He loves Serbia and he believes he will stay here at least until retirement and perhaps later. Until then, he will work as Attaché and translator and maybe he will return to football. He receives ambassadors and friends with the obligatory Greek greeting “kalispera” and sends them off with the Serbian expression “doviđenja”.*



# AVALA

## Čuvar belog grada

G otovo svaki pesnik, koji se odvažio da perom opiše Beograd, u svojim stihovima obavezno pominje i njegovu jedinu planinu – Avalu. Ona, obično, u pesmama nadgleda grad sa visine i čuva ga, što čini glavnu metaforu dela o prestonici i preporučuje je za jedan od njenih zaštitnih znakova.

## The guardian of the white city

A lmost every poet that has dared to describe Belgrade with his pen, has mentioned only one mountain in his verses - Avala. In poetry, it stands high upon the city as its guardian and protector. That is one of the main metaphors about the city, which presents Avala as one of its protected trademarks.

Autor / Author:  
**Tamara Torlak**

A nekada je, na prostoru današnjeg uzvišenja, živeo srednjovekovni grad Žrnov. Štitio je okolne rudnike žive, cinabarita i srebra. Turci su ga prozvali Avala, što na arapskom znači pregrada, prepreka. Ostaci grada su razrušeni 1934. godine, kada je počela gradnja spomenika Neznanom junaku. Istorici i danas osuđuju ovo rušenje.

Ako bismo Avalu predstavljali geografski, rekli bismo da spada u niske planine (511 m), da se nalazi 16,5 km južno od Beograda, da predstavlja kraj Šumadijske greda koja se od Rudnika provlači kroz Šumadiju i čini razvode slivova Save i Dunava. Na Avali je pronađen mineral avalit.

Akobismose, pak, bavili biologijom, rekli bismo dana ovoj prestoničkoj lepotici raste oko 600 biljnih vrsta. Ima lekovitog bilja i prirodnih retkosti poput zanoveti, zlatana i zelenike. Ima i puno samoniklog drveća i borove šume.

Ako bismo, opet, da se bavimo istorijom, naglasili bismo da je Avala, 1946. godine, odlukom Prezidijuma Narodne skupštine, proglašena dobrom od opšteg značaja. Gotovo pedeset godina kasnije, tačnije 2007. godine, odlukom Skupštine Grada, postaje zaštićeno prirodno dobro, ukupne površine od 489 hektara.

Danas je Avala popularno izletište Beograđana i njihovih gostiju. Posetiocima nudi različite sadržaje – od obilaska Avalskog tornja i šetnji, sve do gastronomskih uživanja u lokalnim kafanama. Na Avali je, 1929. godine, održano prvo takmičenje u skijaškom trčanju na 8 kilometara. Danas, na žalost, od skijanja nema ništa, iako nadležni godinama obećavaju izgradnju žičare.

The medieval town of Žrnov was once located on that mountain. It protected the surrounding mines of mercury, cinnabar and silver. The Turks called it Avala, which in Arabic means “barrier” or “obstacle”. The remains of the town were destroyed in 1934, when the construction of the Unknown Hero Tomb began. Nowadays, historians condemn the destruction of the medieval town.

In order to present Avala geographically, we should say that it is classified as a small mountain (511 m) and that it is located 16.5 km south of Belgrade. We should add that it represents the end of the Šumadija mountain range, which stretches through the Šumadija region and divides the Sava and Danube river basins. In Avala it is possible to find a mineral called avalite.

If we talk about biology, we should say that about 600 plants adorn this beauty of the capital. There are also medicinal herbs and rare plants, such as: broom shrubs, Turk's caps and European hollies. There are plenty of wild trees and a large pine forest.

Let us go back to history. In 1946 Avala was declared by the Presidium of the National Assembly as a good of public importance. Almost fifty years later, in 2007, by decision of the City Council, it became a protected natural area with a total surface of 489 hectares.

Today Avala is a popular rest area for the people of Belgrade and their guests. Visitors can enjoy a variety of topics: strolls, visits to Avala Tower or enjoyment at local pubs. In 1929, the first 8 km ski competition took place in Avala. Although the construction of a cable car has been promised for years, there is no skiing going on there.





## SPOMENIK NEZNANOM JUNAKU

Posle Prvog svetskog rata, lokalno stanovništvo je pronašlo veliki broj grobova srpskih vojnika poginulih u ratu. Među njima je bio i grob neznanog junaka. Državni odbor odlučio je da, na vrhu Avalе, podigne spomenik čiji je autor čuveni vajar Ivan Meštrović. Umetnik je zamislio da u čast hrabrih boraca za slobodu načini mauzolej sa kariatidama – ženskim likovima u narodnim nošnjama svih krajeva tadašnje Jugoslavije. Spomenik je napravljen od jablaničkog granita i graden je od 1934. do 1938. godine. Zanimljivo je to što sve zemlje učesnice Prvog svetskog rata imaju svoj spomenik neznanom vojniku, a samo Srbija ima spomenik Neznanom junaku. Blizu ovog, nalazi se i Spomenik sovjetskim ratnim veteranima koji su poginuli u avionskoj nesreći, 19. oktobra 1964. godine, prilikom dolaska na obeležavanje godišnjice oslobođenja Beograda.

## AVALSKI TORANJ

Toranj je nikao 1965. godine i arhitektonsko je čedo Uglješe Bogunovića i Slobodana Janjića. Bio je najviša građevina tadašnje Jugoslavije. Srušen je 29. aprila 1999. godine, tokom NATO bombardovanja. Obnovljen je jedanaest godina kasnije, identičan je svom prethodniku, a jedina razlika je u tome što je novi toranj za metar viši od prvobitnog.

## THE TOMB OF THE UNKNOWN HERO

After World War I, local people found a large number of graves of Serbian soldiers killed in the war. Among them was the grave of the unknown hero. The State Commission decided to erect a memorial on the top of Avala and entrusted this task to the famous sculptor Ivan Mestrovic. In order to honor the brave freedom fighters, the artist conceived a mausoleum with caryatids - female characters in costumes from all over the former Yugoslavia. The monument is made of granite from Jablanica and it was built between 1934 and 1938. It is interesting that all the countries that participated in the First World War have monuments to the unknown soldier, but only Serbia has a monument to the Unknown Hero. In the vicinity, there is a monument dedicated to the Soviet war veterans, who died in a plane crash on October 19, 1964, when they came to the anniversary of the liberation of Belgrade.

## AVALA TOWER

The tower was built in 1965 and it was created by Uglješa Bugunović and Slobodan Janjić. It was the highest structure of the former Yugoslavia. It was destroyed on April 29, 1999 during a NATO bombing. It was rebuilt eleven years later and it is identical to its predecessor, except for the fact that the new tower is one meter higher than the original one.



Kada sam iz Manile krenula na ostrvo Borakaj, o njemu sam znala onoliko koliko je potrebno da bi se složila jedna prosta proširena rečenica – da je rajske, prelepo i nestvarno. Posle jednog sata, koliko traje let, moje nestrpljenje dostiglo je vrhunac kada je avion počeo da kruži iznad tirkiznog mora i ostrva načičkanog palmama. Ugledala sam neverovatno lep prizor, pravo ostrvo iz bajke. Jedva sam dočekala trenutak kada je mali avion dodirnuo pistu koja se, na sreću Borakaja, nalazi na susednom ostrvu Katitlan.

Čim sam, sišavši sa čamca, prvi put zakoračila na ostrvo, znala sam da se dogodila ljubav na prvi pogled. Blistavo sunce, toplo more i pesak sitan kao prah, poželeti su mi dobrodošlicu. Bila sam očarana. Već tada mi je postalo jasno da su reči, koje se koriste da bi se opisao Borakaj, preskromne i da ih nema dovoljno da bi se opisala sva njegova lepota.

Kada sam ostavila prtljag, prepustila sam se uživanju u kasnom doručku, sočnom voću i sveže cedenim sokovima. A onda sam sela pod palmu, dozvoljavajući prirodnim lepotama da na meni primenjuju svoju magiju. Za prvi dan boravka na Borakaju, bilo je to sve što mi je bilo potrebno. Kvadratni metar peska koji sam tako važno proglašila svojim! Primetila sam da pesak ovde nekako posebno sija, ne toliko zbog sunca, već zbog toga što je

When I left from Manila to Boracay island, I knew as much as it was necessary to make a simple sentence, that it is heavenly, beautiful and surreal. After the one hour flight, my impatience reached its peak. When the plane began to circle above the turquoise sea and the island full of palm trees, I saw an incredibly beautiful scene, a true fairytale island. I could not wait the moment when the small plane would hit the runway, which, fortunately for Boracay, is located on the neighboring island of Katitlan.

As soon as I got out the boat and stepped on the island for the first time, I knew it was love at first sight. I was welcomed by the shining sun, warm sea and sand as tiny as dust. I was fascinated. Even then, it became clear to me that the words used to describe Boracay are just too modest and that there are simply no words to describe all its beauty.

When I left my luggage, I enjoyed a late breakfast with juicy fruits and fresh squeezed juices. Then I sat under a palm tree and surrendered myself to the magic of nature. That was all I needed for my first day in Boracay. That was the square meter of sand that I solemnly declared as mine! I noticed that sand has a particular shines there, not because of the sun, but because it is almost as white and tiny as dust. I plunged my fingers into that



# BORAKAJ

## *Poslednji raj*

Duh, koji Borakaj poseduje, čini ovo malo ostrvo onim što jeste, poslednjim rajem na Filipinima.

# BORACAY

## *Last paradise*

The spirit of Boracay makes this little island what it is, the last paradise of the Philippines.

skoro beo i sitan kao prah. Zaronila sam prste u taj prah, a on je nežno počeo da mi golica kožu. Namazavši se uljem za sunčanje, legla sam na sarong, dopustivši sunčevim zracima da ljube moje umorno telo, od glave do pete. Iznad mene, lelujajući se na povetarcu, lenjo su plesale vitke lepotice palme. Kroz njihove »raširene prste«, izvirivala je kristalno plava nebeska kapa. Pogledala sam ka moru i pred mnom se ukazao prizor kao sa razglednicе. Savršena mešavina tirkizne i azurno plave boje mora i nebo bez oblaka ljubili su se daleko, na horizontu. Omadjana, krenula sam ka kristalno čistom moru koje se mreškalo. Za mnom u pesku ostajali su tragovi stopala, a povetarac se igrao mojom kosom kao nestošni dečak. More je bilo toplo i »mekano«. U želji da me oslobođi svih briga koje sam donela sa sobom, prepustila sam mu se u potpunosti. Njegovo milovanje, nežni dodiri i zagrljaji, prijali su duši, mojoj koži i čitavom telu. Tvrđnja da je more najnežniji ljubavnik, pokazala se, i ovog puta, istinitom.

U daljini, čula se graja. Grupa devojaka igrala je odbojku na plaži. Apsolutno su zanemarivale činjenicu da je podne i da sunce tada najviše prži. Nedaleko od njih, igrala su se i neka deca. Ludo su se zabavljala klizajući se po plićaku i pesku, na daskama u obliku lista. Njihovu igru, salta, padove i egzibicije, pratilo je pravi dečiji zvonki smeh.

powder, which began to tickle my skin gently. I rubbed on suntan lotion and lay on the sarong, allowing the sun kiss my tired body, from the head up to the toes. Above me, beautiful slender palm trees swayed in the breeze and the crystal blue sky protruded through their "spread fingers". I looked at the sea and saw a scene that resembled a postcard. The perfect blend of turquoise and azure blue sea and the cloudless sky kissed far away on the horizon. Enchanted, I went towards the crystal clear rippling water. My footprints remained on the sand and the breeze played with my hair like a mischievous boy. The water was warm and "soft". In order to get rid of all the worries that I brought with me, I surrendered myself to the water. Its caresses, gentle touches and hugs took care of my soul, my skin and my entire body. The claim that the sea is the gentlest lover proved to be true.

I could hear the uproar in the distance. A group of girls played volleyball on the beach. They absolutely disregarded the fact that it was noon and that the sun burns the most at that time. A few children played near them. They were having crazy fun, sliding through the shallow water and the sand on boards in form of leaf. The children's laugh accompanied the game, jumps and falls of the girls.

## **Koktel »HALO, HALO«**

Dok sam uživala u ličnom raju, prišao mi je mladić u cvjetnom šortsu. Radio je u obližnjem restoranu i sa puno entuzijazma mi je izdeklamovao ceo meni. Pitao je da li sam za neko osveženje i predložio da to bude „halo, halo”, čuveni koktel od raznog voća, prepečenih oraha, slatkog kukuruza, želea i sitnog leda, preliven kokosovim mlekom. Nisam mogla da ga odbijem. I, zašto da ne zaokružim ovo savršenstvo sa stilom, pravim ostrvskim koktelom? Koketirajući sa zracima toplog sunca koji su mi namigivali kroz palmino lišće, lagano sam gustirala bogovski ukušan koktel. Hladna sadržina koktela, u dodiru sa usnama i osušenim grlom, pokazala mi je koliko sam bila žedna. Prosto sam morala da naručim još jedan i još jedan... i toliko sam ih popila da nisam mogla da zamislim da će te noći i večerati. Tako je bilo sve dok uveče, u obližnjem mestašetu, nisam videla raskošnu ponudu jela u bezbrojnim restoranima. Kažem raskošnu jer je na Borakaju kuhinja raznolika, odnosno internacionalna, kao i njegovi gosti. Ona je, jednostavno, potpuri-kultura i susret Istoka i Zapada. Ono što se nudilo u restoranima, izgledalo je kao da je spremljeno za samog Dionisa, tako da sam istog trenutka zaboravila koliko sam koktela popila i probala sve ukusne đakonije.

Ostatku dana sam se neizmerno radovala. Provela sam ga lenčareći na suncu i brčkajući se u topлом moru, kao bronzana boginja. Sve do zalaska sunca, uživala sam u luksuznoj ljubavnoj aferi sa plažom. Odjednom, iz jedne

## **“HALO, HALO” Cocktail**

While I was enjoying my personal paradise, I was approached by a young man in floral shorts. He worked at a nearby restaurant I recited me the entire menu with a lot of enthusiasm. He asked if I would like some refreshment and suggested the famous “Halo, halo” cocktail, made of various fruits, toasted nuts, sweet corn, jelly and ground ice, topped with coconut milk. I could not reject him. By the end of the day, why not to try this perfectly styled island cocktail? I slowly tasted the divinely delicious cocktail, while flirting with the warm rays of the sun, which winked at me through the palm leaves. The cold contents of the cocktail, in contact with my dry lips and throat, showed me how thirsty I was. I just had to order another one and another one ... I drank so many that I could not even imagine that I would have dinner that evening. That was until I saw the lavish offer of food in the countless restaurants of a nearby little town. I say lavish because Boracay cuisine is very varied, as international as its guests. It is simply a potpourri of cultures, where the East meets the West. All what was offered at the restaurants looked as if it had been prepared for Dionysus himself. That is why I immediately forgot about all the cocktails and tried all those marvelous delicacies.

I really enjoyed the rest of the day. I spent it resting under the sun, splashing around in the warm sea, like a bronze goddess. Until sunset, I enjoyed a luxurious love affair with the beach. Suddenly, the clean sky with blue





čisto plave nijanse, nebo se pretvorilo u veličanstveni spektar crvene i narandžaste boje. Kako je sunce polako zalazilo, radovalo se novi, neopisivi spektar boja. Dodiru i nijanse roze i plave boje prelavili su ceo Borakaj, a talasi koji su se valjali ka obali, još više su naglašavali ovaj prirodni vatromet boja. Uskoro, ljubičasti horizont ustupio je mesto noćnom indigo plavom nebnu, ukrašenom zvezdicama, tim rupicama na zavesi noći i mesecom boje vanile.

Šetajući kroz mestašce, te večeri sam upoznala još jedan aspekt ovog poslednjeg raja na Filipinima. Sporo sam hodala, prolazeći pored načičkanih prodavnica, klubova, restorana, malih hotela, kafića i diskoteka, smeštenih duž peščane plaže duge 4 km.

nuances turned into a magnificent range of red and orange. While the sun was going down, an indescribable spectrum of colors slowly appeared on the sky. The pink and blue nuances flooded the entire Boracay, while the waves that rolled towards the shore emphasized the natural color of the fireworks. Soon, the purple horizon gave way to an indigo blue sky, decorated with a vanilla colored moon and with those tiny holes in the curtain of night, which we call "stars".

That evening, walking through the little town, I met another aspect of that last paradise of the Philippines. I was walking slowly, passing by many shops, clubs, restaurants, small hotels, cafes and bars, placed along the 4 km long sandy beach.



## Noćni život Borakaja

Lagana večera od najukusnijih morskih plodova, ljuskara i ribe »lapu lapu«, samo je označila početak novog života na Borakaju - noćnog života punog egzotike, erotike i muzike različitih pravaca i stilova, koja se čula iz svakog čoška. Čuo se rege, haus, hip hop, džez, akustična muzika, latino džez, swing, bluz, bi bap, pop i rock. Cela plaža je bila veliki plesni podijum na kojem su đuskali i turisti i »domaći«, pa čak i psi, svako u nekom svom ritmu. Sva tela su plesala non-stop, uvijala su se i pulsirala u ritmu bubnjeva. U nedostatku boljih reči, raspoloženje na celoj plaži bi se moglo opisati kao »kosmička sloboda duše i tela«.

Te noći mi je postalо jasno zbog čega turisti i lokalno stanovništvo izgledaju kao da ih na ostrvo privlači neki magnet. Duh Borakaja je ono što očara one koji prvi put dođu, a šarmira one koji su već dolazili i dolaze ponovo. To je magnet koji Borakaj čini onim što jeste, poslednjim rajem Filipina. Na Borakaju može da se zaboravi i zanemari sve, osim života i uživanja. Borakaj je san koji se ostvaruje, melem za izmučenu dušu i ranjeno srce. Život je Borakaj - Borakaj je život, kažu. Jedva sam čekala sutrašnji dan, koji mi je priredio posebno iznenadenje: oluju i čelično sive oblake iz kojih je lila monsunska kiša, debela kao pozorišna zavesa. Bio je to jedan sasvim drugačiji Borakaj.

*Tekst i fotografije/  
Text and photos:  
**Sonja Lapatanov***



## Nightlife in Boracay

The light dinner, including the most delicious seafood, shellfish and "Lapu Lapu" fish, only marked the beginning of a new life in Borak - a nightlife full of exoticism, eroticism and different genres and styles of music, which could be heard from every corner. There was reggae, house, hip hop, jazz, acoustic music, Latin jazz, swing blues, bi bap, pop and rock. The whole beach was a large dance floor, where everyone danced - tourists and locals and even dogs, each at his/her/its own rhythm. All the bodies were dancing non - stop, writhing and throbbing to the beat of drums. In lack of better words, the mood on the entire beach could be described as a "cosmic freedom of soul and body."

That night I understood why both, tourists and locals seem to be attracted by the island, as if it were a magnet. The spirit of Boracay is what fascinates those who arrive for the first time. It charms everyone that already came and will come again. It is the magnet that makes Boracay what it is, the last paradise of the Philippines. In Boracay everything can be forgotten and ignored, except life and enjoyment. Boracay is a dream that comes true, a balm for the troubled soul and the wounded heart. It is said that life is Boracay and Boracay is life. I could hardly wait for the next day, which prepared me a special surprise: a storm and steel gray clouds from which monsoon rains streamed, as thick as theater curtains. It was a completely different Boracay.

# TURIZAM KROZ MANIFESTACIJE

**K**ao što je turizam jedna od najbrže rastućih „industrija“ danas, tako u okviru turizma, „industrija događaja“ je u najvećem broju slučajeva nosilac glavne turističke ponude. Tržišni segment turizma, „industrija događaja“ zasniva se na ponudi atraktivnih sadržaja i targetira onu ciljnu grupu turista koji putuju kako bi prisustvovali događajima sa ciljem da dožive nešto ne svakidašnje i drugačije od već viđenog turističkog sadržaja. Događaji privlače turiste i nakon održavanja samog događaja, veoma često im se vraćaju i tako stvaraju dodatne vrednosti destinaciji, što omogućava prodaju drugih proizvoda koje destinacija ima da ponudi.

Zašto se kreatori naše turističke ponude oglušuju o ova saznanja i zašto imamo uglavnom male i srednje događaje lokalnog karaktera, odgovor možemo potražiti u saznanju da ne postoji kvalitetan kadar u osmišljavanju adekvatnog sadržaja i samim tim njihove realizacije.

Kako je turizam postao u mnogim destinacijama jedan od glavnih izvorazapošljavanja i sticanja prihoda, efikasnost menadžmenta turizma uključujući i turizma događaja, postaje sve važnija. Predmet event management je neizostavan deo u osnovnoj edukaciji mnogih stručnih škola iz oblasti turizma, biznisa, marketinga, PR-a i organizacije. Drugim rečima, svaka destinacija koja želi da postane atraktivna turistička destinacija treba da ima kadrovskog potencijala, dobru strategiju koja nastoji da optimizuje moguće koristi od turizma događaja i u tom smeru kreira adekvatan sadržaj.

Beograd danas ima mnoštvo malih i srednjih događaja koji su lokalnog karaktera. Pošto glavni grad Srbije odavno pretenuje da postane metropola morao bi da poradi na izradi mega događaja po kojоj bi bio prepoznatljiv i dostigao međunarodni rang. Za sada, ni jedna od postojećih manifestacija nije uspela da postane toliko snažna i popularna da bi doprinela radikalnom unapređenju imidža Beograda, kao što je to uspelo Novom Sadu sa EXIT-om ili Guči sa Saborom trubača.

# TOURISM THROUGH EVENTS

**G**iven that tourism is nowadays one of the fastest growing “industries”, the “event industry” is in most cases the main tourist attraction. The market segment of tourism, the “event industry”, is based on the offer of attractive contents and it targets tourists that travel in order to attend events and experience something different from everyday life and déjà vu tourist contents. Events attract tourists even after the event itself. Tourist return, creating thus added value for the destination and enhancing the sale of other products that the destination has to offer.

Why do the creators of our tourist offer disregard these facts and why do we mostly have small and middle events of local character? The answer can be found in the fact that there is not high-quality framework for the design of appropriate contents and their implementation.

Given that tourism has become one of the main sources of employment and income in many destinations, the efficiency of tourism management, including the management of event tourism, becomes more and more important. “Event Management” subject is an essential part of the elementary education at many vocational schools in the field of tourism, business, marketing, public relations and organization. In other words, every destination that intends to become an attractive tourist destination should have human potential and a good strategy that seeks to optimize the potential benefits of tourism events, creating appropriate contents in that direction.

Nowadays Belgrade has a multitude of small and medium-sized events that are local. Given that the capital of Serbia has aspired for a long time to become a metropolis, it is necessary to work on the creation of mega-events that will be distinctive and internationally ranked. So far, none of the existing events succeeded to become so powerful and popular that it would contribute to a radical improvement of the image of Belgrade, just as EXIT failed to achieve this goal in Novi Sad or the Trumpet Festival in Guči.

Turističke organizacije moraju biti glavni nosioci ideja i dati podsticaj i onim dogadjajima koji imaju lokalni karakter u okviru svojih strategija ali oni moraju biti zasnovani na lokalnoj tradiciji zajednice i kao takve imaju podršku zajednice. Ne moraju sve da se transformišu u velike događaje ali moraju imati karakter prostorno-vremenskog fenomena. Svaki takav događaj je jedinstven zbog specifične interakcije između okruženja, ljudi i menadžmenta sistema, uključujući i elemente dizajna i programa. Događaji nikada nisu u potpunosti isti, i turista se mora zainteresovati da "bude tamo" da bi uživao u jedinstvenom iskustvu u potpunosti.

Treba imati na umu da je tipologija događaja, u portfolio modelu zasnovana na funkcionalnosti. To je stepen u kojem određeni ekonomski, turistički ili politički ciljevi mogu da se dostignu preko održavanja i marketinga događaja. Mega događaji su obično globalni u svojoj orijentaciji i zahtevaju konkurenčku ponudu da bi ih „osvojili“ kao jednokratni događaj za određeno mesto. Nasuprot tome, „hallmark događaj“ ne može postojati samostalno u odnosu na svoju domaću zajednicu, a lokalni ili regionalni događaji su po definiciji ukorenjeni u jednom mestu i privlače uglavnom lokalno stanovništvo.

Mnoge zemlje su koristile mega događaje kako bi doabile legitimitet i ugled, skrenule pažnju na svoja dostignuća, podržale trgovinu i turizam, ili pomogle u procesu otvaranja svojih zemalja globalnim uticajima. To je mnogo više od marketinga mesta, više je doprinos izgradnji nacionalnog identiteta. Zemlje i gradovi se takmiče za mega događaje kako bi pokazali svoju modernost i ekonomski dinamizam. Događaji su jedan važan način na koji destinacija može da se bori sa malom turističkom potražnjom.

Savremeni pristup događajima počiva na saznanju da su oni u stanju da isporuče:

- 1) Ključne poruke o mestu destinacije
- 2) Kreiraju pozitivan imidž zajednice u svetu

Događaji svih vrsta mogu da učine grad prijatnjim, interesantnjim, dok veliki događaji pomažu povećanju popularnosti i stvaranju imidža grada. Takođe je veoma bitno u procesu traganja za određenim događajima da oni odgovaraju željenom imidžu grada. Na primer, da li destinacije žele da steknu imidž modernih evropskih metropola ili da očuvaju imidž tradicionalnog grada. Ukoliko se želi izgraditi imidž dinamičnog i bogatog kulturnog grada, potrebno je investirati u tom pravcu u događaje, koji će ispričati interesantnu priču o nasleđu i načinu života na destinaciji, ali na jedan dinamičan način.

Manifestacije imaju ulogu animatora, što doprinosi da destinacija izgleda toplo i prijateljski. Tako događaj može biti najmoćniji način za privlačenje turista na odredenu destinaciju. Manifestacije deluju kao atrak-

Tourism organizations should be the main carriers of ideas and provide encouragement for local events as part of their strategy. However, such events must be based on local traditions and be supported by the community. It is not necessary that they become large events, but they must have the character of spatial-temporal phenomena. Any such event is unique because of the specific interaction between environment, people and system management, including the design of elements and programs. Events are never exactly the same, and visitors must be interested to "be there" in order to entirely enjoy a unique experience.

It is necessary to keep in mind that the typology of events in the portfolio must be based on functionality. That is the level, to which certain economic, touristic and political goals can be reached through the maintenance and marketing of events. Mega-events are usually global in their orientation and require a competitive bid to "win" them as a one-time event for a specific place. In contrast, "hallmark events" cannot exist independently of their native communities. Local or regional events are, by definition, rooted in one place and attract mainly local residents.

Many countries have used mega-events to attain legitimacy and reputation, to highlight their achievements, to support trade and tourism, or to assist in the process of opening their countries to global influences. It is much more than marketing a certain place; it is rather a contribution to the construction of national identity. Countries and cities compete for mega-events, in order to show their modernity and economic dynamism. Events are an important method, by which destinations can fight against the small tourist demand.

The modern approach to events is based on the awareness that the organizer can:

- 1) deliver key messages about the destination
- 2) create a positive image of the community in the world.

Events of any kind can make the city more enjoyable and interesting, while great events can help to increase popularity and create an image for the city. Another important factor in the search for specific events is that they must correspond to the desired image of the city. For example, should the destination acquire the image of a modern European metropolis, or should it preserve the image of a traditional town? If the purpose is to create the image of a dynamic and rich cultural city, it is necessary to invest in this direction, i.e. in events that will tell an interesting story about the legacy and the way of life of that town, but in a dynamic way.

Events play the role of animators, i.e. they contribute to making the destination look warm and friendly. Such events can be the most powerful tool to attract tourists to a particular destination. Events attract people

cija za ljude izvan lokalne zajednice, sa željom da posete lokaciju i troše novac na smeštaj, hranu i aktivnosti na destinaciji.

Manifestacije pružaju velike mogućnosti za privlačenje turista (domaćih i stranih) i privredne efekte njihovog dolaska koji se sadrže u broju posetilaca, broju noćenja, korištenim uslugama, potrošnji, itd. Po istraživanju Turističke organizacije Srbije (TOS), manifestacije su prve na listi turističkih motiva za dolazak stranih turista u našu zemlju. To je razlog da manifestacioni turizam bude istaknut u "Strategiji razvoja turizma Srbije" kao veoma značajan segment razvoja turizma u Srbiji, ali i kao komparativna prednost domaćeg turizma.

Dogadaji mogu manifestovati, nematerijalno naslede, kulturne ili životne teme i vratiti ih u život i za posetioce i lokalne stanovnike. Razvijanje hallmark događaja takođe ispunjava mnoge ciljeve u stvaranju dobrog imidža, posebno u kreiranju i jačanju same „teme“ destinacije. Upravo takvi dogadaji mogu biti „pokretač“, koji stvara pravi razlog da potencijalni turista, baš u određeno vreme poseti određenu destinaciju.

Turistička ponuda manifestacije morala bi u buduće da bude konkretnije izražena prvenstveno kao deo tradicije našeg naroda, upakova u moderan dizajn/prezentaciju i samo tako može nam poslužiti kao moćno sredstvo da se zainteresuju turisti. Godišnje se u Srbiji održi izuzetno veliki broj - čak oko 1000 manifestacija! Sve su uglavnom lokalnog karaktera i više se rade kao tradicionalni mali vašari gde tu bude svega i svačega po najmanje ozbiljne ponude i ozbiljnog sadržaja. U odnosu na broj stanovnika po ovom podatku smo sigurno među prvima u svetu, te se nameće slogan – SRBIJA ZEMLJA MANIFESTACIJA. Srednjih manifestacija ima 40tak i uglavnom su usmerene ka promovisanju odredjene društvene teme koje ostaju uvek nekako ne dorečene u smislu kvaliteta same organizacije, promocije i krajnjeg finansijskog efekta manifestacije. Srednji događaji se uglavnom odigravaju u većim gradovima Srbije i to su manifestacije tipa Maraton Beograda, Nisville, Beer fest itd. Jedna od znajčajnijih manifestacija koja se desila u svim gradovima Srbije i svuda bile dobro prihvaćene je Noć muzeja koju treba afirmisati uz sveobuhvatniji sadržaj kako bi postala tradicionalna i doživela veću ekspanziju. Takođe vredna pomena jeste beogradска manifestacija Otvorenog srca koja je humanitarnog karaktera ima lepu poruku i koja može putem predhodno pomenute manifestacije da zaživi u svim većim gradovima Srbije. Ova manifestacija može da bude uvertira u mnoge Novogodišnje manifestacije koje bi se dešavale u ovom delu godine završno sa Dočekom Srbske Nove godine.

U tom smislu Srbija u promovisanju glavnog grada može da ponudi ono što ni jedan glavni grad nemau udarnim turističkim špicevima, kao što su npr Novogodišnji i Božićni praznici. Događaji sa sadržajima tradicionalnog nasleda, moderni u ponudi kroz razne

from outside the local community, who wish to visit the site and spend money on accommodation, food and activities at the destination.

Events provide great opportunities to attract tourists (domestic and foreign). The economic effects of their arrival can be seen in the number of visitors, number of nights, services, consumption, etc. According to the research carried out by the Tourist Organization of Serbia (TOS), events are at the top motive for foreign tourists to visit our country. This is why event tourism should be highlighted in the "Tourism Development Strategy of Serbia" as a very important segment of tourism development in the country, as well as the comparative advantage of domestic tourism.

Events can manifest themselves as, intangible heritage, cultural and environmental issues that can be brought to life for visitors and local residents. Developing hallmark events also fulfills many goals related to the creation of a good image, especially in the elaboration and strengthening of "themes" for the destination. Such events may be the "engine" that will create the real motive for potential tourist to visit a particular destination at a certain time.

In the future the offer of tourism events should be expressed more concretely, first of all as part of the tradition of our people, packed in a stylish design/presentation, because only in that way it may serve as a powerful tool to enhance the interest of tourists. Every year we hold a very large number of events in Serbia, about one thousand! All of them have a mainly local character and most of them represent traditional fairs, where there are all kinds of things, the most unserious offers and the most unserious contents. In relation to the population, this data certainly puts Serbia among the first countries in the world and imposes the slogan - SERBIA THE LAND OF EVENTS. There are about forty middle-size events and they are usually aimed at the promotion of certain social issues. Such events remain somehow inconclusive in terms of the quality of organization, promotion and the final financial effect of the event. Most intermediate events take place in major cities of Serbia, including the Belgrade Marathon event, Nisville, Beer fest, etc. One of the most important events held in all cities of Serbia and very well received anywhere is the Museum Night, which should be affirmed by means of all-including contents, so that it might become a tradition and enjoy greater expansion. Another event that should be mentioned is the Open Heart Street of Belgrade. This humanitarian action transmits a nice message that might come to life in all major cities of Serbia. This event could be a prelude to the many Christmas events that take place in this part of the year and end with the Serbian New Year's Eve.

In this regard Serbia should promote its capital city, in order to offer what no capital has during the top of

praznične sadržaje kao što je na primer Doček Pravoslavne Nove godine upakovani u karnevalski karakter svakako bi bio atraktivna atrakcija. Ovakve manifestacije, šarolikog karaktera, obično najbrže obidu svet kao razglednice poslate u vidu kratkih atraktivnih informacija kako u mnogim medijima tako i putem mnogih društvenih mreža.

Manifestacije osmišljene na bazi važnih jubileji dobra su prilika da se privuče svetska pažnja ali u našem slučaju čini se da su velike mogućnosti ostale neiskorišćene. Gledano iz kritičkog ugla, opšti utisak je da su nam se svi jubileji prošli u senici aktualnih društveno-političkih zbivanja na domaćoj i svetskoj sceni i da se čovečanstvo. Tako su po ko zna koji put organizovale manifestacije nedostojne veličine istorijskog dogadaja kao što je obeležavanje Milanskog edikta ili obeležavanja stogodišnjice od rođenja Nikole Tesle pre par godina. Koliki prostor u promociji naučnih dostignuća imaju Milutin Milanković, Pupin, Mokranjac mogu nam pokazati svetska iskustva. Godina 2006 protekla je u obeleževanju pored 250 godina jubileja od rođenja Mocarta sa skoro identičnom pažnjom i jubilej 150 godina od rođenja Sigmunda Frojda i 400-godišnjica rođenja slikara Rembranta. Festivali ili manifestacije nauke upravo tome i služe – da najrazličitijim oblicima prezentacije predstavi, objasni i promoviše nauku, kulturu i istoriju na način da ona bude podjednako bliska i jasna svakom posetiocu bez obzira na godine. Iskustva drugih zemalja u kojima su uspešno realizovani slični festivali, do jednog su pokazala da se publici mora pružiti šansa da se doslovce nade u „koži naučnika ili umetnika“, da sama otkrije kako svet izgleda pod mikroskopom, kako nastaju određene hemijske reakcije ili umetnička dela, što je najvažnije, kako se zapravo dolazi do novih saznanja. Čitava istorija nauke i umetnosti predstavlja ne luksuz nego možda i jedan od najbitnijih delova obrazovanja ne samo profesionalnog naučnika nego i ozbiljnog čoveka.

Godišnjica jednog značajnog istorijskog dogadaja ili ličnosti za nas predstavlja tačku oslonca u vremenu, pogled na pređeni put i razlog preispitivanja gde smo sada. Jubileji nam daju sliku o istorijskom hodu jedne nacije, njenim najvećim dometima i epohalnim genijima.

Jubilej je mrtav prizor ako se briše kontakt naše istorijske prošlosti sa našom sadašnjošću i budućnošću. Jubilej je živ događaj ako podstiče naše samorazumevanje i inspiriše na nove podvige.

Kao dobar primer svega pomenutog možemo uzeti primer Austrije koja može biti adekvatan uzor po organizovanju manifestacija pomenutog karaktera. Turistički brend Austrije 2006 i njenih gradova Beča, Salcburga prvenstveno je bio Mocart, Mocart i samo Mocart. U 250. godini od Mocartovog rođenja Austrijanci su uspeli da se po ko zna koji put potvrde kao izuzetni organizatori,

the tourist season, i.e. New Year and Christmas holidays. Events related to contents of traditional heritage can be offered in a modern way through a variety of holiday activities such as, the Serbian Orthodox New Year's Eve packed in a carnival atmosphere, which will certainly attract tourists. The fastest way for these colorful events to go around the world is by means of postcards containing short information, as well as through mass-media and social networks.

Events based on important anniversaries are a good opportunity to attract the attention of the world, but in our case it seems that these great chances remain unused. Seen from a critical perspective, the general impression is that all our anniversaries have been shadowed by our current socio-political developments at the national and international stage. That is why there have been organized manifestations, which are totally inappropriate for the importance of the historical event, such as the celebration of the Edict of Milan or the celebration on the occasion of the centenary of Nikola Tesla's birth, a few years ago. How much space should be given to the promotion of the scientific achievements of Milutin Milanković, Mihajlo Pupin, or Stevan Stojanović Mokranjac can be seen in the international experience. In 2006 there were celebrated 250 years from the birth of Mozart and, almost with identical care, 150 years from the birth of Sigmund Freud and the 400th anniversary of Rembrandt's birth. That is precisely the purpose of scientific festivals and events - to present, explain and promote science, history and culture in the most diverse ways, so that they will be equally close and clear for all visitors regardless of their age. The experience of other countries, where such festivals have been successfully implemented, shows that the audience must be offered the chance of being "in the skin of a scientist or artist", discovering how the world looks like under a microscope, how certain chemical reactions take place, how works of art are created and, the most important, how new knowledge appears. The entire history of science and art is not a luxury, but perhaps one of the most essential parts of education, not only for professional scientists, but for serious people as well.

For us the anniversary of any important historic event or person represents a temporal foothold, a look to the past and a reason to ask ourselves, where are we now. Anniversaries give us a picture of the historical development of a nation, of its largest achievements and epoch-making geniuses.

Anniversaries are dead scenes in absence of contact between our historical past, our present and our future. The anniversary is a living event if it encourages our self-understanding and inspires new successes.

A good example of all what we have mentioned above is the case of Austria, which may be an appropriate model for the organization of such events. In 2006

izvrsni i vredni domaćini komercijalnog duha, koji vam je na svakom čosku izmamio pare za neki originalni souvenir, koncert, poslasticu u originalnom kafe ambijentu, restoranu, razgledanje na svakom koraku nekog muzeja, dvorca, letnjikovca i druge kulturne baštine koje imaju u izobilju da ponude. Na svakom koraku se slušao samo Mocart, nudile su se Mocartove čokoladne kuglice, posetioci su imali prilike da čak stave na lice Mocartovu pomadu, poprskaju se oblakom Mocartovog parfema, a zatim odu u Mocartov Kafe na Mocartovu tortu, da bi uveće mogli da uživaju na nekom od nekoliko Mocartovih koncerata ostavlja na svakog posetioca impresivan utisak. Savršeni austrijski organizatori ove manifestacije su toliko mislili na svaki detalj obeležavanja ove nesvakidašnje manifestacije da se čak i u toaletu muzeja mogao čuti Mocart! Na autrijskim trgovima mnogi studenici muzičke akademije su svirali Mocarta. Sa velikim interesovanjem i pravim uživanjem su ih slušali na stotine prolaznika. Inače u Austriji vrsni muzičari sviraju na ulici. U Schoenbrunnu se često moglo prisustvovati koncertu Bečkih filharmoničara pod vedrim nebom. Točnica je komercijalizacija Mocarta išla daleko da su čak i austrijski umetnički kritičari protestovali i na svojstven način postavili po gradu panoe sa poznatom Mocartovom slikom na kojoj Mocart koluta očima. Na svakom koraku, bilo u turističkom info centru, na recepciji hotela ili lično na ulici kod jednog od maskiranih Mocarta mogli ste da dobijete besplatno sve prospakte, mapu grada, repertoare i programe koncerata... ili se jednostavno moglo slikati sa njima i popričati o svemu što vas zanima.

Možda zvuči preambiciozno ali zašto neka od naših manifestacija nebi bila oslonjena na slični sadržaj kada znamo da imamo toliko velikih umetnika. Naravno, mnogi će naći problem u budžetu ali budžet nikada u celosti ne obezbeđuje država. I u mnogo bogatijim zemljama deo budžeta za ovakve stvari dolazi od sponzora. Kada postoje dobre ideje uvek se pronađu i sredstva. Svet biznisa je uvek spreman da stane ispred dobrih ideja jer želi da bude tamo gde je sve ono što je relevantno i što je bitno za državu i njene građane. Teslin jubilej je bila odlična šansa da se pošalje poruka svetu vezivajući se za čoveka koji je bio vodeći um.

Naši veliki jubileji kao što su gore pomenuti Milan-ski edikt i stogodišnjica od rođenja Nikole Tesle morale su da idu u smeru proglašenja godine Nikole Tesle i Milan-skog edikta. Organizuju brojnih manifestacija tokom cele godine koje podrazumevaju centralnu državnu proslavu na kojoj bi morali da budu prisutni državnici i važne ličnosti iz celog sveta kao i naučni simpozijumi. Godina jubileja podrazumeva i da se naprave znak i logotip manifestacije i da se Srbija kompletno izbrendira. Građani su trebali da budu bukvalno „bombardovani“ informacijama i programskim sadržajima sa svih strana što zvaničnim plakatima što plakatima koji promovišu

the tourist brand of Austria and two of its cities, Vienna and Salzburg, was mainly Mozart, again Mozart and only Mozart. On the occasion of the 250 years of Mozart's birth, Austrians proved for God knows how many times that they are great organizers and excellent hosts with commercial spirit. They were able to extract money from visitors by means of souvenirs, concerts, sweets in the original ambiance of cafes and restaurants, sightseeing at each step of museums, castles, summer homes, and other cultural heritages that were in abundant supply. At every step, you could hear only Mozart and eat Mozart chocolate balls. Visitors had even the chance of putting on Mozart pomade, spraying a cloud of Mozart's perfume and then going to the Mozart Cafe to eat Mozart's cake. Finally, in the evening, they could enjoy one of several Mozart concerts, which left a profound impression to each visitor. The perfect Austrian organizers of this event thought so much about each and every detail of this extraordinary event that even in the toilet of the museum you could hear Mozart! Many students of the Music Academy played Mozart on the squares of Austria. Hundreds of passers-by listened to them with great interest and joy. In fact, in Austria you can hear excellent musicians, playing on the street. In Schoenbrunn it was often possible to attend outdoor concerts of Vienna philharmonic players. The commercialization of Mozart went so far that Austrian art critics protested in their own way, by putting billboards with the famous image of Mozart rolling his eyes. You could obtain free brochures, city maps, concert programs and repertoires at tourist info centers, hotel receptions, or from people wearing Mozart's masks on the street. You could take pictures with them or simply talk about anything and everything.

It may sound ambitious, but why shouldn't one of our events be based on similar contents, when we know that we have so many great artists? Of course, many will find the problem in the budget, but the budget is never entirely provided by the state. Even in richer countries, part of the budget for this kind of events comes from sponsors. Whenever there is a good idea, it is possible to find funds. The business world is always ready to stand in front of a good idea, because it wants to be in the center of events and of everything that is important for the state and its citizens. Tesla's jubilee was a great opportunity to send a message to the world and to create a connection with a man, who was one of the world's leading minds.

Our major anniversaries, such as the Edict of Milan and the centenary of the birth of Nikola Tesla, should have been supported by proclaiming the respective year as the year of Nikola Tesla or the year of the Edict of Milan. The organization of numerous events throughout the year implies a central state celebration with the participation of statesmen and important personalities from all over the world, as well as scientific symposia. Jubilee im-

pojedinačne programe, što većom medijskom pažnjom i prisutnošću. Muzejskipričazi ova dva jubileja bi morao da ima svoj godišnji program koji bi suksesivno javnosti pokazivao određene stvari kojima raspolaže ali i da ima širi kontekst, da se poveže sa važnim naučnicima koji su relevantni za određene teme i da se prave skupovi od šireg značaja. Širok je spektar mogućnosti bilo i za turizam i za obrazovanje i za nauku. Glavnu i ključnu ulogu je trebalo da imaju Ministarstva koja su trebala kroz fakultete i srednje škole da se povežu sa celim svetom, da se organizuju tribine, radionice, da naši studenti putuju, da ostali dolaze i tako se razmene ideje i saznanja.

Trenutna turistička ponuda Srbije i Beograda zasnovana je na manifestacijama koje se baziraju uglavnom na muzičkim koncertnim, veoma malo na sportskim i etno običajima. Spoj svega nevedenog daje dobar doprinos turizmu ovako pojedincano daje jedan šturi sadržaj koji se svodi samo na konzumaciju hrane i pića i preterivanju u istom. Zato su većina manifestacija lokalnog / vašarskog karaktera i nemaju širinu u ponudi čak ni prema susednim gradovima ili državama. Istupanje sa jedinstvenom ponudom naših manifestacija u prezentaciji turizma u svetu mora da prati i dobro nadasve kvalitetno osmišljen program i stručna realizacija istog. Suštinski karakter ovih manifestacija izostaje i samim tim je minoran njihov potencijal. Prepuštanje organizacije ne stručnim pojedincima ili organizacijama čiji je osnovni cilj samo lična zarada i trajanje jedne sezone je osnovna karakteristika većine pomenutih manifestacija. Kako onda na ovakvim temeljima i na koji način govoriti o modernizaciji turističke ponude kada ni jedan od trenutno eksponiranih manifestacija nema stručan kadar u organizovanju istih, kada to rade ljudi bez struke i kada su njima svetska dostignuća u tim oblastima nepoznana. Stoga i zaključak da skoro ni jedna od navedenih manifestacija nema adekvatnu internet prezentaciju sa vrlo površnim najčešće ne tačnim ili ne ažuriranim podacima. Kada je u celom svetu internet postao osnov komunikacije u našoj zemlji rukovodećim strukturama koji se nalaze na čelu ovakvih manifestacija je izgovor za neznanje. Modernizacija turističke ponude podrazumeva i dobru prezentaciju naše zemlje na Internet portalima kao i njen kontinuitet u razvijanju i praćenju trendova. Dobra elektronska komunikacija sa drugim Turističkim centrima kao i pojedincima je danas neminovna. Nažalost, dok se u svetu aktuelni i "virtuelni događaji" koji komuniciraju sa turistima kroz razne medije i tako nude nešto interesantno kako za potrošače u turizmu tako utiču i na odluku turiste da poseti „sličan“ događaj koji se u realnosti dešava, naša turistička ponuda u ovom segmentu ne zavređuje pažnju.

Znatan deo posla agencija za razvoj turizma događaja jeste ostvarivanje prava za organizaciju događaja. Neophodno je odrediti izvore sredstava za organizaciju događaja, još važnije utvrđivanje kako da se vrate uložena sredstva i najefikasnije omogućiti agen-

plies making a sign and a logo for the event and branding all Serbia with them. Citizens must be literally "bombed" with information and program contents by means of official posters and posters that promote individual programs, with as much mass-media presence and attention as possible. Museum expositions for these two anniversaries should have had annual programs, which would successively show to the public certain specific aspects. However, such expositions should have a broader context, in order to establish a connection with important scientists that are relevant for a specific topic and to hold meetings with a wider significance. There is a wide range of options for tourism, education and science. The main and crucial role should belong to the Ministries, which should establish a link with the entire world with the help of faculties and high schools, organizing panel discussions and workshops. In this way, our student will travel and foreign students will come, exchanging ideas and knowledge.

The current tourist offer of Serbia and Belgrade is based on events related mainly to musical concerts, with very few sport and ethnological events. A combination of all the specified aspects would be a good contribution to tourism, because individually, each of these aspects represent a succinct content that is reduced to the exaggerated consumption of food and alcohol. That is why most events are local fairs that have no width of offer, even for neighboring cities or countries. The withdrawal from a unique range of events in our current presentation of local tourism to the world must be supported by a well-designed program and its technical realization. The essential nature of these events is missing and therefore their potential is minor. The basic characteristic of most of these events is that they are entrusted to unprofessional organizations or individuals, whose main goal consists in personal earnings during one season. In that case, how can we talk about modernizing the tourism offer, when no event is organized by professional staff and everything is done by unskilled people, who completely ignore international achievements in the field. We may draw the conclusion that almost all of these events have inadequate websites, with very superficial data which is usually neither accurate nor updated. The worldwide web has become the foundation of communication all around the world, but in our country decision-making structures that are in charge of such events keep using ignorance as an excuse. The modernization of the tourist offer implies the good presentation of our country on Internet portals, as well as continuity in the development and monitoring of trends. Nowadays, good electronic communication with other tourist centers and individuals is a must. In other countries, "virtual events" are used to communicate with tourists through various media, offering something interesting for tourism product consumers and influencing their decision to visit "similar" events that take place in reality. Unfortunately, our offer in this segment is not worthy of attention.

cijama zadužene za organizaciju događaja da uspostave veze sa sektorom događaja i pojedinačnim dešavanjima koristeći mrežni pristup. Uglavnom je u praksizastupljena neformalna mreža aktera, uz dominaciju uticajnih vladinih agencija. Ovaj pristup je ponekad u suprotnosti salokalnom orientacijom, zasnovanom na regionalnom nivou vlasti. Mnogi planirani događaji su proizvedeni sa malo ili nimalo ideja vezanih za njihov turistički potencijal. Ponekad je to zbog specifičnih ciljeva organizatora, i ponekad jednostavno nema uspostavljenе veze između događaja i turizma.

Festivalima i događajima je potrebna podrška i saradnja sa turističkim agencijama, koje treba da uzmu učešća u izradi strategije razvoja turističkih atrakcija (uključujući i događaje). Događaji moraju obezbediti materijalna sredstva i političku podršku kako bi postali održivi, povećavajući stepen nezavisnosti u procesu.

Menadžeri turizma događaja, zainteresovani za razvoj njihovih turističkih potencijala, bi trebali da postanu zainteresovani i za proces planiranja razvoja turističke destinacije. Radeći zajedno (menadžeri događaja i menadžeri turističke destinacije) oni bi trebali da deluju kao lobi i marketing konzorcijum. Rezultat njihove aktivnosti treba da bude da događaji utiču na pozicioniranje destinacije i njen brand, finansiranje i razvoj grada, evaluaciju programa, a sve u cilju promovisanja i događaja i destinacije. Negovanje sveobuhvatnog portfolio (i malih i većih događaja) pristupa turizmu događaja može da ostvari korist svimzainteresovanim stranama, uzimajući u obzir potencijalni doprinos svih događaja, kao i uspostavljanjem odgovarajućih mehanizama podrške lokalne zajednice.

*Autor / Author:  
**Angelina Milutinović***

A substantial part of the activities of the agencies in charge of developing event tourism consists in obtaining the right to organize the event. It is necessary to determine the source of the funds for the organization of the event and, still more important, to determine how to return the invested funds and how to enable the agencies in charge of organizing the events to establish relations with the event sector and the individual events by applying a network approach. The most usual practice is represented by an informal network of stakeholders, predominantly influential government agencies. This approach is sometimes in conflict with the local orientation, based on the regional level of government. Many scheduled events have been produced with little or no idea regarding their tourism potential. Sometimes this is due to the specific objectives of the organizers, and sometimes there is simply no connection between the event and tourism.

Festivals and events need the support and cooperation of travel agencies, which must take part in the development strategy for the development of tourist attractions (including events). Events must provide the material resources and political support that are necessary to become sustainable, increasing the degree of independence in the process.

Tourism events managers, who are interested in developing their tourism potential, should become interested in the process of planning the development of the tourist destination. By working together, event managers and tourist destination managers should act as a lobbying and marketing consortium. As a result of their activities, events should influence the ranking of the destination and its brand, the financing and development of cities, as well as the evaluation of programs, in order to promote events and destinations. Fostering a comprehensive portfolio (with both small and large events) approach to tourism events can benefit all stakeholders, taking into account the potential contribution of all the events, as well as the establishment of appropriate mechanisms for the support of the local community.



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Nikola Tesla  
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## AMBASADA ALŽIRA OBELEŽILA NACIONALNI PRAZNIK

*Ambasador Alžira u Srbiji Abdelkader Mesdua priredio je prijem povodom Nacionalnog praznika, kojem suprastuvali prvi potpredsednik Vlade Srbije Aleksandar Vučić, predsednik Skupštine Srbije Nebojša Stefanović, kao i Dragica Nikolić, supruga predsednika Srbije, predstavnici Vlade, verskih zajednica, diplomatskog kora i brojne druge zvanice.*

*Ambasador Mesdua je istakao da su Alžir i Srbija u prošlosti tesno saradivali, uprkos povremenim prekidima zbog tranzicije u obema zemljama, i da je ta saradnja pojačana u proteklih nekoliko godina.*

*„U decembru će u Srbiji zasedati mešovita alžirsko-srpska komisija i uveren sam da će nam ta 20. sednica omogućiti da vidimo kako da dodatno unapredimo odnose Alžira i Srbije”, rekao je Mesdua, podsetivši da Alžir 1. novembra obeležava godišnjicu izbijanja revolucije 1954. godine.*

*„Slavimo revoluciju i sećamo se žrtava koje je podneo alžirski narod kako bi okončao francuski kolonijalizam”, rekao je ambasador Alžira.*

*Autor / Author:  
Nada Grujić*





Ambasador Alžira sa suprugom  
i Gđ. Dragicom Nikolić /  
Ambassador of Algeria with wife  
and Mrs. Dragica Nikolić



Gdj-a Amina Mesdoua sa Ambasadorom Tunisa i redakcijom Magazina The Globe /  
Mrs. Amina Mesdoua and Ambassador Tunisia with editorial of The Globe Magazin



Nj.E Abdelkader Mesdoua  
i Aleksandar Vučić /  
H.E. Abdelkader Mesdoua  
and Aleksandar Vučić

## THE EMBASSY OF ALGERIA CELEBRATED THE NATIONAL HOLIDAY

The Algerian Ambassador to Serbia, Abdelkader Mesdoua, hosted a reception on the occasion of the National Day, which was attended by the First Deputy Prime Minister of Serbia, Aleksandar Vučić, the President of the Serbian Parliament, Nebojša Stefanović, the wife of the President of Serbia, Dragica Nikolić, representatives of the government, the religious community and the diplomatic corps, as well as many other guests.

Ambassador Mesdoua pointed out that Algeria and Serbia have worked closely in the past, in spite of occasional interruptions due to the transition in both countries, and that this cooperation has been strengthened in recent years.

"In December, the Algerian-Serbian Commission will meet in Serbia and I am confident that this 20th meeting will allow us see further improvements in the relations between Algeria and Serbia" - said Mesdoua, recalling that on November the 1st, Algeria celebrates the outbreak of the revolution of 1954.

"We celebrate the revolution and remember the victims that the Algerian people offered in order to terminate French colonialism" - said the Ambassador of Algeria.

## PRIJEM POVODOM NEZAVISNOSTI ANGOLE

*Povodom nezavisnosti Angole, ambasador te zemlje Toko Diakenga Serao priredio je svečani prijem u Hajatu, kojem je prisustvovao i prvi potpredsednik Vlade Aleksandar Vučić.*

*Iako je ambasador nedavno ocenio da su bilateralni odnosi dve zemlje u usponu, sa tendencijom da dostignu nivo pre ratnih sukoba koji su devedesetih godina zahvatili zemlje bivše Jugoslavije i Angolu, na prijemu je izostao govor, već su gosti u opuštenoj atmosferi uživali u specijalitetima nacionalne kuhinje.*

*U skladu sa ambasadorovim rečima da brojne investicije srpskih kompanija u Angoli imaju ključni značaj za razvoj zemlje, gostima je predstavljena i turistička ponuda u vidu brošura i kalendara sa prelepim fotografijama plaža Angole. Naravno, usledio je i poziv da se upoznaju čari ove prelepe afričke zemlje.*

Autor / Author:  
**Nada Grujić**

## RECEPTION ON THE OCCASION OF THE INDEPENDENCE OF ANGOLA

*On the occasion of the independence of Angola, the Ambassador of that country, Toko Diakenga Serao, hosted a reception at "Hyatt", which was attended by First Deputy Prime Minister Aleksandar Vučić.*

*The ambassador recently said that the bilateral relations between the two countries were on the rise, with a tendency of reaching the level that they had before the military conflicts that broke out in the nineties in the countries of the former Yugoslavia and also in Angola. However, there was no speech at the reception and the guests enjoyed the specialties of Angolan national cuisine in a relaxed atmosphere.*

*According to the ambassador, the numerous investments by Serbian companies in Angola have a key role in the development of the country. The guests were introduced to the tourism offer of Angola in the form of brochures and calendars with gorgeous photos of Angolan beaches. Of course, the guests were invited to explore personally the magic of this beautiful African country.*



# PROSLAVLJEN AUSTRIJSKI NACIONALNI PRAZNIK

*Povodom austrijskog Nacionalnog praznika, Johann Eigner, austrijski ambasador u Beogradu, svečanim prijemom u Skupštini grada obeležio je ovaj, u novojoj istoriji te države, veliki datum.*

*Na prijem su došli predstavnici diplomatskog kora, narodni poslanici Republike Srbije, kao i velikodostojnici Srpske pravoslavne crkve, vikarni episkop patrijarha Irineja - Andrej Ćilerdžić.*

*U govoru na nemačkom i srpskom jeziku, ambasador Eigner naglasio je da Austrija podržava Srbiju na njenom evropskom putu i da, takođe, smatra da joj je mesto u toj velikoj porodici evropskih država, baš kao i svim zemljama zapadnog Balkana. Austrija pozdravlja i tu, kako je ambasador precizirao, činjenicu da je Srbija ove godine znatno napredovala na putu ka EU. Prema njegovim rečima, Austriju i Srbiju povezuju mnogi značajni ljudi i događaji, a posebno činjenica da ćemo i jedni i drugi uštedeti novac jer nećemo putovati u Brazil i tako učestvovati na svetskom prvenstvu u fudbalu, našalio se na kraju govora ambasador Johan Eigner.*

*Ambasador je, takođe, izrazi oočekivanje da će u izveštaju EU o napretku Srbije biti pohvaljen „napredak ostvaren protekle godine u sprovodenju strukturalnih reformi i preduzimanju odlučujućih koraka ka normalizaciji odnosa s Prištinom”.*

*Autor / Author:  
Nada Grujić*

# CELEBRATION OF THE AUSTRIAN NATIONAL HOLIDAY

*On the occasion of the Austrian National Day, Johann Eigner, Ambassador of Austria in Belgrade, hosted a reception at the City Hall, in order to celebrate this great date in the modern history of that country.*

*The reception was attended by representatives of the diplomatic corps, members of the Parliament of the Republic of Serbia, as well as dignitaries of the Serbian Orthodox Church, including Bishop Andrej Ćilerdžić, Vicar of Patriarch Irinej.*

*In a speech in German and Serbian languages, Ambassador Eigner said that Austria supports Serbia on its European path and that his country considers that the place of Serbia is in the great family of European nations, like all the other countries of the Western Balkans. As the ambassador explained, Austria welcomes the significant progress that Serbia has made during this year towards the EU. According to him, Austria and Serbia are connected by many important people and events, and in particular by the fact that both countries will save money, because none will participate in the World Cup in Brazil - Ambassador Johann Eigner joked at the end of his speech.*

*The Ambassador also expressed his expectation that the EU report on Serbia's progress will praise "the progress made last year in the implementation of structural reforms and the decisive steps towards the normalization of relations with Priština".*



*Nj.e. Johanes Eigner sa suprugom /  
H.E. Johannes Eigner with wife*



## LIBANSKA AMBASADA PRIJEMOM PROSLAVILA SVOJ NACIONALNI DAN

*Ambasador Libana u Beogradu, Tufik Žaber, bio je odličan domaćin na prijemu koji je organizovao u beogradskom hotelu Metropol, 22. novembra, povodom nacionalnog dana.*

*Budući da je u septembru dao akreditovano pismo predsedniku Srbije Tomislavu Nikoliću, kao ambasador koji stupa na novu dužnost, njegova ekspedicija se potrudila da gostima pruži neformalnu atmosferu svečanosti, i sećanje torte u bojama libanske zastave. Čast da iseće prvo parče slatkiša pripala je Vanji Udovičiću, srpskom ministru sporta i omladine.*

*Prijem je ulepšala i aktuelna mis Srbije Milica Vukliš, a među zvanicama su bili i psihijatar dr Jovan Marić, kompozitor Sanja Ilić, pevač Đorđe David Nikolić, ambasador SAD Majkl Kirby, ambasador Tunisa Madžid Hamlaoui, ambasador Indonezije Semjuel Samson, ambasador Japana Masafumi Kuroki i mnogi drugi.*

*Autor / Author:  
Nada Grujić*

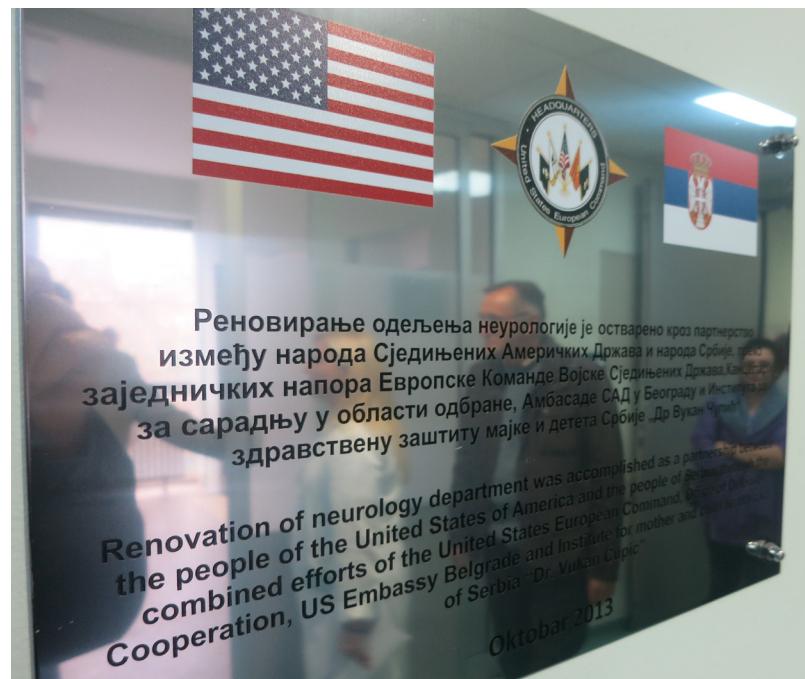
## THE LEBANESE EMBASSY CELEBRATED THE NATIONAL HOLIDAY WITH A RECEPTION

*The Lebanese Ambassador in Belgrade, Toufic Jaber, was an excellent host during the reception held at hotel "Metropol" of Belgrade, organized on November 22, on the occasion of the National Holiday.*

*His Excellency, who presented credential letters to the Serbian President Tomislav Nikolić in September, tried to create an informal atmosphere during the ceremony. There was a cake with the colors of the Lebanese flag and the first piece of cake was given to the Serbian Minister of Sport and Youth, Vanja Udovičić.*

*The reception was embellished by the current Miss Serbia Milica Vukliš and among the guests we should mention the psychiatrist Jovan Marić, the composer Sanja Ilić, the singer Đorđe David Nikolić, the U.S. Ambassador Michael Kirby, the Tunisian Ambassador, Majid Hamlaoui, the Indonesian Ambassador, Samuel Samson, the Japanese Ambassador Masafumi Kuroki etc.*





## AMBASADOR KIRBI PREDAO NA UPOTREBU INSTITUTU ZA MAJKU I DETE RENOVIRANO ODELJENJE PEDIJATRIJSKE NEUROLOGIJE

Ambasador Kirbi je u utorak, 12. novembra, prisustvovao svečanosti na Institutu za zdravstvenu negu majke i deteta Srbije Dr. Vukan Čupić kojom je obeležen završetak radova na obnovi odeljenja pedijatrijske neurologije i EEG laboratorije. Evropska komanda američke vojske je preko kancelarije za vojnu saradnju Ambasade SAD u ovaj projekat uložila 210,000 dolara u okviru svog programa humanitarne pomoći. Radove je izveo lokalni izvođač, u potpunosti se pridržavajući kako rokova tako i najviših gradevinskih standarda.

Evropska komanda američke vojske i Ambasada SAD pomogle su Institutu više puta do sada, uključujući donaciju kola hitne pomoći, pulmološku opremu vrednu 50,000 dolara i tri inkubatora za bebe u vrednosti 25,000 dolara. Ovaj poslednji projekat obnove odeljenja pedijatrijske neurologije demonstrira kontinuiranu podršku i posvećenost američke vlade pacijentima i lekarima na Institutu, ali i srpskom zdravstvu u celosti.

Ambasadoru Kirbiju su se na svečanosti pridružili ministarka zdravlja prof. Dr. Slavica Đukić Dejanović, direktor Institutu prof. Dr. Radovan Bogdanović, i drugi zvaničnici Ministarstva zdravlja i zaposleni Instituta. Nakon obilaska obnovljenog neurološkog odeljenja i EEG laboratorije, Ambasador Kirbi, ministarka Đukić Dejanović i direktor Bogdanović dali su izjave za medije.

## AMBASSADOR KIRBY DELIVERS RECONSTRUCTED PEDIATRIC NEUROLOGY DEPARTMENT TO MOTHER AND CHILD INSTITUTE

On Tuesday, November 12, Ambassador Kirby attended a ceremony at the Dr. Vukan Čupić Mother and Child Health Care Institute to mark the completion of reconstruction work at the Pediatric Neurology Department and the Electroencephalography (EEG) Lab. Through the Embassy's Office of Defense Cooperation, the U.S. European Command (USEUCOM) of the U.S. Armed Forces invested \$210,000 toward the reconstruction as part of its Humanitarian Assistance program. The work was performed by a local contractor, on deadline, and to the highest standards.

USEUCOM and the U.S. Embassy have assisted the Institute many times, including previous donations of an ambulance, \$50,000 worth of equipment to the Pulmonology Department, and three infant incubators worth \$25,000. The latest project demonstrates the U.S. Government's continuing support and commitment to the patients and doctors of the Institute, as well as to Serbia's entire healthcare system.

Ambassador Kirby was joined at the event by Minister of Health Slavica Đukić Dejanović, Director of the Institute Prof. Dr. Radovan Bogdanović, and a number of Institute and Ministry of Health officials. After touring the renovated Neurology Department and the EEG Lab, Ambassador Kirby, Minister Đukić Dejanović, and Director Bogdanovic gave statements to the media.

## AMBASADA SAD DONIRALA VOJNOMEDICINSKOJ AKADEMIJI OPREMU ZA PREVENCIJU HIV/AIDS

Zamenik ambasadora SAD Gordon Dugud posećio je 14. novembra Vojnomedicinsku Akademiju gde je zvanično uručio donaciju opreme za prevenciju HIV/AIDS u vrednosti od 84,000 dolara. Donacija se sastoji od moderne laboratorijske opreme za analizu krvi i sredstava za snimanje edukativnog filma o prevenciji HIV/AIDS i drugih seksualno prenosivih bolesti namenjenog pripadnicima Vojske Srbije. Donacija je deo programa za prevenciju HIV/AIDS američkog Ministarstva odbrane (tzv. DIHEP program), koji predstavlja globalnu inicijativu preko koje Vlada SAD sarađuje sa vojskama širom sveta u cilju podizanja svesti o HIV/AIDS, jačanja prevencije i poboljšanja kapaciteta za negu i lečenje.

Program DIHEP postoji u Srbiji od 2006. i do danas su Ministarstvo odbrane Republike Srbije i Vojnomedicinska Akademija primili donacije vredne preko 800,000 dolara. Pomoć ove vrste se uglavnom fokusira na razvoj laboratorijske infrastrukture za testiranje na HIV i dijagnozu, obuku zdravstvenih radnika i kupovinu opreme i lekova neophodnih za aktivnosti u okviru primarne prevencije. Ovom donacijom se potvrđuje posvećenost Ambasade SAD i američkog Ministarstva odbrane pružanju podrške potrebama Vojske Srbije i srpskog društva u celini u domenu zdravlja.

## U.S. EMBASSY DONATES \$84,000 WORTH OF HIV/AIDS PREVENTION EQUIPMENT TO MILITARY MEDICAL ACADEMY

*On November 14, 2013, U.S. Embassy Deputy Chief of Mission Gordon Duguid visited the Military Medical Academy to announce a donation of \$84,000 worth of HIV/AIDS prevention equipment to the institution. The donation consists of modern blood analysis laboratory equipment, as well as funding for a new educational film for Serbian military personnel on the prevention of HIV/AIDS and other sexually transmitted diseases. This donation is part of the U.S. Department of Defense's HIV/AIDS Prevention Program, a global initiative through which the U.S. Government works with armed forces worldwide to increase HIV/AIDS awareness and to boost prevention, care, and treatment capacities.*

*The HIV/AIDS Prevention Program was launched in Serbia in 2006. Since then, the Serbian Ministry of Defense and the Military Medical Academy have received over \$800,000 in donations. The assistance focuses developing laboratory infrastructure for HIV testing and diagnosis, training health care professionals, and purchasing equipment and supplies needed for primary prevention activities. The donation reaffirms the commitment of the U.S. Embassy and the U.S. Department of Defense to support the medical and public health needs of the Serbian Armed Forces and Serbian society as a whole.*

## ARHIV

U sredu, 20.11.2013.bilo je otvaranje izložbe pod nazivom „Beograd-Djakarta“ diplomatski odnosi, od osnivanja pa sve do danas. Izložba je otvorena u ARHIV-u Jugoslavije. Izložbu je otvorio Ambasador Indonezije g.din Semjuel Samson. Izložbi su prisustvovali predstavnici diplomatskog kora i Vlade Republike Srbije.

## ARCHIVE

On Wednesday, November 20th, 2013 was the Opening of "The Exhibition Beograd-Jakarta Diplomatic Relation Since its Establishment up to Today" at Arhiv Jugoslavija, Vase Pelagica 33, Beograd.



Nj.e. Semjuel Samson Ambasador Indonezije /  
H.E. Samuel Samson Ambassador of Indonesia



## DRAGOMIR KARIĆ POČASNI KONZUL BELORUSIJE

Narodni poslanik Dragomir J. Karić danas je svečano preuzeo dužnost počasnog konzula Belorusije u Beogradu. Njega je na ovu funkciju imenovao ministar spoljnih poslova Republike Belorusije Vladimir Makej, dok ga je na večerašnjoj svečanoj ceremoniji, predavši mu original egzeklature, uzvanje počasnog konzula uveo ministar spoljnih poslova Republike Srbije Ivan Mrkić.

„Otvaranje ovog trećeg po redu počasnog konzulata Belorusije u Srbiji je još jedna potvrda tradicionalno dobrih i prijateljskih odnosa između dve zemlje i obostranog interesa za uspostavljanje još tesnije saradnje između regionala i gradova“ rekao je na svečanosti ministar Mrkić. On je izrazio uverenje da će Karić na funkciji počasnog konzula Belorusije doprineti jačanju prijateljskih veza između dva bratska naroda.

## DRAGOMIR KARIĆ HONORARY CONSUL OF BELARUS

*The Member of Parliament Dragomir J. Karić took officially over as the Honorary Consul of Belarus in Belgrade. He was appointed to this position by the Minister of Foreign Affairs of the Republic of Belarus Vladimir Makej. The Minister of Foreign Affairs of Serbia, Ivan Mrkić, present at the ceremony, received the original exequatur letter, by which Mr. Karić was appointed as Honorary Consul.*

*“The opening of the third Honorary Consulate of Belarus in Serbia confirms once again the traditionally good and friendly relations between the two countries, as well as the mutual interest to establish tighter cooperation between regions and cities” - Minister Mrkić said at the ceremony. He expressed confidence that, as Honorary Consul of Belarus, Mr. Karic will contribute*



*U obrazloženju dokumenta koji je Kariću uručen u Minsku, septembra ove godine stoji, kako je rekao ministar Mrkić da je dugogodišnjim zalaganjem na uspostavljanju prijateljskih odnosa dve zemlje, narodni poslanik Dragomir J. Karić odavno zasluzio zvanje počasnog konzula Republike Belorusije u Beogradu.*

*Zamenica ministra spoljnih poslova Belorusije Elena Pupčina Nikolajevna istakla je da je ovo istorijski događaj u našim bilateralnim odnosima i da je beloruska vlada sasvim svesno na dužnost počasnog konzula postavila Dragomira J. Karića pre svega zato što je on prijatelj belorskog naroda.*

Ambasador Ruske Federacije Aleksandar Vasiljevič Čepurin, obraćajući se prisutnima, rekao je da je Dragomir J. Karić oduvek bio prijatelj Sovjetskog Saveza, Rusije i Belorusije. "Mi smo preživeli zajedno teška vremena u našoj istoriji i sada se obnavljamo i bolje se osećamo i bratska Belorusija i bratska Rusija", rekao je Čepurin i izrazio zahvalnost Kariću na doprinosu i razvoju prijateljstva sa Ruskim i Belorskim narodom.

Svečanom prijemu prisustvovao je predsednik Srbije, Tomislav Nikolić, ministar prirodnih resursa, rudarstva i prostornog planiranja Milan Bačević, narodni poslanici Republike Srbije, bišvi predsednik Generalne skupštine UN a sada narodni poslanik Vuk Jeremić, izaslanik patrijarha srpskog, episkop Bački Irinej, muftija srpskog Muhamed Jusufspahić, predstavnici diplomatskog kora.

*to strengthen the friendly relations between the two brotherly peoples.*

*The document handed to new consul in Minsk in September of this year explains that, just as Minister Mrkić said, Mr. Karić deserves the title of Honorary Consul of Belarus in Belgrade, due to his long-term commitment to the establishment of friendly relations between the two countries.*

*The Deputy Foreign Minister of Belarus Elena Pupčina Nikolajevna said that this was a historic event in our bilateral relations and that the Byelorussian government appointed Dragomir J. Karić as Honorary Consul in a totally conscious way, first of all because he is a friend of the Belarusian people.*

*The Russian Ambassador, Alexander Vasilyevich Chepurin, addressing the audience, said that Dragomir J. Karić has always been a friend of the Soviet Union, Russia and Belarus. "Together we survived hard times in our history, but now are recovering and I feel better, both of us, brotherly Belarus and brotherly Russia" - said Chepurin, who thanked Karić for his contribution to the development of friendship with the Russian and Belarusian peoples.*

*The solemn reception was attended by the President of Serbia, Tomislav Nikolić, the Minister of Natural Resources, Mining and Spatial Planning, Milan Bačević, Members of Parliament, the Former President of the UN General Assembly and currently Member of Parliament, Vuk Jeremić, Serbian the envoy of the Serbian Patriarch, the Bishop of Bačka Irinej, the Serbian Mufti, Muhamed Jusufspahić, and representatives of the diplomatic corps.*



## JAPANSKA DONACIJA ZA OŠ „SAVA KERKOVIĆ“ IZ LJIGA I GRADSKU BIBLIOTEKU LJIGA

Vlada Japana je donirala 88.927 evra OŠ „Sava Kerković“ u Ljigu kao podršku unapređenju uslova za obrazovanje u Republici Srbiji. Uključujući ovu donaciju, ukupan iznos japanske pomoći kroz projekte za osnovne potrebe stanovništva (POPOS) u Srbiji od 1999. godine je oko 9 miliona evra. Ukupan iznos japanske pomoći Srbiji u toku istog perioda je preko 460 miliona evra. Od 1999. godine realizovano je 156 POPOS donacija u Republici Srbiji.

## DONACIJA KNJIGA ZA GRADSKU BIBLIOTEKU U LJIGU

Ambasada Japana u Republici Srbiji, u želji da Japan i njegovu kulturu približi što većem broju zainteresovanih građana Srbije, doniraće knjige raznovrsne tematike Gradskoj biblioteci u Ljigu. Knjige će ljubiteljima origamija, borilačkih veština, romana japanskih pisaca, japanskih tradicionalnih i modernih umetnosti ali i zainteresovanim za samostalno učenje japanskog jezika pružiti bolji uvid u kulturu Japana. Veliki broj knjiga prilagođen je deci da bi i najmladi mogli više da otkriju o temama i veštinama koje ih interesuju. Donacija knjiga će ambasador Japana, Nj.E. g. Masafumi Kuroki, uručiti direktorki biblioteke na ceremoniji u OŠ „Sava Kerković“.

## JAPANESE DONATION TO THE “SAVA KERKOVIĆ” ELEMENTARY SCHOOL FROM LJIG AND TO THE CITY LIBRARY OF LJIG

The Japanese Government donated 88,927 EUR to the “Sava Kerković” Elementary School of Ljig, in order to support education conditions in the Republic of Serbia. Including this donation, the total amount of Japanese assistance to Serbia in 1999 through projects for the basic needs of the population (POPOS) amounted to approximately 9 million EUR. The total amount of Japanese help to Serbia during the same period exceeded 460 million EUR.

Since 1999 the Government of Japan has made 156 POPOS donations to the Republic of Serbia.

## DONATION OF BOOKS TO THE CITY LIBRARY OF LJIG

In order to bring closer as many Serbian citizens as possible, the Embassy of Japan to the Republic of Serbia will donate books on different topics to the City Library of Ljig.

These books will offer a unique insight into Japanese culture to all those, who wish to learn about origami, martial arts, traditional and modern art and Japanese language, as well as to read novels by Japanese writers. A large number of books are adapted to children, so that they have the chance to discover more about the subjects and skills of their interest. His Excellency Masafumi Kuroki, Ambassador of Japan, will handle the books to the Director of the Library during a ceremony held at the “Sava Kerković” Elementary School.



Ambasador Japana i Ambasador Holandije sa suprugama / Ambassador of Japan and Ambassador of Netherlands with wives



Ambasador Japana i Ambasador Norveške sa suprugama / Ambassador of Japan and Ambassador of Norway with wives



## PRIJEM POVODOM ROĐENDANA CARA JAPANA

Japanska ambasada u Republici Srbiji priredila je svečani prijem povodom rođendana cara Japana. Posle interpretiranja himni Srbije i Japana, gostima se obratio Ambasador Japana Nje. Masafumi Kuroki. Na prijemu su došli predstavnici diplomatskog kora i predstavnici Vlade Srbije. Car Akihito je došao na presto 1989. godine, 125-ti je car po redu prema tradicionalnom sistemu nasledja. Era vladavine cara Akihitoa nosi naziv „Heisei“.

Autor / Author:  
**Nataša Birčević**

## RECEPTION ON THE OCCASION OF THE JAPANESE EMPEROR'S BIRTHDAY

The Japanese embassy made a solemn reception in the Republic of Serbia on the occasion of the Japanese emperor's birthday. After the interpretation of Serbian and Japanese anthems, the guests were addressed by the ambassador of Japan, H.E. Masafumi Kuroki. At the reception there were the presenters of diplomatic corps and the presenters of the Government of Serbia. Emperor Akihito came to the throne in 1989, and he is 125th emperor according to the traditional inheritance. The era of emperor Akihito's rule is called "Heisei".

# DŽON GIBLIN

Ataše za kulturu Američke ambasade

**“Naš krajnji cilj je stvaranje  
jakih veza između srpskog i  
američkog naroda”**

# JOHN GIBLIN

Cultural Attaché of the U.S. Embassy

**“Our ultimate goal is to create  
strong links between the Serbian  
and American people”**

„Svake godine, Odsek za javnu diplomaciju ambasade SAD dodeljuje više subvencija raznim organizacijama. Dosta ovih sredstava ode lokalnim partnerima koji su u vezi sa umetnicima iz SAD koji dolaze u Srbiju, ili koji i sami predstavljaju američku kulturu publici u Srbiji.

Postoji više bitnih godišnjih događaja u Srbiji na koje se pozivaju umetnici iz SAD: Guitar Art Festival, Belgrade Dance Festival, BEMUS, BITEF, FEST, Noć muzeja, Oktobarski salon, nekoliko izložbi širom Srbije i više regionalnih džez festivala. Svi ovi događaji dobro su organizovani i privlače veliki broj posetilaca. Više kulturnih subvencija odlazi u svrhe podržavanja umetnika iz SAD koji nastupaju na ovakvim događajima širom Srbije. Ovakvom kulturnom razmenom želimo da ojačamo veze i izgradimo odnose između srpskog i američkog naroda.

Odsek za poslove kulture dobija predloge od mnogih organizacija, kako iz Srbije tako i iz SAD, koje traže podršku za kulturne događaje. Dijalog koji se stvara putem ovih predloga i naše veze sa novim partnerima često nam pružaju kontakte sa novim i inovativnim organizacijama iz Srbije. Takođe, razvija se naš kreativni

“Annually, the Public Diplomacy section of the U.S. Embassy awards a number of grants for a variety of activities and organizations. Much of these funds go to local partners who connect with U.S. artists coming to Serbia, or who are themselves presenting American culture to the Serbian public.

There are many high-profile annual cultural events in Serbia to which U.S. artists are invited: The Guitar Art Festival, the Belgrade Dance Festival, BEMUS, BITEF, FEST, Night of the Museums, the Oktober Salon, a number of exhibits throughout Serbia, and many regional jazz festivals, to name a few. These events are well-organized and attract top talent and large audiences. A majority of cultural grants go to supporting U.S. artists and performers participating in events throughout Serbia. Through this sharing of culture, we seek to strengthen ties and build relationships between the Serbian and American people.

The Cultural Affairs section receives proposals from many organizations both in Serbia and the United States, requesting support for cultural events. The dialogue generated by these proposals and our engagement with new partners often links us with new, innovative





napor u promovisanju i širenju američke kulture i uspostavljanje veze sa ljudima iz Srbije, i uvek smo otvoreni za saradnju sa partnerima iz Srbije koji nam pomažu da ti napor urode plodom.”

#### **Koje akcije i projekte u Srbiji i Beogradu posebno pomaže i sprovodi američka ambasada?**

- Kancelarija za medije i kulturu finansijski podržava različite projekte širom Srbije. Naš krajnji cilj je stvaranje jakih veza između srpskog i američkog naroda, između srpskih i američkih institucija, kao i da podržimo Srbiju u ostvarivanju njenih razvojnih ciljeva. U tom smislu, podržavamo projekte očuvanja kulturnog nasledja, kao na primer, rekonstrukcije kulturnih lokaliteta, kao što su manastiri, arheološka nalazišta ili muzeji. Ovo, istovremeno, pokazuje naše duboko poštovanje prema srpskoj istoriji i kulturi i pomaže Srbiji u očuvanju mesta koja su od izuzetne važnosti za razvoj turizma, kao i za sve opšti ekonomski razvoj koji sledi posle razvoja turizma. Podržavamo razvoj američkog fudbala, koji postaje

Serbian organizations. We also develop our own creative efforts to share American culture and connections with the Serbian people, and we always engage with Serbian partners who help make these efforts a success.”

#### **What actions and projects does the U.S. Embassy help to implement?**

- The Office for Mass-Media and Culture financially supports various projects throughout Serbia. Our ultimate goal is to create strong links between the Serbian and American peoples, between Serbian and U.S. institutions, as well as to support Serbia in the achievement of its development goals. In that sense, we support projects that preserve cultural heritage, such as the reconstruction of cultural sites, including monasteries, archaeological sites and museums. In this way, we demonstrate our deep respect for Serbian history and culture and help Serbia preserve places, which are of utmost importance for the development of tourism, as well as for the overall economic growth, as a consequence of tourism development. We support the development of American football,

sve popularniji sport u Srbiji. Mnogi Srbi ne znaju da je reprezentacija Srbije u američkom fudbalu osvojila evropski šampionat prošle godine, uz pomoć američkih trenera koje smo doveli u Srbiju.

### **Kakva je Vaša kulturna politika, koji projekti imaju prednost i zašto?**

- Različiti projekti su važni iz različitih razloga. Jedan od naših prioriteta je da približimo Ameriku i američku kulturu državljanima Srbije. Tako je, na primer, naša interaktivna foto-izložba Amerika iz mog ugla, izložena na Kalemegdanu, bila istovremeno umetnička izložba na otvorenom i foto-konkurs, prikazujući fotografije koje su snimili Srbi u Americi, dok su bili na odmoru, ili u poseti rodbini ili na studijama na nekom američkom univerzitetu. Fotografije pružaju priču o iskustvima koja su Srbi imali nedavno u Americi, a pobjednike foto-konkursa je izabrala srpska publika širom zemlje, tako što je za omiljene fotografije glasala preko interneta.

### **Da li finansijski momenat takođe utiče na Vaše planove, odnosno, postoji li nešto što niste uspeli da uradite jer niste imali dovoljno sredstava?**

- Ima mnogo projekata koje bismo voleli da podržimo. Kao i svi budžeti, i naš budžet je ograničen, tako da često moramo da donosimo vrlo teške odluke. Ipak, moram da istaknem da smo svakako u mogućnosti da podržimo veliki broj projekata, a naš krajnji cilj je da organizacije koje pomažemo na kraju mogu da rade projekte i samostalno. Projektima koje ne možemo da podržimo finansijski, pokušavamo da pružimo drugu vrstu pomoći. Pomoć američkih stručnjaka je jedan vid nefinansijske podrške. Svake godine, Ambasada dovodi u Srbiju američke stručnjake iz različitih oblasti, koji dele svoja znanja i iskustva sa kolegama iz Srbije u oblastima relevantnim za razvoj u Srbiji.

### **Koliko se i na koji način kulturna politika Ambasade podudara sa onom u SAD?**

- Mi, zapravo, nemamo „kulturnu politiku”, kako je Vi opisujete. Kultura Sjedinjenih Američkih Država je izuzetno raznovrsna i naše društvo je puno ljudi, organizacija i zajednica sa različitim talentima i vrlo različitim mišljenjima. Naša misija u Kancelariji za medije i kulturu je da, što je više moguće, integrišemo ljude iz Srbije sa ljudima, mestima, organizacijama i idejama iz Amerike. Ako mi dozvolite da upotrebim analogiju – pokušavamo da izgradimo što je moguće više mostova između naše dve zemlje, saobraćaj koji teče tim mostovima je slobodan i nas se puno ne tiče, svedok se sve više i više komunikacije i saradnje odvija na njima.

which is becoming an increasingly popular sport in Serbia. Many Serbs do not know that the American football team of Serbia won at the European championship of last year, with the help of an American coach that we brought to Serbia.

### **What is your cultural policy? Which projects have priority and why?**

- Different projects are important for different reasons. One of our priorities is to get Serbian citizens closer to America and American culture. For example, our interactive photo exhibition “America from My Point of View”, which was held in Kalemegdan, was at the same an art exhibition and an outdoor photo contest, displaying images captured by Serbs in America, while they were on vacation, visiting relatives or studying at an American university. The photos tell about the experiences that they recently had in America. The winner was chosen by the Serbian audience across the country, i.e. people voted for their favorite photos via the Internet.

### **Does the financial situation affect your plans? Is there something you could not do because you did not have enough funds?**

- There are many projects that we would like to support. Like all budgets, also our budget is limited and for that reason we have to make very difficult decisions. However, I must point out that we have been able to support a large number of projects and that our ultimate goal is to help organizations, so that they will eventually be able to make projects by themselves. In case that we cannot support financially a certain project, we try to provide other kinds of assistance. The help of U.S. experts is a form of non-financial support. Every year, the Embassy brings American experts from various fields. They share their knowledge and experiences with their Serbian colleagues in areas relevant to the development of the country.

### **To what extent and in what way does the cultural policy of the Embassy coincides with that of the United States?**

- We actually do not have a “cultural policy”, as you describe it. The culture of the United States is extremely diverse and our society abounds in people, organizations and communities with diverse talents and very different opinions. Our mission in the Office of Media and Culture is to integrate, as much as possible, people from Serbia with people, places, organizations and ideas from America. If I may use an analogy - we try to build as many bridges as possible between our two countries, but the traffic crossing those bridges is free and we do not mind that, as long as more and more communication and cooperation takes place through them.

### **Sa kojim srpskim institucijama i političarima imate najbolju saradnju?**

- Trudimo se da saradujemo sa velikim brojem vladinih i nevladinih institucija u Srbiji. Naši programi profesionalnih razmena su odličan primer za način na koji koordiniramo rad sa tim organizacijama, pomažući da šalju svoje zvaničnike i stručnjake u Sjedinjene Države, kako bi se susreli sa kolegama iz američkih organizacija i upoznali sa primerima dobre prakse iz svojih stručnih oblasti.

### **Da li ste imali prilike da sa novim ministrom kulture razgovarate o budućim planovima?**

- Imao sam priliku da upoznam ministra Tasovca, ali pre nego što je postao ministar. Nadam se da će imati priliku da se uskoro opet sretnem s njim, a mi ćemo nastaviti da istražujemo načine na koje ćemo, u saradnji sa Ministarstvom kulture, da podržavamo projekte kulture u Srbiji.

### **Koju vrstu muzike slušate, koji su Vaši omiljeni filmovi i knjige?**

- Ja sam bubnjar, svirao sam u garažnom bendu u srednjoj školi, tako da vučem korene iz rok muzike. Mada, ovde u Srbiji učim da sve više cenim džez, jer ljudi u Srbiji vrlo dobro poznaju američku džez scenu. Bio sam na Beogradskom džez festivalu, na koncertu Kasandre Vilsoni trija Herijet Tabmen, čiji je nastup podržala Ambasada. Ambasador je otvorio koncert koji je bio izvanredan. Trenutno čitam knjigu „Put hodočasnika“ – o pravoslavnoj hrišćanskoj duhovnosti iz ugla hodočasnika, projekta koji putuje kroz Rusiju. Moja žena je radila za Gugl pre nego što smo stupili u diplomaturu, tako da je poslednji film koji sam pogledao bio „Mladi referenti“.

### **Da li ste imali prilike da se upoznate sa srpskim glumcima, piscima, muzičarima, koja dela cenite?**

- Svi umetnici sa kojima saradujemo u Srbiji su izuzetni. Nikita Milivojević je režirao srpsku verziju klasične američke drame „Naš grad“, koja se još uvek igra u Pozorištu mladih u Novom Sadu, što je predstavljalo još jedan sjajan projekat koji smo podržali. A upoznao sam i iskusio neverovatan talent Vasilja Hadžimanova, na muzičkom festivalu Drum Dum Fest u Leskovcu, koji smo podržali ove godine. To je bio jedan od najboljih koncerata na kojima sam bio. Imali smo odličnu saradnju i najviše projekata sa Nebojom Bradićem, a sada čekamo premijeru predstave „Ubiti pticu rugalicu“ u Knjaževsko-srpskom teatru u Kragujevcu, koju on režira.

### **With which Serbian institutions and politicians do you cooperate the best?**

- We try to collaborate with a large number of governmental and non-governmental institutions in Serbia. Our professional exchange programs are an excellent example of how to coordinate the work of these organizations, helping them to send their officials and experts to the United States, so that they could meet with colleagues from U.S. organizations and get acquainted with examples of good practice in their professional fields.

### **Have you had the chance to meet the new Minister of Culture and discuss about future plans?**

- I had the opportunity of meeting Minister Tasovac, but before he became minister. I hope to have the chance to meet him soon and explore new ways to support cultural projects in Serbia in cooperation with the Ministry of Culture.

### **What kind of music do you listen? What are your favorite movies and books?**

- I am a drummer and I used to play in a garage band in high school. Therefore I have roots in rock music. However, here in Serbia I have learned to appreciate jazz, because people in Serbia are very familiar with the American jazz scene. During the Belgrade Jazz Festival, I was at the concert of Cassandra Wilson and the Harriet Tubman trio, whose performance was supported by the Embassy. The Ambassador opened the concert, which was outstanding. I am currently reading the book “The Way of the Pilgrims”, which is about Orthodox Christian spirituality from the perspective of pilgrims and beggars, who travelled through Russia. My wife worked for Google before we got in diplomacy. That is why; the last movie that I saw was “The Internship”.

### **Have you had the opportunity to meet Serbian actors, writers, musicians, whose work you appreciate?**

- All the artists we work with in Serbia are exceptional. Nikita Milivojević directed the Serbian version of the classic American drama “Our Town,” which is still played in the Youth Theater in Novi Sad. That is one more project that we supported. I experienced the incredible talent of Vasil Hadžimanov, at the music festival “Dum Dum Fest” in Leskovac, which was supported by us. That was one of the best concerts I have ever been to. We had excellent cooperation and many projects with Nebojša Bradić and now we are waiting for the premiere of “Killing the Mockingbird” at the Serbian Princely Theater in Kragujevac, which he directs.

*Autor / Author:  
Nada Grujić*



# ALEKSANDAR SIMIĆ

*Kompozitor / Composer*

## Boemska duša

## Bohemian soul

Aleksandar Simić, kompozitor (1973) – njegov opus obuhvata veliki broj dela za sve standardne ansamble – od muzike za solo instrumente uz pratrnu klavira, preko trija, kvarteta, horske muzike, muzike za gudački i simfonijski orkestar, do klavirskog koncerta i vokalno-instrumentalnih dela. Osnivač je ansambla *Serafimi* (2006) i predsednik Udruženja za unapređenje i popularizaciju klasične muzike.

Narudžbine za njegovu muziku dolazile su iz Rusije, Vatikana i iz organizacija poput Ujedinjenih nacija i JadVasema. Komponovao je muziku za pozorište, film, televiziju i internacionalna sportska takmičenja. Pored muzičkog, publici je poznat i po svom društvenom angažmanu. Već godinama je portparol i aktivista humanitarnog fonda Svetlost, koji je u Srbiji pokrenuo kampanje poput Sigurne ženske kuće ili Nacionalne kampanje za pomoć slepima. U decembru 2009. godine, pokrenuo i je i projekat Note iz srca, kao kampanju za besplatne kulturne sadržaje posvećene starima, siromašnima i hendikepiranima.

Veoma je značajan i njegov doprinos međureligijskom dijalogu kroz veliki niz inicijativa tokom više od petnaest godina. Aktivni je član fondacije Pave the Way iz Njujorka i organizacije East West Bridge sa sedištem u Beogradu. Od 2007. godine sarađuje sa Centrom Simon Wiesenthal i kancelarijom Tužilaštva za ratne zločine u Republici Srbiji u okviru operacije Poslednja šansa, koja treba da obezbedi uslove da pred lice pravde izadu poslednji preostali ratni zločinci iz Drugog svetskog rata. Od 2010, redovno sarađuje sa različitim agencijama i inicijativama UN, od Unicefa i Alijanse civilizacija do Kancelarije Generalnog sekretara.

Aleksandar Simić, composer (1973) - His opus includes a large number of works for all standard ensembles, including: music for solo instruments accompanied by piano, trios, quartets, choral music, music for strings and symphony orchestra, piano concerts and vocal-instrumental works. He is the founder of the ensemble "Serafimi" (2006) and President of the Association for the Promotion and Popularization of Classical Music.

Orders for his music keep coming from Russia, the Vatican and organizations such as the United Nations and Yad Vashem. He has composed music for theater, film, television, and international sports competitions. The audience knows him not only because of his music, but also for his social engagement. For years he has been spokesman and activist of the humanitarian fund "Svetlost" (Light), which has launched important campaigns in Serbia, such as the Safe Houses for Women and the National Campaign if Support of the Blind. In December 2009, he initiated the project "Notes from the Heart", as well as the campaign for free cultural events dedicated to the elderly, the poor and the handicapped.

Another important aspect is his contribution to inter-religious dialogue through a large number of initiatives for over fifteen years. He is an active member of the foundation "Pave the Way" of New York and of the organization "East West Bridge", with headquarters in Belgrade. Since 2007 he cooperates with the Simon Wiesenthal Center and the Office of the War Crimes Prosecutor of Serbia as part of the operation "Last Chance", which should provide the conditions so that the last remaining criminals from World War II face justice. Since 2010, he regularly collaborates with various UN agencies and initiatives, from UNICEF and the Alliance of Civilizations up to the Office of the Secretary General.

## **Šta Vas okupira u poslednje vreme, nastup ili komponovanje novog dela?**

Kad bih znao da definišem šta je u mom slučaju „poslednje vreme”, možda bih mogao da Vam dam precizan odgovor na ovo pitanje. Radim svakodnevno, što je valjda i normalno. Hvala Bogu, uvek ima nastupa, a i novih dela koja se neki put lagano krčkaju kao sarma ili užurbano izbacuju iz kuhinje kao sufle koji mora da se posluži pre nego što belanca spadnu. Publika, izvođači, festivali, izdavačke kuće, filmske i pozorišne produkcije – na neki način, sve su to gladni gosti koji nervozno lupkaju escajgom dok ne ugledaju konobara sa kolicima, a kuvar sedi za klavirom, sa naoštrenom olovkom i bori se sa rokovima, nadajući se da ga na kraju tunela čeka neka Mišlenova zvezdica. Ako hoćete konkretniji odgovor, stalno mi se dešavaju neke lepe stvari koje mi daju potvrdu da ono što radim nije sasvim uzaludno. U poslednjih nekoliko nedelja, saznao sam da će mi posvetiti jedan festival u Grčkoj, da će čuveni Gotje Kapison biti urednik moje muzike za celo, da će mi muziku izvoditi različiti orkestri na koncertima u Austriji, Finskoj, Portugalu, Americi, Italiji, Indoneziji, pa čak i ovde, u Srbiji. Dolaze i porudžbine za nova dela. Upravo završavam kompoziciju za orkestar limenih duvačkih instrumenata, što je prvi put da komponujem za takav ansambl. Čekaju me i scenarija za neke filmove koji su još u fazi predprodukциje.

## **Da li sarađujete sa nekim poznatim imenima u poslednje vreme?**

Manje-više svako sa kime sarađujem je sebi napravio ime u poslu kojim se bavi, bilo da je u pitanju kolega muzičar ili neko iz sveta filma i pozorišta. Ne mogu nikoga da izdvojam. Tako je, valjda, kad načnete petu deceniju života – nema više anonimusa – svako u ekipi je imao makar onih pet minuta vorholovske slave. Zato je važno biti prikopčan i na izvore odakle dolaze kreativni mladi ljudi koji možda još uvek nisu poznati ali imaju šta da kažu.

## **Šta novo pripremate za Beograd i koliko se koncertna scena, kada je u pitanju nova klasična muzika, razvila u prestonici?**

Nemam nikakve posebne planove za nastupe u Beogradu. Opet, muzičari ovde često izvode moju muziku na svojim koncertima, pa i publika i ja imamo utisak da me ima sasvim dovoljno. Pretpostavljam da znate da sam, još krajem 2005, napravio autorski ansambl Serafime, sa idejom da imam muzičku ekipu sa kojom mogu da držim koncerete kada poželim, ali to nije ispalо sasvim onako kao što sam zamišljao. Kroz ansambl je prošlo mnogo fenomenalnih muzičara, ali su oni redovno odlazili dalje i naseljavali se u nekim drugim zemljama, tako da sam i ja shvatio da mi je lakše da pravim in promptu ansambl u različitim gradovima, poput Njujorka, Petrograda,

## **What have you been doing lately? Have you been performing or composing new works?**

If I could define what “lately” means in my case, I would be able to give you a precise answer to that question. I work every day, which I suppose is normal. Thanks God, there are always performances, as well as new works. Some of them simmer slowly like “sarma”, while some are hastily delivered from the kitchen like a soufflé that must be served before the egg white deflates. In a way, crowds, festival organizers, publishing houses, film and theater productions are hungry guests who nervously tap with the silverware until the see the waiter coming with a cart. The chef sits at the piano with a sharpened pencil in his hand and struggles with the deadlines, hoping that the Michelin star is waiting for him at the end of the tunnel. If you want a more specific answer, I can say that nice things keep happening to me and that proves that what I do is not entirely in vain. In the past few weeks, I found out that a festival will be dedicated to me in Greece, that the famous Gautier Capuçon will be the editor of my music for cello and that my music will be performed by various orchestras in Austria, Finland, Portugal, America, Italy, Indonesia, and even here, in Serbia. I keep receiving orders for new works. I have just finished a composition for an orchestra of tinplate instruments and that is the first time that I compose for such an ensemble. I am also working on scenarios for movies that are still in stage of pre-production.

## **Have you cooperated lately with some famous names?**

More or less all the people with whom I collaborate have already made a name for themselves, regardless that they are fellow musicians or from the world of film and theater. I cannot mention anyone in special. I guess that, when you begin the fifth decade of your live, there are no more anonymous people. Everyone has had those Warhol's 15 minutes of fame. Therefore, it is important to be near the sources, out of which young creative people come from, because maybe they are not famous yet, but they certainly have something to say.

## **What novelty are you preparing for Belgrade? When it comes to new classical music, has the concert stage developed in the capital?**

I have no specific plans for performances in Belgrade. I will say it again, here musicians often perform my music at their concerts and therefore both, the audience and I, have the feeling that I am present enough. I suppose you know that, at the end of 2005, I created the author ensemble “Serafime”, with the idea of having a music team with whom I could hold concerts whenever I wish, but things did not turn out quite as I had imagined. Many great

Torina ili Lisabona, nego da imam jedan ansambl koji će voditi sa sobom. Što se tiče razvoja muzičke scene, to je vrlo komplikovano pitanje i zaslužuje pažljiv odgovor. Neki rezidencijalni ansambli, poput Beogradske filharmonije i Simfonijskog orkestra RTS imaju svoje sezone I, sve više i više, svoju vernu publiku. Zatim, tu je veliki broj koncerata kamerne muzike, studentskih nastupa na mestima kao sto su SKC ili Muzička galerija Kolarca. Oni koji žele da čuju velika imena i dalje, s vremenima na vreme, mogu da vide ozbiljne muzičke zvezde u ciklusu Velikani muzičke scene, Kolarčevog Centra za muziku. Opet, to je samo muzička ponuda koja je, po mom mišljenju, odlična, s obzirom na ogromnu finansijsku krizu i probleme u kojima se, recimo, nalaze državna koncertna agencija Jugokoncert ili koncertna agencija Sava Centra. S druge strane, da bismo govorili o ukupnom razvoju muzičke scene, moramo da imamo u vidu i muzičke škole i akademije, medijske kuće i resorno ministarstvo i institucije kulture, delovanje klika kojih ima u svakom poslu, kao i pojedinačne pokušaje nekih talentovanih i vrednih ljudi da daju lični doprinos. Ukupan razvoj muzičke scene je, ako o njemu uopšte može da se govori u vremenu kada stvari uglavnom nazaduju, neki opšti presek svega toga.

**Šta Vam je bilo najteže, a šta najlakše u karijeri? Da li se dogodilo da Vas neko oduševi i pomogne Vam u promociji..,i obratno?**

Svakodnevno mi teško pada nošenje sa činjenicom da je svet u kome živimo iz dana u dan sve površniji. To je itekako bitno imati u vidu ako se bavite umetnošću i pravite karijeru pišući muziku. Pre nekoliko meseci, video sam fenomenalnu karikaturu na jednoj konferenciji za štampu – na slici je bila tabla, kakvu viđate na ulazima u naseljena mesta, na kojoj je pisalo: Welcome to nobody cares! – Population 8 billion. Jako je teško stvarati ako ste svesni da je sve manje ljudi zainteresovano za bilo šta osim za besprizorne estradne tračeve i dnevne izveštaje sa sportskih terena. S druge strane, baš zbog toga jedino ima smisla boriti se za to da klasične vrednosti poput literature, muzike ili drame ne nestanu potpuno sa menija

musicians participated in the ensemble, but they always left and settled in other countries. Then I realized that it was easier to make in promptu ensembles in various cities, such as New York, Saint Petersburg, Turin or Lisbon, rather than having my own ensemble that would travel with me. Regarding the development of the music stage, it is a very complicated issue, which deserves a thoughtful response. Some residential ensembles, such as the Belgrade Philharmonic Orchestra and the Symphonic Orchestra of RTS have music seasons and an increasingly larger loyal audience. There are also many chamber mu-





savremenog čoveka. Posledice su užasne i imaju duboko političke i, na kraju, egzistencijalne implikacije. Kultura ljudske civilizacije, koja suvereno i veoma loše gospodari ovom planetom već milenijumima, ključna je za opstanak same planete i svih vrsta na njoj. Ako prestanemo da čitamo knjige, izgubićemo empatiju, a sa njom i svaku odgovornost prema sebi i sopstvenom okruženju.

Da se nadovežem na sledeće pitanje – redovno se pojavljuju ljudi koji me oduševljavaju svojim autentičnim herojskim delima, koja su redovno posledica istinskog integriteta i hrabrosti, koja je potrebna da bismo se su-protstavili tragičnoj i faličnoj ljudskoj prirodi, društvenoj entropiji i opštem sunovratu vrednosti. Mnogo je fantastičnih primera takvih ljudi, od Solona i Sokrata preko Erazma i Mura do Igoa i Valenberga – i svi su, uglavnom, platili cenu svoje posvećenosti pravdi, milosti i istini. Rekoh, moje oduševljenje je redovno rezervisano za takve ljude i nema veze sa mojoj promocijom. Promocija je pomalo ružna reč, pogotovo ako nije usmerena ka promociji ideja i idealu, ali biću pošten i priznati da se nešto tog tipa desilo na otvaranju globalnog foruma Alijanse civilizacija Ujedinjenih nacija pre tri godine, kada je Generalni sekretar, Ban Ki Mun, na moje ogromno iznenadjenje, a priznajem i oduševljenje, održao govor inspirisan naslovom moje kompozicije Pod istim krovom, koju su UN poručile samo nekoliko meseci ranije, povodom svog 66. rođendana. Poenta priče je bila da svi delimo isti dom i živimo pod istim velikim plavim krovom i da je jedini način da taj dom sačuvamo ako budemo solidarni i istinski svesni kako je ova planeta najdragoceniji dar koji čovečanstvo mora naučiti da deli.

sic concerts and student performances at places such as the Students' Cultural Center and the "Kolarac" Music Gallery. Those who want to listen to the big names can go from time to time to the "Kolarac" Music Center and watch important music stars from the cycle "Giants of the Music Stage". Again, that is just a musical offer, which is, in my opinion, excellent, taking into consideration the huge financial crisis and the complex problems faced the state-owned Jugokoncert Concert Agency or the Sava Center Concert Agency. On the other hand, if we wish to talk about the overall development of the music scene, we should also have in mind music schools and academies, media houses, the relevant ministries and cultural institutions, as well as the individual efforts of some talented and hardworking people, who make personal contributions. The total development of the music scene, if it is possible at all to talk about it in a time of regression, represents a general overview of all that.

***What was the hardest and what was the easiest in your career? Has it ever happened that someone fills you with enthusiasm and helps you in your career or the other way around?***

Everyday I find hard to accept the fact that the world, in which we live, is more and more superficial, but it is very important to keep that in mind, when you work in the field of art and make a career writing music. A few months ago, I saw a phenomenal caricature in a press conference - there was a panel, like those that you see at the entrance to settlements, on which there was written "Welcome to nobody cares! - Population 8 billion". It is very difficult to create if you are aware that there are fewer and fewer people interested in anything else than shameless showbiz gossip and daily reports from the field of sports. On the other hand, that is precisely why it makes sense to fight, so that classic values such as literature, music or drama, do not disappear completely from the menus of the modern man. The consequences are terrible and have deep political and existential implications. The culture of human civilization, which has ruled over the planet for thousands of years in a sovereign and very bad way, is crucial for the survival of the planet and all the species on it. If we stop reading books, we will lose em-

### ***Da li i šta očekujete od novog ministra kulture?***

Pretpostavljam da svaki građanin, bez obzira da li se lično bavi kulturom ili ne, ima određena očekivanja od resornog ministra. Kultura je važan faktor u funkcionsanju svakog društva. Često se u društvu vodi polemika u vezi sa pitanjem da li je kulturi potrebno obezbediti uslove da bi se razvijala ili će ukupan razvoj ostalih segmenta društva, uključujući i ekonomiju, biti podstaknut ako uspemo da se kulturno uzdignemo i postanemo svesnije i savesnije društvo. U tom smislu, ja nemam nikakvu dilemu i mislim da je jaje starije od kokoši. Kultura zaista treba da bude osnova razvoja društva, a ne njegova posledica. Naravno da se nadam da će ministar Tasovac uspeti u svojoj misiji. To je, istovremeno, i naša misija.

### ***Da li je bolje za Vas kompozitore to što ministar kulture dolazi iz sveta klasične muzike?***

Mislim da ste već mogli da zaključite da ne razmišljam na taj način. Nikada nisam očekivao da mi neko pomogne, već sam zaista uvek najiskrenije očekivao da mi se dozvoli da pomognem. Za mene, to je sasvim dovoljno, a na kraju i pragmatično: ako svi uradimo onoliko koliko možemo, na kraju će nam svima i biti bolje.

pathy and any feeling of responsibility towards ourselves and our environment.

Let me answer to your following question - new people appear regularly, who amaze me with their authentically heroic deeds, which are the constant consequence of true integrity and courage. Such deeds are necessary to oppose the tragic and defective human nature, social entropy and the general plummet of values. There are many fantastic examples of such people, from Solon, Socrates, Erasmus and Moore up to Hugo and Wallenberg. Many of them paid the price for their dedication to justice, mercy and truth. I said that my enthusiasm is regularly reserved for such people and it has nothing to do with my promotion. Promotion is a bit ugly word, especially if it does not refer to the promotion of ideas and ideals, but I will be honest and admit that something of this kind happened at the opening of the Global Forum of the Alliance of Civilizations of the United Nations three years ago, when Secretary General Ban Ki-moon, to my great surprise and delight, held a speech inspired in the title of my composition "Under the Same Roof", which the UN had ordered a few months earlier, on the occasion of its 66th anniversary. The main point of the story is that we all share the same home and live under the same large blue roof and that the only way to keep our home is to live in solidarity, truly aware of the fact that this planet is our most precious gift, which mankind must learn to share.

### ***What do you expect from the new Minister of Culture?***

I suppose that all citizens, regardless of whether they are personally engaged in culture or not, have certain expectations from the minister. Culture is an important factor in the functioning of any society. A frequent sub-

*Andrea Bočeli i Aleksandar Simić /  
Andrea Bocelli and Aleksandar Simić*



*Aleksandar Simić i Ema Šaplin/  
Aleksandar Simić with Emma Shaplin*

## **Koga smatraste svojim konkurentom, na koga se ugledate i ko su Vaši uzori?**

Ovo je interesantno pitanje. Mislim da su moji najlučki konkurenti upravo najbolji kompozitori koje je muzika dala kroz istoriju – Palestrina, Bach, Mozart, Beethoven, Šopen, Dvoržak, Maler, Prokofjev, Rahmanjinov, Barber, Kopland. Ideja da treba da stvorite nešto što je na nivou njihovih remek-dela se može učiniti pretencioznom, ali bi zapravo trebala biti polazna tačka za svakog kompozitora. Realno, bolje je gledati filmove, voziti bicikl, jesti burek, voditi ljubav ili igrati ping-pong, nego sedeti hiljadama sati za klavirom (a potrebne su, zaista, hiljade sati da bi se stvorio i najprosečniji opus), osim ako nemate ambiciju da stvorite nešto što će moći da stane rame uz rame sa delima najvećih majstora. Jer, što bi neko svirao muziku nekog novog kompozitora, pored muzike ovih genijalaca, osim ako taj novi kompozitor nije ponudio nešto novo što je jednako vredno kao i one najbolje kompozicije koje čine bazu koncertnih repertoara. Tako ćete, možda, stvoriti i nešto što će opstati kroz vreme i postati trajna vrednost. Mislim da bi to trebao da bude ključni cilj svakog autora, ma kojom vrstom kreacije da se bavi.

## **Neostvareni san?**

Mislim da je rano da pričam o tome. Pitajte me to kad prestanem da se trudim, tik pre nego što otegnem papke.

ject of debate in any society is whether culture should be ensured all necessary conditions for its development or whether the total development of other sectors of society, including economy, will be encouraged if we are able to rise up culturally and become a more aware and conscientious society. In this regard, I have no dilemma, and I think the egg is older than the chicken. Culture should really be the basis of social development and not its consequences. Of course I hope that Minister Tasovac will succeed in its mission. That is also our mission.

## ***Is it an advantage for composers that the Minister of Culture comes from the world of classical music?***

I think you already realized that I do not think that way. I have never expected anyone to help me, but I still expect in the most honest way to be allowed to help. For me, it is a sufficient and ultimately pragmatic truth that if we all do as much as we can, in the end it will be better for everyone.

## ***Whom do you consider your competitors and whom do you see as your models?***

That is an interesting question. I think that my competitors are the best composers that music has had through history: Palestrina, Bach, Mozart, Beethoven, Chopin, Dvořák, Mahler, Prokofjev, Rachmaninoff, Bar-



Benedikt XVI i Aleksandar Simić /  
Benedict XVI and Aleksandar Simic

### **Kakvu muziku privatno volite da slušate?**

Dobru. A ima je toliko. Već sam nabrojao neke od čuvenih kompozitora klasične muzike koje volim, a ja zaista ne slušam samo klasičnu muziku. Mislim, čak, da je za bavljenje klasičnom muzikom izuzetno važno slušati sve ostale vrste dobre muzike. Tradicionalne muzike različitih podneblja su prave riznice, pogotovo ako stvarate novu muziku - mađarski, ruski, rumunski ili španski Cigani, klezmer, fado, bugarski ili ruski horovi, Indija, Pakistan, Bliski istok, australijski Aboridžini, argentinski tangerosi. Nekoliko strana ne bi bilo dovoljno da se nabroje čitavi svetovi muzike koja se razlikuje od ove naše, zapadne, a onda je tu i pop muzika - od gospela i bluza, preko milion i jedne vrste džeza, do fantastičnih kantautorâgenijalnih izvodačâ, kao što su Sarah Vaughan, Mahalia Jackson, Bob Dylan, Freddie Mercury, Bobby McFerrin, Louis Prima, Domenico Modugno ili Sting. Pre neki dan, proveo sam dan preslušavajući sve albine Taylor Swift i mogu da Vam kazem da sam se potpuno identifikovao sa problemima svih tinejdžerki ovoga sveta. U tome, zapravo, i jeste cela poenta i ogromna sugestivna moć muzike i umetnosti uopšte. U tome je i ključni potencijal umetnosti, ako ga prepoznamo i pokušamo da svojim delima doprinesemo čuvenom proročanstvu Fjodora Mihajlovića Dostoevskog, a ono, samo da podsetim, glasi: „Lepota će spasiti svet”.

ber and Copland. The idea that we should create something at the level of their masterpieces can seem pretentious, but it should really be the starting point for each composer. Realistically, it is better to watch movies, ride a bike, eat burek, make love or play ping-pong, than sitting at the piano for thousands of hours (and you really need thousands of hours to create the most mediocre work), unless you have the ambition of creating something that will stand shoulder to shoulder with the works of the greatest composers. Why should someone play the music of a new composer instead of the works of those great geniuses, unless that new composer has something new to offer, which is just as valuable as the best compositions of the classic repertoire? Maybe you will create something that will survive through time and become a permanent value. I think that this should be the main goal of every author, no matter what he or she creates.

### **An unrealized dream?**

I think that it is too early to talk about that. Ask me that when I stop trying, just before I kick the bucket.

### **What kind of music do you like to listen to in private?**

Well! There is so much. I have already mentioned some of the most famous classical composers that I love, but I do not listen only to classical music. I even think that in order to create classical music it is extremely important to listen all other kinds of good music. The traditional music of different regions are real treasures, especially if you create new music - Hungarian, Russian, Romanian or Spanish Gypsy, klezmer, fado, Bulgarian or Russian choirs, India, Pakistan, Middle East, Australian Aborigines, Argentine Tangeros etc. A few pages are not enough to list all the musical worlds that differ from our Western music. That includes pop music - from gospels and blues, over a million and one kinds of jazz, up to fantastic songwriters and ingenious performers, such as Sarah Vaughan, Mahalia Jackson, Bob Dylan, Freddie Mercury, Bobby McFerrin, Louis Prima, Domenico Modugno or Sting. A few days ago I spent the whole day listening to all the albums of Taylor Swift, and I can tell you that I completely identify with the problems of all teenagers in the world. That is the whole point and the great suggestive power of music and art in general. That is the major potential of art, if we recognize it and try to contribute with our work to the famous prophecy of Fyodor Mikhailovich Dostoevsky, which I would like to remind you: "Beauty will save the world".



GS UN Mr. Ban Ki-mun i Mr. Aleksandar Simić /  
UN SG Mr. Ban Ki-moon and Mr. Aleksandar Simic

# PAVLE ĆOSIĆ

*Pisci su retko  
sami sebi dobri lektori*

M agistar lingvistike, pisac, umetnik, jedan od prvih koji je imao dovoljno hrabrosti da ukaže na sve kontroverze, nameštaljke i spletke... To je, najpre, učinio svojim filmom „Slobo-Klinton“ (1999), zatim angažmanom u prvom srpskom web-zinu „Krompir“ (1999 - 2005) i sve to krunisao alegorijsko-satiričnim romanom „Leposava“ (Kornet, 2007). Ovaj roman nominovan je za NIN-ovu nagradu, nakon čega Ćosić više nije pisao romane, ali je objavio kapitalni „Rečnik sinonima“ (Kornet, 2008) koji predstavlja ogroman korak u savremenoj srpskoj leksikografiji.

*Writers are rarely good  
proofreaders for themselves*

M a in Linguistics, writer, artist, one of the first who had the courage to point out all the controversies, set-ups and intrigues ... He did it first in his movie “Slobo-Klinton“ (1999), then by his involvement in the first Serbian Web-Zi “Krompir” (Potato) (1999 - 2005) and finally with his allegorical-satirical novel “Leposava” (Kornet, 2007). This novel was nominated for the NIN Award. After that, Ćosić stopped writing novels, but published the “Dictionary of Synonyms” (Kornet, 2008), which represents a huge step in contemporary Serbian lexicography.



*Delovao je u umetničkim trupama Pipi kola, Talent Factory i Ilegalni poslastičari. I dalje predstavlja deo srpske andergraud, avangardne umetničke scene. Radio je kao novinar i kolumnista (Naša Borba, Dnevni telegraf, B92, Yellowcab, X Zabava, Politikin Zabavnik, itd). Područje njegovog lingvističkog rada su veze između srpskih i hrvatskih dijalekata, žargon, leksikološke studije i problemi u nastavi srpskog jezika. Napisao je „Priručnik za lektore i studente“ ili „Srpski za strance“ (WN UAM, Poznań, 2004), dok je u Poljskoj radio kao lektor za srpski jezik na Univerzitetu u Poznanju. Popričali smo s njim na temu Sajam knjiga u Beogradu, čiji je bio suorganizator, zajedno sa Poljskom, ovogodišnjim počasnim gostom na Sajmu.*

*Da li se i po čemu ovaj Sajam razlikovao od prethodnih?*

- Svaki sajam se razlikuje od prethodnog. U tome je čar ali i neizvesnost. Nije isto biti izlagač i kupac na sajmu. Nisam voleo da budem kupac zbog gužve, haosa i nemoći. Nemoćan si jer ne uspevaš da nadeš i obideš sve što želiš, a zatekneš se stoputanaistom mestu kojete uopštene zanima, jer se sve vrti u krug. Kad izlažeš, imaš svoju bazu i svoj mir, ali i svoje brige. Mi smo ove godine imali gomilu svojih brig-a. Poseta je bila zastrašujuće mala, pogotovo zato što sluti da će biti sve slabija. Svi izlagači su davali ogromne popuste

*He participated in the artistic troupes Pipi kola, Talent Factory and Illegal Pastry Shops. He still represents part of the Serbian underground and the avant-garde of the art scene. He worked as reporter and columnist (Naša Borba, Dnevni telegraf, B92, Yellowcab, X Zabava, Politikin Zabavnik etc.). The area of his linguistic research includes the connections between Serbian and Croatian dialects, jargon, lexicological studies and problems in the teaching of the Serbian language. He wrote the “Manual for Lecturers and Students” and “Serbian for Foreigners” (WN UAM, Poznań, 2004), while he worked as Serbian language Lecturer at the University of Poznań, in Poland. We talked with him about the Book Fair in Belgrade, which was co-organized together with Poland and whose guest of honor was Mr. Ćosić.*

*What made this Fair different from other fairs in the past?*

- Every fair is different from the previous one. That is the beauty, but also the uncertainty. It is not the same to be exhibitor and buyer at the fair. I never liked to be a buyer because of the crowds, chaos and helplessness. You feel helpless, because you find nothing and bypass all what you want. You find yourself one hundred times in the same place, which presents no interest at all, because you are walking in circles. When you go out, you have your

na knjige, i to na nove knjige, na sva izdanja, ali šta to vredi kad su nam oduzeli volju za čitanjem i informisanjem?

**Koliko ste zadovoljni posetom i da li se izmenila struktura posetilaca? Dolaze li ljudi iz radoznalosti i dokolice ili, ipak, znalci koji uzimaju šta im treba?**

- Poseta ovom Sajmu bila je barem upola manja nego prošle godine, a prethodne je bila za trećinu manja nego pre dve godine. To se vidi i na prvi pogled, ali mi to znamo i po nekim trikovima – po gužvama na parkingu, ispred toaleta i sličnim stvarima. Nijednog dana ove godine na Sajmu nije bilo gužve, čak ni u petak i subotu, uprkos tome što je neprekidno bilo jako lepo vreme. Struktura

base and your peace, but also your concerns. This year, we had a bunch of such concerns. The attendance was frighteningly low, especially because it promised to be still lower. All exhibitors were giving huge discounts on books, on new books, for all publications, but it had no point after they took away our will to read and be informed.

**How satisfied are you with the attendance? Has the visitors' structure changed? Do people come out of curiosity and leisure, or they are connoisseurs, who buy what they need?**

- The attendance to this Fair was at least half as much as last year and one third of the attendance two years ago. That is evident at first glance, but we know it thanks to some tricks - the crowds in the parking, in front of the toilet and things like that. This year there was no crowd at all, even on Friday and Saturday, in spite of the fact that the weather was constantly good. The structure of visitors is more or less the same. People traditionally come to see new publications and buy them at lower prices. From the middle of the last decade, the fair began to resemble less a market and I am very sorry about that. Why shouldn't we have a book market instead of a book fair? That is why the fair was unique once. When it was a market, the fair was a much greater attraction for the whole region. Now it is just one of many similar fairs in Europe. That has certainly affected the attendance.

**Which is the trend of this year? What is popular?**

- In some inexplicable way and in spite of everything, the production of books in Serbia is still very interesting and tracks all global trends. It has even original releases, knock on wood! Sales are still so-so. I have the impression that trash literature is not so much in vogue anymore. Across from our stand there was the stand of Ljiljana Habjanović Đurović, who celebrated 25 years of friendship with their readers. Although some of her first books were very interesting, in the last 20 years she has written trash and we had the chance to convince ourselves that she did not have a hand ache after signing many books (she uses to say that an angel landed on her hand), but she rather had a headache. Even the famous international bestseller, which always have the same boring topics, are not a success. That is my impression. Ask large publishers. Otherwise, it seems that comic books, monographs, dictionaries and other kinds of books are more appreciated than fiction and literature, because people are sure that they will stand for long on their shelves, offering them the chance to calm down and cheer.



posetilaca je manje-više ista. Ljudi tradicionalno dolaze da vide nova izdanja i kupe ih po nižim cenama. Negde od sredine prethodne decenije, Sajam je manje počeo da liči na vašar, zbog čegami ježao. Zašto ne bismo imali vašar, a ne Sajam knjiga? Po tome je nekad ovaj Sajam bio jedinstven. Kad je bio vašar, bio je mnogo veća atrakcija za čitav region. Sad je samo jedan od brojnih sličnih sajmova u Evropi. Sasvim sigurno i to utiče na posetu.

### **Šta je ovogodišnji trend? Šta je popularno?**

- Da kucnem u drvo, na neki neobjašnjiv način, uprkos svemu, producijaknjiga u Srbiji je još uvek izuzetno zanimljiva i prati sve svetske trendove, a ima i originalnih izdanja. I to se sve, još uvek, kako-tako prodaje. Imam utisak da treš literatura više nije toliko u modi. Preko puta našeg štanda bio je štand Ljiljane Habjanović-Đurović, koja je ove godine slavila 25 godina druženja sa svojim čitaocima. Iako su neke njene prve knjige bile vrlo zanimljive, poslednjih 20 godina to zaista jeste teški šund i mi smo na svoje oči imali prilike da se uverimo da od njenog prisustva i potpisivanja ne samo da više ne boli ruka (na koju je, po njenim rečima, sleteo andeo), nego boli glava. A ni čuveni svetski bestseleri, sa uvek istom i dosadnom tematikom, više ne pale. To je moj utisak. Pitajte velike izdavače. Inače, osim beletristrike i književnosti, više su na ceni stripovi, monografije, rečnici i razne druge knjige za koje ste sigurni da će stajati na Vašoj polici i pružati Vam priliku da Vas smire i razvesele.

### **Da li su i kako napredne tehnologije uticale na jezik koji se koristi u knjigama?**

- Suprotno očekivanom - veoma loše. Neki izdavači kao da su potpuno zaboravili na deljenje reči, iako postoje vrlo dobri programi za to. Mnogi se previše oslanjaju na automatske korektore koji ne mogu biti dobri. I dalje sve zavisi od urednika ili izdavača, ali lektori su još uvek ili jako dobri ili jako loši. Problem je što sami izdavači često nemaju dobar osećaj za jezik, pa ne mogu da procene ko je dobar lektor. Dobri lektori i prevodioci su, inače, retke zverke svuda u svetu i prava je sreća i blagodet naleteti na takve. Ni sami čitaoci nisu svesni njihove važnosti. Oni obično kažu: „Knjiga se lako čita i dobro je napisana”, a nisu svesni da je to, uglavnom, mnogo više zbog dobrog lektora ili prevodioca nego zbog dobrog pisca. Pisci su retko sami sebi dobri lektori. Svi veliki i ozbiljni pisci u svom timu imaju dobrog lektora i često vole da ga pohvale.

### **Paralela između srpske, balkanske i svetske književnosti - u kratkim crtama.**

- Nema tu nekih posebnih razlika. Trendovi su svuda isti. Jedino što već decenijama nemamo nikakav značajan pomak u književnosti, neki novi pravac, smer ili čak pristup, koji bi razdrmao scenu i vratilo ljude knjigama. Možda bi neka tehnološka inovacija mogla da napravi čudo pa knjige ponovo, kao u 19. veku, postanu glavna ljudska za-

### **Has advanced technology affected the language used in books? In what way?**

- Contrary to expectations – in a very bad way. Some publishers have completely forgotten how to divide words, although there are very good programs for that. Many rely too much on the automatic correctors, which cannot be good. Still everything depends on the editor or publisher, but proofreaders are still either very good or very bad. The problem is that even publishers do not have often a good feeling for the language, so they can not judge who is a good proofreader and who is not. Good proofreaders and translators are actually rare beasts in the world and it is a joy and blessing to find one. Even readers are not aware of their importance. They usually say, “The book is easy to read and well written”, but they are not aware that, in general, the merit belongs to a good proofreader or a good translator, rather than to a good writer. Writers are rarely good proofreaders for themselves. All major and serious writers always had good proofreaders in their team and they used to praise them very often.

### **Can you make a brief parallel between Serbian, Balkan and world literature?**

- There are some specific differences here. The trends are the same everywhere. The only problem is that we have had no significant shift in our literature for decades, not even a new direction or approach, which would shock the scene and make people go back to the books. Maybe some technological innovations could make a miracle, in such a way that books were once again the main source of entertainment, education and expansion of awareness, just as they used to be in the 19th century. They still have that potential, but not the popularity.

### **Is it the hardest to write books for children?**

- I do not know, I have never tried it, but I doubt it. I think that it is enough to get into the psychology of children and use a language that is accessible and interesting. If you ask me, I assume that someone told you that. Perhaps the problem is that people forget incredibly fast how it is and how it feels to be a child. I think that it would not be a problem for me. There is still a child inside me.

### **What do you think about the sale of books together with different promotional gifts, from creams to disks?**

- I have nothing against that. We also gave different promotional gifts together with our books at the stand. Our primary aim was to sell books and to make books reach as many readers as possible. Practically, the National Library does not buy books any more. Libraries are emptier and emptier. Only exchange and solidarity remained. And that is what people do. We have no time to

nimacija, zabava, izvor edukacije i proširivanja svesti. One i dalje imaju taj potencijal, ali nemaju tu popularnost.

### **Da li je najteže napisati knjigu za decu?**

- Ne znam, nisam nikad probao, ali sumnjam. Mislim da je dovoljno ući u psihologiju deteta i koristiti jezik koji će mu biti pristupačan i zanimljiv. Ako me to tako pitaš, pretpostavljam da ti je to neko rekao. Možda je problem u tome što ljudi strahovito brzo zaboravljaju kako je biti dete i kakav je to osećaj. Mislim da meni to ne bi bio problem. U meni još uvek leži dete.

### **Šta mislite o prodaji knjiga uz razne poklončice - od kreme do diska?**

- Nemam ništa protiv toga. I mi delimo razne poklončice uz knjige na svom štandu. Nama je cilj, pre svega, da prodamo knjige, ali i da te knjige dodaš do što više čitalaca. Narodna biblioteka, praktično, više ne otkupljuje knjige. Biblioteke su sve praznije. Ostaje samo razmena i solidarnost. I ljudi to rade. Nemamo mi vremena da svakog kupca ubedujemo da je neka knjiga koju prodajemo dobra. Lakše nam je da ga ubedimo da je kupi tako što ćemo mu nešto uz nju pokloniti. Na kraju Sajma poklanjam i same knjige. Žao mi je što i drugi izdavači to ne rade, jer bi to privuklo više publike.

convince every customer that a certain book that we sell is good. It is easier for to convince people to buy books, because we will give them a gift. At the end of the fair we even give the books away. I am sorry that other publishers do not do that, because it would attract a larger audience.

### **Who buys books written by well-known TV personalities? Have you read such book?**

- This question is somehow related to the previous one. TV people are famous and they use their popularity to write books. Publishers do the same. Mass-media have become so closed for culture that it is not enough to receive the Nobel Prize to be well known at local level, like Jelena Bačić Alimpić or even Brankica Stanković. I have not read their books, but I am pretty unsympathetic, unless there is something behind those books. Of course, if I judge according to their advertising, I really doubt it. Krzysztof Varga, Polish writer and guest of this year's Fair, told me how things are nowadays in Poland, and there is no doubt that European stupidization will lead us to the same situation. There, the hostesses of weather forecasts are so popular that people think that there is no one greater and smarter in the whole country. In fact their task is just to look well and to know how to read. The press monitors every movement of their lives, love affairs, when and with whom seen in public etc. They write books and people buy them because they know who they are. And who knows that Divna Peškir is our most interesting author? Her book languishes in our warehouse and even booksellers do not want to take it, in spite of the fact that it is one of the masterpieces of Serbian literature.



**Ko kupuje knjige poznatih televizijskih ličnosti i da li ste pročitali neku takvu knjigu?**

- To se pitanje, na neki način, nadovezuje na ovo prethodno. TV lica su poznata i koriste tu svoju popularnost za pisanje knjiga. Izdavači takođe. Mediji su do te mere zatvoreni za kulturu da nije dovoljno ni da dobijete Nobelovu nagradu pa da na lokalnu budete poznati kao, na primer, neka Jelena Bačić Alimpić ili čak Brankica Stanković. Nisam pročitao njihove knjige, ali mi je to prilično nesimpatično, osim ako iza toga zaista ima nečega, mada, sudeći po njihovim reklamama, čisto sumnjam. Kшиštof Varga, poljski pisac i ujedno gost ovogodišnjeg Sajma, ispričao mi je kako to danas izgleda u Poljskoj, a nema sumnje da će daljim evropskim zaglavljanjem uskoro tako biti i kod nas. Tamo voditeljke koje čitaju vremensku prognozu imaju popularnost kakvu nemaju ni najveći i najumniji ljudi u narodu. A zadatak im je samo da dobro izgledaju i da umeju da čitaju. Štampa prati svaki pokret u njihovim životima, ljubavne afere, kad su i s kim videne u javnosti i slično. I one pišu knjige i ljudi ih kupuju samo zato što znaju ko su one. Ako znako je Divna Peškir, naša najzanimljivija autorka? Njena knjiga tavori u našem magacinu i neće ni knjižari da je uzmu, uprkos tome što je to jedno od remek-dela srpske književnosti.

*Autor / Author:  
Nada Grujić*





Dana Maar 2013.

Dana Maar svoj već prepoznatljiv stil manifestuje kroz kolaze koje stvara, aktivno izlaže i učestvuje u kulturnom miljeu Beograda i Pariza, gde izlaže samostalno i učestvuje na mnogobrojnim kolektivnim izložbama i salonima. Rođena je u Beogradu 1986. godine, a u Parizu živi od 1992. Nakon celokupnog školovanja u Parizu, diplomira grafički dizajn na Akademiji primenjenih umetnosti u tom gradu, dok master studije završava na Univerzitetu umetnosti u Londonu. Od tada je profesionalno i privatno ostala na relaciji Beograd-Pariz-London.

Ova vizuelna umetnica spaja svakodnevno sa posebnim, uličnu i visoku umetnost, stvarajući kolaze koji kombinuju reference iz istorije umetnosti, slikarstva, filma, mode, novina, vintidž, strit arta i feminističkih časopisa.

Njeni kolazi predstavljaju groteskno zlostavljanje veštačkog sveta fotografija, u kojem ništa nije stvarno a sve je moguće, gde se surovo spaja sa banalnim, kažu kritičari.

Dana Maar manifests her already recognizable style through collages. She actively participates in the cultural environment of Belgrade and Paris, where she holds solo exhibitions and participates in numerous group exhibitions and showrooms. She was born in Belgrade in 1986 and has lived in Paris since 1992. After completing her entire education in Paris, she graduated graphic design at the Academy of Fine Arts in that city and later, she completed her master studies at the University of Arts in London. Since then, her professional and private life has developed on the route Belgrade-Paris-London.

This visual artist connects everyday life with a higher dimension, street art with elevated forms or art, creating collages that combine references to the history of art, painting, film, fashion, novelty, vintage, street art and feminist journals. Her collages represent the grotesque abuse of the artificial world of photography, where nothing is real and everything is possible, where cruelty is connected to banality - critics say.

# DANA.MAAR

## VIZUELNA UMETNICA

**U**NJU moment galeriji predstavljena je samostalna izložba kolaža vizuelne umetnice **Dane Maar** (*Danica Marinković*) pod nazivom *People we know*.

## VISUAL ARTIST

**A**t New Moment Gallery there was presented a solo collage exhibition by the visual artist **Dana Maar** (*Danica Marinković*) named “People We Know”.

„Ovo je priča o kolažima koju donosim iz Pariza i Londona u Beograd. Izložba je jedan odnos prema vizuelnim kodovima današnjeg vremena, koje sečem i seciram. Dosta je angažovana u kontekstu današnjeg vremena, u kontekstu današnjeg čoveka, u kontekstu toga da je čovek složen od maltene nekoliko aspekata samog sebe i nekoliko identiteta. Izložba People we know poručuje da čovek treba da ostane dosledan samom sebi. Ne slikam, iako sam rasla među slikama; mislim da je ekspresija ista, samo je drugačija naracija.”

**Koliko Vam je odrastanje uz oca umetnika pomoglo da ne morate da lutate po pitanju životne profesije?**

„Oduvek sam imala izraženi umetnički senzibilitet, koji sam vremenom jačala i gradila uz oca, velikog umetnika, kroz život u umetničkom ateljeu. Moje opredeljenje je bilo spontano, izabrala sam i diplomirala grafički dizajn i vizuelne komunikacije na Akademiji primenjenih umetnosti u Parizu i master studije u Londonu na Chelsea College of Art&Design - University of the Arts of London, a

“This is the story of collages that are brought from Paris and London to Belgrade. The exposition represents an approach to the visual codes of modernity, which I cut and dissect. The exposition is quite engaged in the context of our time, in the context of today’s mankind, in a context, in which people are complex from almost any point of view, regarding oneself and their several identities. The exhibition “People We Know” intends to say that people should stay true to themselves. I do not paint, even though I grew up among paintings, but I think that the expression is the same. The only difference is in the narrative.”

**Your father is an artist. To what extent did that prevent you from wandering about your profession?**

“I have always had a strong artistic sensibility, which I eventually enforced and developed with the help of my father, who is a great artist, and through my life at art studios. My preference was spontaneous. I chose and graduated graphic design and visual communication at



kolaž je moj vizuelni jezik kojim se bavim još od malena. Život u Parizu, Beogradu i Londonu, kao i estetika koju sam gradila iz dana u dan, predstavljaju moj životni sklop koji je zapravo neizostavan deo mog umetničkog rada.”

**Osim što ste vizuelni umetnik, bavili ste se glumom, baletom, svirate klavir. Kako uspevate sve to da postignete i kom periodu života, godine ili čak meseca, jednoj umetnosti poklanjate više pažnje u odnosu na ostale?**

„U umetničkom okruženju u kojem sam rasla, spontano se dogodilo da poželim da sviram klavir, da glumim i da dotaknem svaku vrstu umetnosti, kako bih spoznala celinu i suštinu celokupnog umetničkog izraza. Svirala sam klavir u osnovnoj muzičkoj školi, bila redovna na časovima baleta, kao mala, a kasnije na časovima umetničkog modernog baleta u Parizu. Glumu sam studirala na katedri komparativne književnosti na francuskom Univerzitetu Sorbona. Muzika, balet, gluma, bodi art i dizajn su delovi mog umetničkog identiteta i izraza koji se manifestuje u mojim kolažima, putem kojih spajam sva ta iskustva.”

**Živeli ste u mnogim mestima, svako mesto je u Vašem srcu prisutno na poseban način. Pored toga, osećate se i svetskim putnikom... Kako ste uspevali da odolite napadima nostalгије?**

„Odrasla sam u jednom umetničkom univerzumu. Emocije i osećanja kanališem kroz svoj rad, kroz kolaž,

the Academy of Applied Arts in Paris. Later I graduated master studies in London, at Chelsea College of Art & Design - University of the Arts of London. Collage is the visual language that I exercise since an early age. Life in Paris, Belgrade and London, as well as the aesthetics that I built from day to day, are my life assembly, which actually is an essential part of my artistic work”.

**Apart from being a visual artist, you have also been actor, ballet dancer and piano player. How do you manage to accomplish all this and what period of your life, i.e. how many years or even months do you dedicate to an art?**

“In the cultural environment in which I grew up, it just happened in a spontaneous way that I wished to play the piano, to be an actor and to touch every kind of art, so that I could explore the entirety and the whole essence of artistic expression. I played piano in the elementary music school. When I was a child I regularly attended ballet classes and later I attended modern ballet lessons in Paris. I studied acting at the Cathedra of Comparative Literature at the Sorbonne University in France. Music, ballet, acting, body art and design are part of my artistic identity and expression. That can be seen in my collages, through which I connect all these experiences”.

**You have lived in many places and each of them is present in your heart in a special way. Besides that, do you feel like world traveler? How did you manage to resist the attacks of nostalgia?**

“I grew up in an artistic universe. Emotions and feelings are channeled through work, through collage, which I later present to the audiences in my shows. That is why it is such an intimate process. I have lived in Paris, London and Belgrade and, out of these three cities, I have made a mix or a collage. I have visited many other European cities such as Barcelona, Madrid, Lisbon, Amsterdam etc. that have inspired me with their dynamics and atmosphere.”

**How do the cities, where you have lived and still visit, inspire your work?**

“I live simultaneously in Paris and Belgrade. All the other cities, where I have lived and visited represent an en-



koji kasnije predstavim publici na svojim izložbama – zato je to veoma intiman proces. Živela sam u Parizu, Londonu, Beogradu i od ta tri grada pravila jedan mikš, jedan kolaž. Posećivala sam mnoge gradove Evrope, kao što su Barselona, Madrid, Lisabon, Amsterdam i drugi gradovi koji su me inspirisali svojom dinamikom i atmosferom koju nose.”

### **Kako Vas gradovi u kojima ste živeli, i koje i dalje posećujete, inspirišu u radu?**

„Živim paralelno u Parizu i Beogradu. Svi ostali gradovi u kojima sam živila i koje sam posećivala su jedna celina koja je za mene neiscrpna riznica dobre energije, kreativnosti i inspiracije. Ti gradovi konstantno evoluiraju i izazov ih je pratiti, tu urbanu dinamiku koju nose počevši od trendova, mode, gužve, ljudi, filma, art scene, pozorišta itd.”

### **Kakav stav imate prema takozvanim modernim umetnicima? Zapravo, šta je to danas moderno i da li je to, u stvari, trend ili nešto drugo?**

„Moderna je umetnički pravac koji me je oduvek privlačio i bio inspirativan. Veliki sam poznavalac istorije umetnosti, zato imam uvek reference na pokrete koji su obeležili umetnost u 20. veku, sve do danas. Moda je uvela trendove, a kao grafički dizajner nastojim da im se približim, tu aktuelnost svakako unosim i u svoj umetnički rad – kolaž, koji je u svetu veoma aktuelan kao izraz.”

### **Kako uspevate da pomirite različite mentalitete?**

„Odrastanjem u Parizu i kao Francuskinja, ostajem dosledna svom vaspitanju i uverenjima, u umetničkom i u životnom kontekstu. U Beograd sam dolazila povremeno, a tek prethodnih godina sam zaista spoznala suštinu naroda zemlje iz koje potičem. Lep je taj sklop i daje bogatstvo samog identiteta, što sam takođe želela da poručim aktuelnom izložbom People we know.”

### **Šta to novo istražujete u Beogradu?**

„Kao i u svim gradovima u kojima sam živila, i u Beogradu sam našla energiju koja mu je svojstvena. Uglavnom je to urbana sredina, arhitektura, kao i ljudi koji čine jedan grad. Beograd uvek nosi nešto novo i trudi se da ne zaostaje u svetskim trendovima.”

### **Navedite nam izložbe na koje ste naročito ponosni, kao i to kada planirate novu u Beogradu i negde u svetu?**

„Trenutno izlažem novu seriju kolaža, u kojoj sam se bavila temom identiteta, mentaliteta, ekcesa, fantazija i našom kolektivnom prošlošću, i to kroz seciranje vizue-

tirety, which is for me an inexhaustible treasure of good energy, creativity and inspiration. These cities constantly evolve and their challenge follows them, i.e. the urban dynamics that they carry, including trends, fashion, crowds, people, film, art scene, theaters and so on”.

### **What is your attitude towards the so-called modern artists? In fact, what is modern nowadays? Is that actually a trend or something else?**

“Modern art is the artistic direction that has always attracted me and that I have always found inspiring. I am a great connoisseur of art history. That is why; I always refer to movements that have marked the development of art from the 20th century until today. Fashion brought trends, and as a graphic designer, I try to approach them. That is the topicality that I try to reflect in my artistic work - collage, which is very topical in the world nowadays as a form of expression.”

### **How do you manage to reconcile the different mentalities?**

“I grew up in Paris and, as a French woman, I remain faithful to my upbringing and beliefs, in both life and artistic context. I came to Belgrade from time to time, and it was only in the past years that really I came to know the essence of the people that live in the country I come from. It is a beautiful structure, which gives richness to their identity. That is one of the things I wanted to say with my exhibition “People We Know”.

### **What are you researching now in Belgrade?**

“Just as in every city, where I have lived, I have found in Belgrade as well an energy that it is inherent to it. It is mainly the city environment and its architecture, as well as the people who make the city. Belgrade always carries something new and tries not to lag behind in global trends”.

### **Can you mention the exhibitions, you are particularly proud of? When are you planning to hold a new exhibition in Belgrade or anywhere else in the world?**

“I am currently exhibiting a new series of collages, in which I dealt with the theme of identity, mentality, excess, fantasy and our collective past, through the dissection of the visual codes of daily life. It is a large charge of positive energy that must be felt and turned back to oneself. The exhibition will certainly circulate, from Paris to Barcelona, and it might also come to some town in Serbia. I am working on that”.

lnih kodova današnjice. Veliki naboj dobre energije koju treba osetiti i osvrnuti se na sebe. Izložba će svakako cirkulisati, od Pariza do Barselone, a možda dode i u poneki grad u Srbiji, na tome radim.”

### **Ko najviše kupuje Vaša dela?**

„Vlasnici i ljubitelji mojih kolaža su u Parizu, Londonu, Barseloni, Beogradu. Zanimljiv je proces u kojem jedan kolaž, od mesta gde nastaje, dolazi u prostore raznih ljudi koji u njemu nalaze inspiraciju i sa njim svakodnevno žive. To su ljudi modernog vremena, poslovni, iz kulturnog miljea, pretežno mladi urbani ljudi i svi ostali iz svake zemlje u kojoj sam živela i u kojima sada živim. Moje kolaže poseduju ljudi koji su do njih došli preko mene lično, moje web prezentacije, fejsbuka ili galerija koje me zastupaju.”

### **Da li Vam je draže da budete deo nečije privatne kolekcije ili da Vam se radovi nalaze na nekim vidnim mestima – u hotelima, šoping molovima i sličnim prostorima?**

„Podjednako mi je drago i jedno i drugo, uspeh je biti deo kolekcije neke institucije kao što je muzej ili galerija, atraktivno je nalaziti se na vidnim mestima, od hotela do šoping molova, a svu svoju posebnost imaju privatne kolekcije, koje su intimniji vid interakcije sa mojim kolažom. Trudim se da estetika mojih kolaža bude dostupna svakome, jer je kolaž oblik direktnе vizuelne komunikacije.”

### **Who buys your works the most?**

“There are owners and fans of my collages in Paris, London, Barcelona and Belgrade. It is an interesting process, from the place where the collage appears up to the premises of various people, who find inspiration in it and live with it everyday. They are people of modernity, businessmen, people from the cultural milieu, mostly young urban people from each country, where I have lived and I live now. My collages are bought from me personally, my web site, Facebook or galleries that represent me”.

### **Do you prefer to be a part of someone's private collection or you rather like your works to be in visible places - hotels, shopping malls etc.?**

“I am equally pleased in either case. It is a success to be part of the collection of an institution such as a museum or gallery. It is also attractive to be present in visible places, from hotels to shopping malls. Also private collections have their uniqueness, because they represent a more intimate form of interacting with my collages. I try to make the aesthetics of my collage accessible to everyone, because collage is a form of direct visual communication”.

### **Your unfulfilled wish is...?**

“I have no unfulfilled wishes in my life, because I have always had all what I dreamed about. My father is a great artist and for that reason he could always show





### Vaša neostvarena želja je..?

„Nemam neostvarenih želja u životu, imala sam uvek sve ono o čemu sam maštala. Moj otac je veliki umetnik, tako da je on meni uvek mogao da predstavi drugačiji vid vrednosti, razvije moju maštu i posebnosti koje nosim sa sobom.”

**Rekli ste da su Srbi veoma rečiti u pokazivanju svojih emocija, ali da njihova dela uglavnom izostaju. Prilično zabavan opis srpskih muškaraca. Zašto ih onda hvale?**

„Bavim se ljudima i, kroz opus svoga rada, uočavam sličnosti i razlike kod ljudi, uočavam njihove identitete i oni su univerzalni i evropski. Volim da analiziram sve te karakteristike, što se može videti na mojim kolažima iz ciklusa People we know. U tom smislu, ne mogu posebno da posmatram ljude u lokalnom smislu.”

[www.danamaar.com](http://www.danamaar.com)

Autor / Author:  
Nada Grujić

me different values and develop my imagination and the uniqueness that I carry with me”.

**You said that Serbs are very eloquent in showing their emotions, but that their works are mainly absent. It is quite a funny way to describe Serbian men. Why are they praised then?**

“I work with people and, through the opus of his work, I can see similarities and differences among people; I can see their identities and they really are universal and European. I love to analyze all of these features, which can be seen on my collages from the series “People We Know”. In that sense, I cannot watch people specifically, in local terms”.

[www.danamaar.com](http://www.danamaar.com)

KULTURA // CULTURE

# Vojislav RADÓVANOVIC

Izložba „Rajski vrtovi“ / The Exhibition “Paradise Gardens”



U prisustvu velikog broja poklonika umetnosti, 6. novembra je svečano otvorena izložba Vojislava Radovanovića u galeriji Eurocentar. Intrigantnim naslovom „Projekat: Rajski vrt”, Radovanović upućuje na odsustvo duhovnih vrednosti u savremenom društvu i pokušava da rekonstruiše duhovnost u svima nama. Izloženi radovi, uglavnom većeg formata, nastali su kao rezultat Radovanovićevog višegodišnjeg likovnog istraživanja teme korova, kao simbola nepravedno osuđenih, odbačenih ili etiketiranih pripadnika ljudskog roda. Simbolični naslov te serije radova „Korov uvek procveta” zapravo slavi trijumf nad potrebotom ljudi da stvari sagledavaju kroz prizmu predrasuda.

Najavljen je da će tokom trajanja izložbe, do 26. novembra, biti organizovane tri likovne radionice za decu školskog i gimnazijskog uzrasta, a svi zainteresovani imaću priliku da se tokom popodnevnih druženja i razgovora sa Vojislavom Radovanovićem, na besplatnim čajankama, bolje upoznaju sa njegovim stvaralaštvom.

Prepoznatljiv po jedinstvenom likovnom izrazu, Radovanović je diplomirao slikarstvo na Fakultetu likovnih umetnosti 2005. godine, a iza sebe ima desetine samostalnih i grupnih izložbi, u zemlji i inostranstvu. Široj javnosti je poznat i po autorskim TV emisijama iz oblasti kulturno-umetničkog programa.

Izložbu je otvorila Vesna Todorović, istoričarka umetnosti, a istom prilikom organizovan je mini koncert violončelistkinje Jelene Jele Mihailović. Među velikim brojem posetilaca bili su modni dizajneri Zvonko Marković, Valentina Obradović, Dragana Grnčarski, Evica Milovanov Penezić, arheolog i internet senzacija Boris Trivan, supruga Dragana Đilasa Iva Đilas, supruga predsednika skupštine Nebojša Stefanovića Ana Stefanović, voditeljka Irina Kruška, stilista Bojan Dragojlović...

Autor/Author:  
**Nada Grujić**

The exhibition of Vojislav Radovanović was solemnly opened on November 6 at Eurocentar Gallery in the presence of a large number of art fans. By this intriguing title “Project: Paradise Garden”, Radovanović refers to the absence of spiritual values in modern society and tries to reconstruct the spirituality in all of us. The exhibited works, mostly of large format, are the result of many years of artistic research on the subject of weeds as symbols of unfairly condemned, dismissed, or labeled members of the human race. The symbolic title of this series of works, “The Weeds Always Flourish”, actually celebrates the triumph over the human necessity to view things through the prism of prejudice.

It was announced that during the exhibition, i.e. until November 26, there will be organized three art workshops for school and high school pupils and that everyone will have the chance to spend the afternoon talking



to Vojislav Radovanović during free tea parties, in order to know better his work.

Recognized for his unique artistic expression, Radovanović studied painting at the Faculty of Fine Arts in 2005. He has participated in dozens of solo and group exhibitions at home and abroad. The general public knows him also for TV programs in the field of culture and art.

The exhibition was opened by the art historian Vesna Todorović and the cellist Jelena Jele Mihailović held a mini-concert on that occasion. Among the large number of visitors, we should mention the fashion designers Zvonko Marković, Valentina Obradović, Dragan Grnčarski and Evica Milovanov Penezić, the archaeologist and internet sensation Boris Trivan, Iva Đilas, wife of Dragan Đilas, Ana Stefanović, wife of the President of Parliament Nebojša Stefanović, the presenter Irina Kruška, the stylist Bojan Dragojlović etc.

# DERETA

## TAJNA SMARAGDNE PLOČE

*Karla Montero*

Pariz, za vreme nemačke okupacije. Komandant SS-a, Georg von Berghajm, elitni vojni zapovednik i ratni heroj, dobija naređenje da pronađe mesto gde je sakrivena Đordoneova slika Astrolog.

Madrid, u sadašnjosti. Sve dok nije znala za Astrologa, Ana, mlada istoričarka umetnosti iz muzeja Prado, živila je spokojno uz Konrada, bogatog preduzetnika i kolezionara nemačkih umetničkih dela. Ali jedno pismo, napisano za vreme Drugog svetskog rata, navodi ih na trag misteriozne slike koja se pripisuje Đordoneu, zagonetnom slikaru iz doba renesanse.

Dve ljubavne priče, vremenski razdvojene, povezane su misterijom jedne isčezle slike.

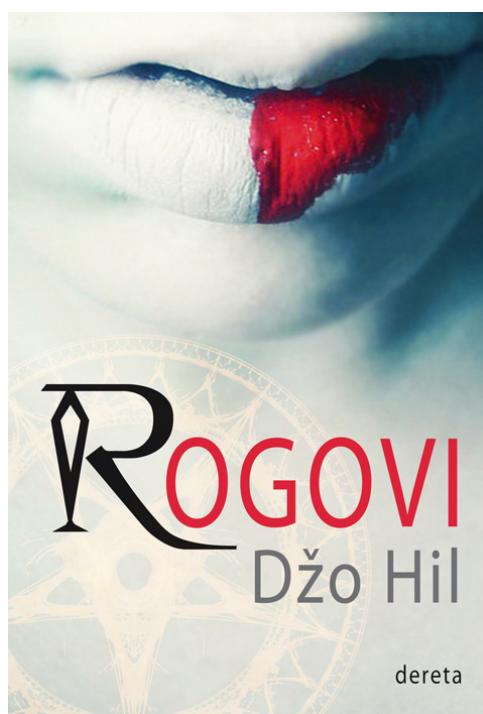
Opasna igra puna pretnji skrivenih interesa, koja će zauvek promeniti život glavnih junaka.



## ROGOVI

*Džo Hil*

Ig Periš proveo je noć pijan, radeći grozne stvari. Sledеćeg jutra probudio se mamuran, s neopisivom glavoboljom i... rogovima. U početku, Ig je mislio da halucinira, da su rogovi podsvesna projekcija njegovog besa i tuge. Proteklu godinu proveo je u usamljeničkom, privatnom purgatorijumu u koji se povukao zbog smrti svoje devojke Merrin, koja je silovana i ubijena pod nerazjašnjениm okolnostima. Stoga, nervni slom bi bio najprirodnija moguća stvar, ali nije bilo ničeg prirodnog u rogovima koji su bili više nego stvarni... izgleda da je đavo došao po svoje.



## THE EMERALD TABLET

*Carla Montero*

Paris, during the Nazi occupation. The SS commander, Georg von Bergheim, elite military commander and war hero, receives orders to find the place where the picture of Giorgione the Astrologist was hidden.

Madrid, in the present. As long as she knew nothing about the Astrologist, Ana, a young art historian from El Prado Museum lived peacefully with Conrad, a wealthy entrepreneur and collector of German works of art, but a letter, written during Second World War, put her on the track of a mysterious painting attributed to Giorgione, an enigmatic painter of the Renaissance.

Two love stories, separated by time, but linked by the mystery of a vanished painting. A dangerous game full of threats and hidden interests that will change forever the lives of the main characters.

## HORNS

*Joe Hill*

Ig Parrish spent the night drinking and doing terrible things. Next morning he woke up with a terrible hangover, an indescribable headache and ... horns. At first, Ig thought he was hallucinating and that the horns were the subconscious projection of his anger and sadness. He had spent the year before in a lonely private purgatory, where he withdrew because of the death of his girlfriend Merrin, who was raped and murdered under mysterious circumstances. Therefore, a breakdown was the most natural thing, but there was nothing natural about the horns, which were more than real... it seemed that the devil got his due.

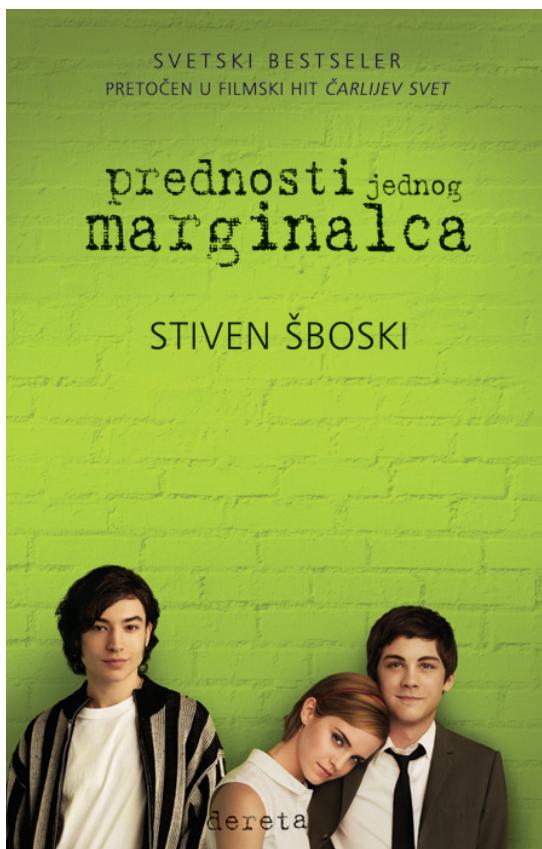
# PREDNOSTI JEDNOG MARGINALCA

Stiven Šboski

„Priča o odrastanju u duhu Seli-ndžerovog Lovca u žitu“

- USA TODAY -

Prednosti jednog marginalca je priča o Čarlijevom stasavanju i neverovatnom putovanju kroz neistražen svet srednje škole u koji je upravo zakoračio. O prvim ljubavnim sastancima, porodičnim dramama, velikim i iskrenim prijateljstvima, seksu, drogama, ali i ljudskim karakterima. Ovo je vodič kroz intimnu istoriju pop-muzike, gde od prve stranice odzvaničaju čarobne note Bouvijevih Heroja, Cocteau Twins-a, Sonic Youth-a, New Order-a, i, pre svega, The Smiths-a. Jedna od onih „feelgood“ knjiga od kojih Vam osmeh ne silazi s lica, čak i kada obrađuje najozbiljnije probleme kroz koje adolescenti prolaze u svom odrastanju – knjiga o stazi koju niko ne prođe dva puta i koja uvek podrazumeva neizvesnu avanturu.



# BEKSTVO IZ LOGORA 14

Blejn Harden

Istinita priča o čoveku rođenom u severnokorejskom logoru iz koga je jedini uspeo da pobegne.

Logori za političke zatvorenike u Severnoj Koreji postoje dvaput duže od Staljinovih gulaga i dvanaest puta duže od nacističkih koncentracijskih logora. Iako su jasno vidljivi na satelitskim snimcima, severnokorejska vlada poriče njihovo postojanje. Niko ko je tu rođen i odrastao nije uspeo odatle da pobegne. Niko osim Šina Dong-hjaka.



# THE PERKS OF BEING A WALLFLOWER

Stephen Chbosky

„A story about growing up in the spirit of J.D. Salinger’s *The Catcher in the Rye*“

- USA TODAY -

The Perks of Being a Wallflower is the story of Charlie's maturing and his incredible journey through the unexplored world of high school, which he just began. It is about the first love meetings, family dramas, great and sincere friendships, sex, drugs, and human characteristics. It is a guide into the intimate history of pop music, which echoes from the very first page the magic notes of Bouvier's Heroes, Cocteau Twins, Sonic Youth, New Order, and, above all, The Smiths. It is one of those “feelgood” books that keeps you smiling, even when they treat the most serious problems that adolescents go through, a path that nobody goes through twice in life, an adventure that always remains uncertain.

# ESCAPE FROM CAMP 14

Blaine Harden

It is the true story of a man born in a North Korean prison camp, from which he was the only one that managed to escape.

Prison camps for political prisoners in North Korea have existed twice longer than Stalin's gulags and twelve times longer than Nazi concentration camps. Although they are clearly visible on satellite images, the North Korean Government denies their existence. No one that was born and grew there has ever managed to escape. No one but Shin Dong-Hyuk.

# LAGUNA

Knjiga *Uroša Petrovića*

## „DECA BESTRAGIJE“

najbolji roman za decu i mlade u 2013. godini

Žiri Zmajevih dečjih igara za dodelu nagrade „Rade Obrenović“ odlučio je da to ugledno priznanje za najbolji roman za decu i mlade publikovan u 2013. godini pripadne književniku Urošu Petroviću za delo „Deca Bestragije“, koje je objavila izdavačka kuća Laguna.

„Žanrovska kompleksnost koja objedinjuje dramaturgu i neizvesnost epske fantastike, slovenski folklor, putovni roman; osobna kompoziciona tehnika; izuzetna stilska koncepcija; intrigantna tematska polja; simbolička i semantička slojevitost i na mikroplanu i u široko posmatranoj celovitosti romana – čine ‘Decu Bestragije’ višestruko fascinantnim delom“, kaže se u obrazloženju žirija, u sastavu: dr Snežana Šarančić-Čutura, Melanija Rimar i Ivana Mijić.

Uroš Petrović je drugi put dobio nagradu „Rade Obrenović“. Prvi put, ovo priznanje mu je dodeljeno 2007. godine za roman „Peti leptir“, koji je do sada doživeo šest izdanja. Upravo nagrađena knjiga „Deca Bestragije“, iako objavljena pre nešto više od pola godine, ima već tri izdanja i ne prestaje da privlači veliku pažnju čitalaca svih uzrasta.

Nagrada „Rade Obrenović“ dodeljuje se od 1996. godine u okviru manifestacije Decembarski Zmajdani, a u znak sećanja na rano preminulog književnika i dugogodišnjeg direktora Zmajevih dečjih igara.

Ovogodišnjem laureatu, Urošu Petroviću, nagrada je uručena na rođendan čika Jove Zmaja, 6. decembra, na svečanosti u Međunarodnom centru književnosti za decu Zmajeve dečje igre u Novom Sadu.

*Uroš Petrović's book*

## “CHILDREN FROM THE MIDDLE OF NOWHERE”

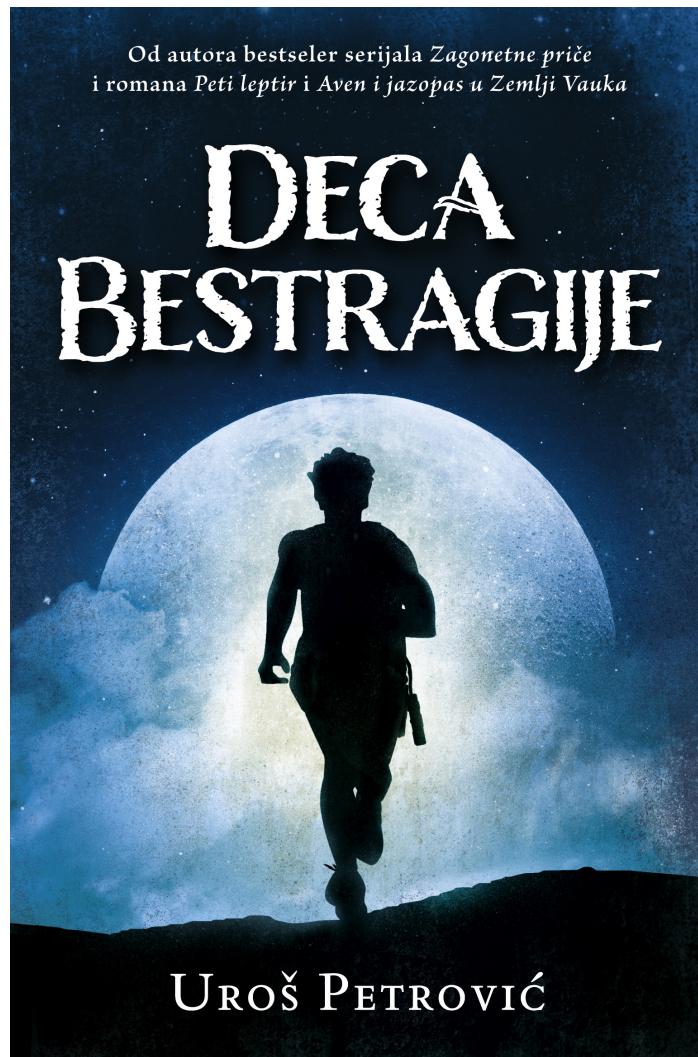
the best novel  
for children and young people in 2013

The jury for the award of the “Rade Obrenović” Prize of the Zmaj Children Games decided that this prestigious award for the best novel for children and young people published in 2013 should belong to the writer Uroš Petrović for his book “Children from the Middle of Nowhere”, which was published by Laguna Publishers.

“The complexity of the genre, which combines drama and suspense fiction epic, Slavic folklore, novel of adventures, distinctive compositional techniques, remarkable stylistic concepts, intriguing thematic fields, symbolic and semantic layers at micro-level and the level of the entire novel makes ‘Children from the Middle of Nowhere’ a multiply fascinating work” according to the opinion of the jury, composed of Dr. Snežana Šarančić-Čutura, Melanija Rimar and Ivana Mijić.

It is the second time Uroš Petrović receives the “Rade Obrenović” Prize. He received the award for the first time in 2007, for his novel “The Fifth Butterfly”, which has been published six times. Although the newly awarded book “Children from the Middle of Nowhere”, was published about half a year ago, it has had three editions so far and it continues to attract the attention of readers of all ages.

The “Rade Obrenović” Prize has been awarded since in 1996 as part of the “Zmaj December Days”, in memory of the early deceased writer and longtime director of the Zmaj Children Games. This year’s laureate, Uroš Petrović, received the award on December 6, on uncle Jova Zmaj’s birthday, at a ceremony held at the International Center for Children’s Literature “Zmaj Children Games” in Novi Sad.



*Uskoro četvrto izdanje romana*

## „ZNAMENJE ANĐELA“

*Dejana Stojiljkovića.*

Za samo mesec i po dana, ovaj istorijski roman zadivio je celu Srbiju. Popularnost ovog dela, autora bestselera „Konstantinovo raskršće“ i „Duge noći i crne zastave“, sve više raste. Na zahtev čitalaca, u svim knjižarama Delfi i Laguninim klubovima čitalaca, ovih dana u prodaji će se naći novi tiraž.

„Znamenje anđela“ je treći roman Dejana Stojiljkovića i donosi nam priču o prijateljstvu tri hrišćanska sveca: Dimitrija, Georgija i Konstantina. Istovremeno, to je i priča o najvećem progonu hrišćana u istoriji, o propasti Rimskog carstva i radanju Vizantije.

„Dok sam prikupljaо građu i iščitavaо izvore, naišao sam na jedan zanimljiv podatak, a to je da su sveti Đorđe, sveti Dimitrije i sveti car Konstantin bili savremenici“, kaže Dejan Stojiljković. „I ne samo to. Oni su, možda, čak služili u istoj legiji— Đorđe kao general, Dimitrije kao tribun, a Konstantin kao mladi konjički oficir.“

Od jermenskih pustinja, preko slavnih egipatskih gradova, od Naisusa i Singidunuma sve do britanskih magli i zidina večnog Rima, iskovana u krvi i plamenu bitke, kaljena strašću, ljubavlju i nadom, dolazi priča o ljudima koji su promenili tok istorije i srušili jednu imperiju da bi na njenom zgarištu sazidali novu. Istovremeno, to je priča o snazi vere i prijateljstva, o najvećem progonu hrišćana u istoriji, o poslednjim danima Rima i zacetku slavnog Vizantijskog carstva, o dva sveca koji su umrli za Boga u koga veruju i o trećem, koji je postao prvi rimski car koji je poverovao u snagu krsta.

*Soon there will be published  
the fourth edition of the novel*

## “THE SIGN OF THE ANGELS”

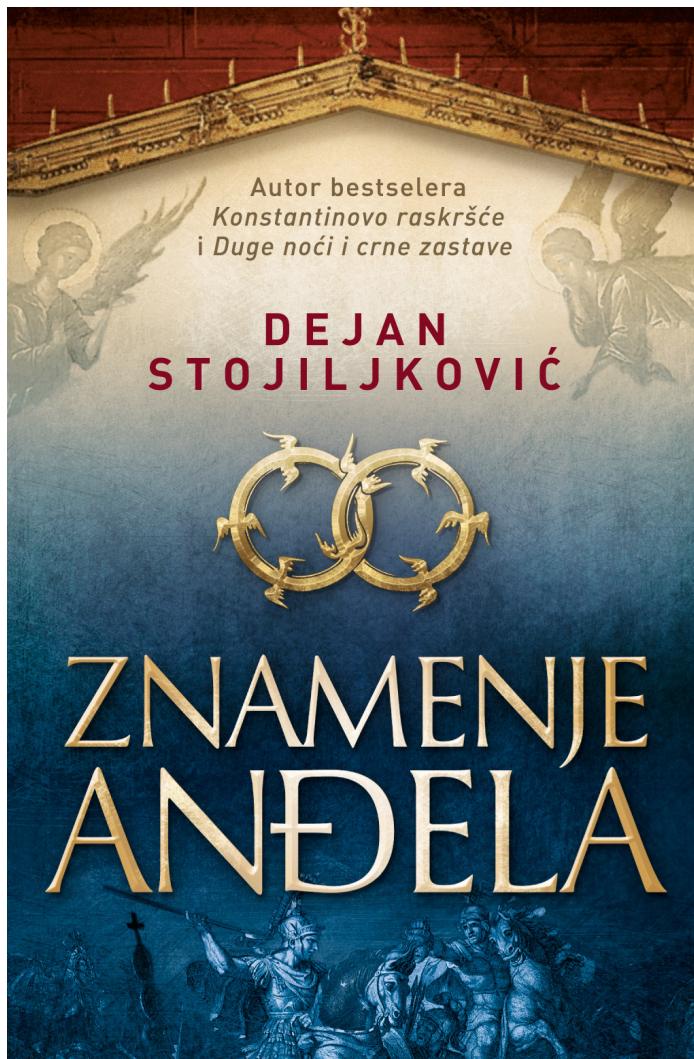
*by Dejan Stojiljković.*

Just a month and a half ago, this historical novel impressed the whole of Serbia. The book was written by the author of the bestsellers “Constantine’s Crossroads” and “Long Nights and Black Flags” and its popularity is constantly growing. At the request of readers, a new edition will be on sale at all Delfi and Laguna Readers’ Clubs.

“The Sign of the Angels” is the third novel by Dejan Stojiljković. It tells us the friendship story of three Christian saints: Demetrius, George and Constantine. At the same time, it is a story about the greatest persecutions that Christians suffered in history, i.e. during the fall of the Roman Empire and the birth of the Byzantine Empire.

“While I was gathering material and reading sources I came across an interesting fact, that the Saint George, Saint Demetrius and Saint Constantine were contemporaries,” says Dejan Stojiljković. “And not only that. They may have even served in the same legion, George as general, Demetrius as tribune, and Constantine as a young cavalry officer”.

From the Armenian desert up to the glorious Egyptian cities, from Naissus and Singidunum up to the fogs of Britain and the walls of the eternal Rome, it is a story forged in blood and battle fire, tempered by passion, love and hope, a story about people who changed the course of history and destroyed an empire just to build another on its ashes. At the same time, it is a story about the power of faith and friendship, about the greatest persecution that Christians suffered in history, about the last days of Rome and the beginning of the glorious Byzantine Empire, about two saints who died for the God, in whom they believed, and a third one, who became the first Roman emperor who believed in the power of the Cross.



*Autor / Author:  
Nada Grujić*

# VULKAN

*VULKAN lista za zimu 2013/2014. / VULKAN list for the winter 2013/2014.*

*Gijom Muso*

## MOŽDA NEBO ZNA

Očaravajuća priča prepuna magije, napetosti i ljubavi. Najteže od svega nije pronaći ljubav, već sačuvati je... Žilijet i Sem nije trebalo da se sretnu, a kamoli da se zaljube jedno u drugo.

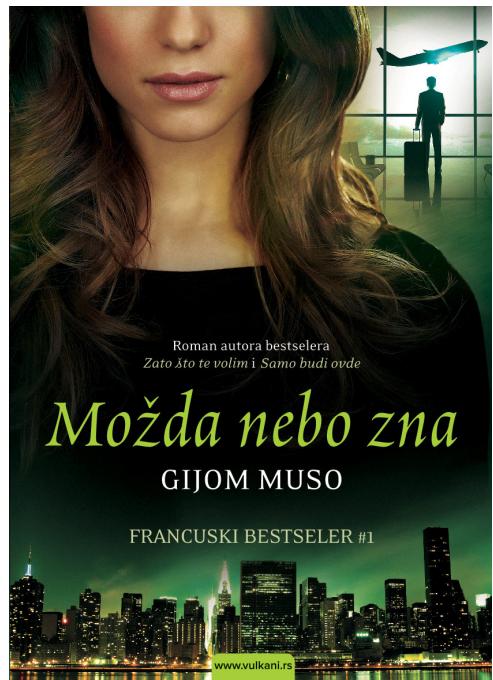
Jedne zimske večeri, u samom srcu Brodveja, lepa Francuskinja Žilijet susreće Sema, mladog pedijatra iz Njujorka. Plašeći se da će ga razočarati, ona mu prečutkuje da se bavi raznim neobičnim poslovima, dok se zanosi snovima da će jednog dana postati slavna glumica. S druge strane, iz straha da će se vezati za nju, Sem se pretvara da je oženjen, iako je njegova žena nedavno umrla.

*Guillaume Musso*

## A MIX-UP IN HEAVEN

An enchanting tale of magic, love and tension. The hardest thing is not finding love, but preserving it... Juliette and Sam did not need to meet, much less to fall in love with each other.

One winter evening in the heart of Broadway, Juliette, a beautiful Frenchwoman met Sam, a young pediatrician from New York. Fearing that he would be disappointed, she did not tell him that she does various unusual jobs, while dreaming that one day she will become a famous actress. On the other hand, fearing that he will get bound to her, Sam pretends to be married, although his wife recently died.



## Marinela Kvapil UBISTVO U RIJALITUJU: NIKOME NI REČI

Rijalitiprogram. Kuća izkojezlaskanema. Pet parova, deset ljudi sa tajnom. Nestanak struje, potpuni mrak. Ubistvo.

Pred budnim očima kamera koje ih prate dvadeset četiri sata dnevno, slavne ličnosti žive svoje živote. A onda, nestanak struje, potpuni mrak. Uskoro, jedan čovek sa tajnom biće ubijen. Nekome od njih tajna je, izgleda, došla glave.

Detective Bogdan Savić traga za drskim ubicom uz pomoć svoje bivše ljubavi Jane Kovač, urednice magazina o slavnima, i upoznaje drugu stranu estradnog džet-seta. Mračnu.

## Marinela Kvapil MURDER IN A REALITY SHOW: DON'T SAY ONE WORD TO ANYONE

Reality program. A house that has no exit. Five pairs, ten secrets. An award.

Celebrities live their lives in front of the watchful eyes of the cameras that follow them twenty four hours a day. Suddenly, a blackout and total darkness. A man, who knows a secret, is killed. It seems that he paid with his head for that secret.

Detective Bogdan Savić looks for the impudent killer with the help of his former love, Jana Kovacs, editor of a celebrity magazine, and comes to know the other side of the jet-set, the dark one.

**Džejmi Oliver**

# SVE ZA 15 MINUTA

„Bilo je potrebno mnogo truda da osmislim i napišem ove recepte. Želim da oni postanu Vaš pouzdan saveznik uz čiju će pomoć manje vremena provesti u kuhinji a više za stolom, uživajući u fantastičnoj hrani sa svojim najbližima. Verujem da će Vam se zaista dopasti i mnogo sam ponosan zbog toga.

Ovo je daleko najbolji i najuzbudljiviji kuvar za svaki dan koji sam ikada video – siguran sam da će i Vas oboriti s nogu!”, poručio je Džejmi Oliver.

**Robin S. Šarma**

# SPOZNAJTE SVOJU SUDBINU

Mnogo ste veći no što ste ikada sanjali da ćete biti, piše Robin Šarma, čovek čije su istinski nadahnjuće i neverovatno praktične knjige pomogle milionima ljudi širom sveta da izvuču najbolje od života. Šarma nudi put ka buđenju, kroz proces koji će Vam pomoći da obezbedite sreću, napredak i unutrašnji mir kakav zaslužujete. Želje koje Vam leže u srcu, postaće sastavni deo vaše svakodnevice zahvaljujući ovoj knjizi, nezaobilaznom vodiču kroz individualni preobražaj.

**Aleksandar Gatalica**

# VELIKI RAT

Veliki rat je epski veliki, a savremen roman o najvećem istorijskom preokretu na početku dvadesetog veka. Nije to samo portret velikog broja ljudskih sudbina, već ubedljiva slika sloma nade u srećnu budućnost čovečanstva. Usred tog potresnog događaja, nižu se neodoljive epizode o nečemu što je i stvarno i neverovatno, i izmišljeno i proživljeno, trijumfuju ljudska osećanja i senka pobede ostavlja svoj trag.

Prateći sudbine preko sedamdeset junaka, na svim zaraćenim stranama, Gatalica je oblikovao pobednike i poražene, generale i operske pevače, vojnike i špijune, male, obične ljude, uspevajući da obuhvati čitavu epohu. Ima u ovoj knjizi nesvakidašnje ambicije, tužnih i veselih sudbina, primera neviđenog, ali i sasvim uzaludnog heroizma.

Veliki rat nijednog trenutka ne postaje istorijska hronika jer se od dokumenta razvija do neverovatnih otkrića gradeći jaku, upečatljivu priču pravog romana i velikog umetničkog dela.

**Jamie Oliver**

# JAMIE'S 15 MINUTE MEALS

“It took a great effort to conceive and write these recipes. I want them to become a reliable adviser that will help you spend less time in the kitchen and more time at the table, enjoying fantastic food with your beloved ones. I believe that you will really like it and I am very proud of that.

This is by far the best and most exciting cookbook for every day life that I have ever seen - I am sure that it will sweep you off your feet” - said Jamie Oliver.



**Robin S. Sharma**  
**KNOW YOUR DESTINY**

You are much greater than you ever dreamed to be, says Robin Sharma, the man, whose truly inspiring and incredibly practical books helped millions of people around the world to get the best out of their lives. Sharma offers a path to awakening, through a process that will help to ensure the happiness, prosperity and peace of mind that you deserve. The desires that lie in your heart will become an integral part of your everyday life, thanks to this book, an indispensable guide through individual transformation.

IZ PERA AUTORA MEDUNARODNIH BESTSELLERA

„JO KALJENI KOST PROŠEJU ITALIJU  
DO FRA KEST ITALIJE, ROBIN ŠARMA  
NAR PRAVIM PUTEM, VESTITE SEI  
ZIMA JE VJEĆA.“  
Sveti Božić, Božićna priča o životu

**Robin Šarma**  
**SPOZNAJTE SVOJU  
SUDBINU**

Sedam koraka do budenja

PREKO MILION PRODATIH PRIMERAKA

**Alexander Gatalica**  
**THE GREAT WAR**



The Great War is a great epic, a contemporary novel about the greatest historical turn of events in the twentieth century. It is not only the portrait of an exceptionally large number of human destinies, but also a convincing picture of the collapse of our great hopes for a happy future of mankind. In the midst of seismic events we may observe a succession of irresistible episodes of something that is real and amazing, invented and lived; human emotions triumph and the shadow of victory leaves its mark.

Following the fate of more than seventy characters, from all sides, Gatalica shaped winners and losers, generals and opera singers, soldiers and spies, small and ordinary people, encompassing an entire era. This book contains extraordinary ambitions, sad and happy fates, unseen examples, and utterly futile heroism.

The Great War never becomes a historical chronicle, because it develops out of a document up to amazing discoveries, creating the strong and powerful story of a real novel and a great work of art.



## DORIS DRAGOVIĆ U KOMBANK ARENI I SPENSU

Doris Dragović, jedna od najboljih vokalnih solistkinja sa prostora bivše Jugoslavije, održaće dva velika solistička koncerta -14. februara u beogradskoj Kombank Areni i 8. marta u novosadskom Spensu. Prethodnih 30 godina Doris Dragović je oduševljavala svojim pesmama i pojmom. Njen bogatu karijeru obeležili su brojni albumi, nastupi na festivalima, kao i dva nastupa na pesmi Evrovizije. 2001. godine velikim koncertom u Smaragdnoj dvorani zagrebačkog hotela "Esplanade" proslavila je 20 godina estradnog rada. Krajem prošle godine a posle više od 10 godina pauze na nagovaranje brojnih obožavaoca, Doris Dragović je održala veliki solistički koncert u Dvorani Vatroslav Lisinski koji je bio rasprodat do poslednjeg mesta. U Kombank Areni i Spensu, Doris Dragović će izvesti pesme iz svoje 30 godina duge karijere. Karte za koncert koštace od 1500 do 2900 dinara.

## DORIS DRAGOVIĆ AT KOMBANK ARENA AND SPENS

Doris Dragović, one of the best vocal soloists in the former Yugoslavia, will hold two major solo concerts, on February 14 at the Kombank Belgrade Arena and on March 8 at Spens in Novi Sad. During the past 30 years, Doris Dragović has delighted the public with her songs and appearances. Her rich career has been immortalized by numerous albums, performances at festivals, as well as two performances at the Eurovision Song Contest. In 2001 she celebrated 20 years in the show business with a great concert at the Emerald Ballroom of the "Esplanade" Hotel of Zagreb. At the end of last year and after a 10 year break, Doris Dragović was persuaded by her many fans and held a solo concert in the Vatroslav Lisinski Hall, which was sold out immediately. At Kombank Arena and Spens, Doris Dragović will perform songs from her 30 year career. Concert tickets cost between 1,500 and 2,900 RSD.

## PARNI VALJAK ZA 8. MART

Nakon dva fantastična koncerta u dve prepune Arene 2010. godine i objavljuvanja novog albuma „Nema predaje“, jedan od najvećih pop-rock bendova svih vremena zakazao je novi koncert u Areni. Datum je 8. mart, pa će sa momcima iz Parnog Valjka, slaviti i žene i njihovi muškarci. Parni Valjak zvuči bolje neko ikada, a Aki i dalje peva na vrhunskom nivou od početka do kraja koncerta. Energija, koju emituju sabine, retko se vidi čak i nakon 38 godina bavljenja muzikom i živim nastupima. Ulaznice za novi spektakl Parnog Valjka su u prodaji po cenama od 1.800,00, 2.200,00 i 2.800,00 dinara.

## PARNI VALJAK ON MARCH 8

After two fantastic concerts in two packed Arenas in 2010 and the release of the new album "Nema predaje" (No surrender) one of the greatest pop-rock bands of all times has scheduled a concert at the Arena. The concert will be held on March 8, so that both, women and men, have the chance to celebrate together with the guys of Parni Valjak. Parni Valjak sounds better than ever, and Aki continues to sing at top level, from the beginning up to the end of the concert. The energy emitted from the stage can be rarely seen, even after 38 years in the business of music and live performances. The tickets for the new show of Parni Valjak are on sale for 1,800, 2,200 and 2,800 RSD.

## CIRQUE ÉLOIZE SA PREDSTAVOM "ID"

Uzbudljive cirkuske akrobacije i urbani ples koji donosi Cirque Éloize u svojoj predstavi "iD" predstaviće se po prvi put publici u Srbiji. Ovaj show za sve generacije, režirao je Jeannot Painchaud kao spoj visoke produkcije, cirkuskih veština, uličnog plesa i hip hopa. Predstava "iD" će se prikazivati u Kombank Areni 26. i 27. aprila. Cirque Éloize je od nedavno deo čuvene trupe Cirque du Soleil. Od momenta osnivanja kompanije 1993. godine, Cirque Éloize je postao svetski lider u primenjenoj cirkuskoj umetnosti. Zahvaljujući inovativnoj produkciji, kompanija se specijalizovala za kreiranje predstava koje kombinuju cirkusku umetnost sa pozorištem, plesom i muzikom na originalan način. Moderna scenografija koja predstavlja urbano okruženje, 15 akrobata i izvođača nastupa uz inovativne multimedijalne prikaze kao i muzika rock i elektronskog žanra, obećava spektakl. "Zamislite dve suparničke grupe koje dele isti javni prostor u centru grada pokušavajući da iskažu sopstvene iDentitete i inDividualnost i dobili ste iD." - rekao je direktor predstave Jeannot Painchaud. Karte će uskoro biti u prodaji.

## CIRQUE ÉLOIZE AND THE "ID" SHOW

The exciting circus acrobatics and the urban dance brought by Cirque Éloize and its "iD" show, will be presented for the first time to the audience in Serbia. This show for all ages was directed by Jeannot Painchaud as a combination of high production, circus skills, street dance and hip hop. The "iD" show will be displayed at Kombank Arena on April 26 and 27. Cirque Éloize recently became part of the famous troupe Cirque du Soleil. From the moment of its creation in 1993, Cirque Éloize has become a world leader in applied circus arts. Thanks to the innovative production, the company specialized in the creation of performances that combine circus arts with theater, dance and music in an original way. Modern scenography representing an urban environment, 15 acrobats and artists performing with innovative multimedia presentations as well as rock and electronic music, promise a great show. "Just imagine two rival groups that share the same public space in the city center trying to express their own iDentities and inDividualities - that is what iD is all about" - said Jeannot Painchaud, director of the play.



**The**  
**Globe**  
magazine

*Lifestyle*

**PUTOVANJA // TRAVEL  
HRANA&PIĆE // FOOD&DRINK  
DIZAJN // DESIGN**

# Sanja Marinković

***ULondonu sam provela najlepše tinejdžerske dane***

Voditeljka Sanja Marinković kaže da joj sin Strahinja ipak određuje kakav će tip letovanja sebi priuštiti, da podjednako voli kupanje leti i skijanje zimi, a da je u Londonu provela najlepše tinejdžerske dane. Za razliku od ranijeg aktivnog odmora, sada voli da posveti vreme detetu, pa tako radije bira hotelske komplekse sa bogatim sadržajima za najmlade.

***In London i spent the most beautiful teenage years***

The hostess Sanja Marinković says that her son Strahinja still determines what type of vacation they will have, that she equally loves swimming in summer and skiing in winter, and that she spent the most beautiful teenage years in London. In contrast to the previously active rest, she now prefers to devote time to her child and for that reason she chooses resorts with a variety of activities for children.



***Top pet destinacija koje ste posetili ili želite da posetite?***

„Vecinu svojih omiljenih destinacija sam već posetila - zimski odmor u Dubaiju, Nova godina u Njujorku i Singapuru, skijanje u Salzburgu, krstarenje Mediteranom, godinu dana u Londonu posle srednje škole. Destinacije koje već godinama planiram da obidem sa porodicom, ali čekamo da Strahinja još malo poraste, jesu Hong Kong, Japan i Havaji.”

***Da li više volite da putujete preko agencija ili samostalno?***

„Mnogo se komotnije osećam kada sve sama organizujem, ali moram da priznam da mi je nekada dragocena i pomoć turističkih operatera.”

***Which are the five top destinations that you have visited or want to visit?***

“I have already visited most of my favorite destinations, including winter holidays in Dubai, New Year in New York and Singapore, skiing in Salzburg, a Mediterranean cruise and one year in London after high school. Other destinations that I have planned for years to visit with my family are Hong Kong, Japan and Hawaii, but we are waiting that Strahinja gets a bit older to go there.”

***Do you prefer to travel through an agency or independently?***

“It is much more comfortable when I organize everything by myself, but I must admit that sometimes the help of tourism operators is precious”.



***Preferirate li luksuzne hotele ili smeštaj u svojoj reziji?***

„S obzirom na to da već pet godina putujemo sa detetom, dok još malo ne poraste, biramo što prijatnije, lepše i luksuznije hotele kako bismo imali sve vrste usluga koje su neophodne porodici sa malim detetom.“

***Gde biste voleli opet da odete, kakav tip putovanja volite i sakim?***

„Ove godine planiramo da idemo na skijanje u Kranjsku Goru i Strahinja već bira društvo koje bi voleo da povede. Prolećni odmor smo proveli porodično, nas desetoro u Dubaiju, i bilo je divno. Moj muž i ja smo uvek raspoloženi za vikend-provod sa mojim bratom i njegovom ženom i već danima se dogovaramo koja bi to sledeća destinacija bila i kako da pronađemo dovoljno slobodnog vremena.“

***Do you prefer luxury hotels or accommodation organized by yourself?***

“Given the fact that for the last five years we have traveled with the child, we choose the most comfortable, beautiful and luxurious hotels in order to have all kinds of services that are necessary to family with a small child”.

***Where would you like to go again? What type of travel do you like and with whom?***

“This year we plan to go skiing in Kranjska Gora and Strahinja already chose the people he would like to spend the time with. We spent the spring vacation together, as a family, in Dubai, and it was wonderful. My husband and I are always in the mood for an entertaining weekend with my brother and his wife. In fact, in the past days we have been talking about the next destination and how to find enough free time”.

### **Hrana koju ste probali i ostala Vam je u sećanju?**

„Gotovo da sam uvek raspoložena za specijalitete sa svih meridijana, a hrana kojoj se uvek vraćam je japanska, indijska i, naravno, italijanska. Srećom, u Beogradu postoji veliki broj restorana koji u ponudi imaju ove kuhinje i specijalitete, pa sve češće praktikujem naručivanje indijske tika masala piletine.“

### **Kako se pakujete, šta nikako ne zaboravljate da ponesete i, naravno, kakav odmor volite?**

„Veoma sam racionalna, tačno procenim broj stvari i kombinacija koje su mi neophodne i za pola sata spakujem i prtljam za muža, i za dete i za sebe. S obzirom na to da Strahinja uvek putuje sa nama, obavezno prvo spakujem nesesar sa neophodnim lekovima, probioticima, sirupima...“

### **Koja zemlja Vas je najviše inspirisala za pisanje?**

„Nisam se još profesionalno bavila pisanjem, tako da tu vrstu inspiracije nemam,“

### **Gde biste se rado vratili, koje ste zemlje posetili više puta?**

„Uvek u London, Dubai i Ženevu – moje tri omiljene destinacije. U prvoj sam provela najlepše tinejdžerske dane, u drugoj sam provela odličan porodični odmor i u trećoj trudnoću.“

**Autor / Author:  
Nada Grujić**

### **Which food have you tasted and remember?**

“I am almost always in the mood for delicacies from all over the world, but I always return to Japanese, Indian and, of course, Italian food. Fortunately, in Belgrade, there are plenty of restaurants that offer these kinds of cuisine and specialties. Lately, I keep ordering Indian tikka masala chicken.“





**How do you pack your baggage? Is there something that you never forget to take with you and, of course, what kind of vacation do you prefer?**

"I am very rational and I accurately estimate the number of items and combinations that I need. I can pack the luggage for my husband, my child and myself in half an hour. Given that Strahinja always travels with us, I am always sure to pack the kit with the necessary medicines, probiotics, syrups etc."

**Which country do you find the most inspiring for writing?**

"I have never written professionally, so I do not have that kind of inspiration".

**Where would you like to go back? Which country have you visited several times?**

"I always wish to go back to London, Dubai and Geneva - my three favorite destinations. In the first one I spent the most beautiful teenage years, in the second one I spent a great family holiday and in the third one my pregnancy".



# IYAH *Samson*

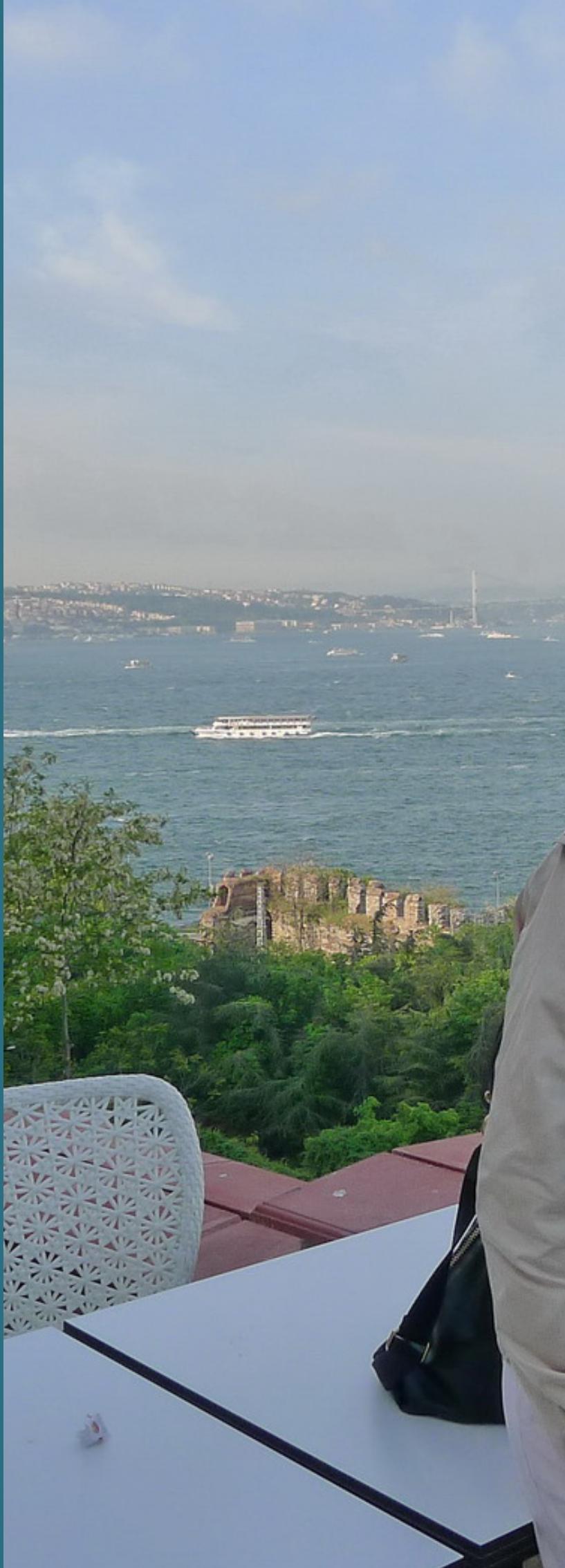
## EGZOTIKA INDONEZIJE

Većina nas dosta zna o veličanstvenom ostrvu Bali, dinamičnoj Džakarti, nemirnim vulkanima i razornim cunamijima. Međutim, Indonezija je mnogo više od toga - sa 17. 000 ostrva i preko 200 miliona stanovnika. Raznolika i uzbudljiva, najveća ostrvska država na svetu. Za sve koji planiraju da posete egzotičnu Indoneziju, gđa Ijah Samson, supruga ambasadora Indonezije u Srbiji, otkriva destinacije koje ne treba propustiti i tradicionalnu kuhinju ove azijske zemlje.

## EXOTIC INDONESIA

Most of us know a lot about the magnificent island of Bali, its dynamic capital of Jakarta, its restless volcanoes and devastating tsunamis. However, Indonesia is much more than that - with 17 000 islands and more than 200 million people.

Diverse and exciting, this country is the largest island country in the world. For those who plan to visit exotic Indonesia, Mrs. Ijah Samson, wife of the Indonesian Ambassador to Serbia, reveals the destinations that should not be missed and the traditional cuisine of this Asian country.





## **Kakvi su vaši utisci o srbijs?**

Veoma lepa zemlja sa prijatnim ljudima otvorenog uma, veoma predusetljivim i sa dobrom ukusom za modu.

## **Koje su najupečatljivije razlike srbijs i indonezije?**

Mogu reći da smo skoro isti po pitanju načina života. Ljudi u Srbiji vole da pomažu drugima, uvek se smeše, u velikom broju slučajeva žive sa svojim roditeljima, poštuju starije osobe, a sve su to životne prilike koje imamo i mi u Indoneziji.

Bez obzira na sve to, mi se ipak razlikujemo po kulturološkim pitanjima i ishrani.

## **Koje su to destinacije koje turisti moraju da posete u indoneziji?**

**1. Papua** (na indonežanskom: Provinsi Papua) je provincija u Indoneziji. Ona obuhvata najveći deo zapadne polovine ostrva Nova Gvineja i okolna ostrva. Njen glavni grad je Jayapura. To je najveća i najistočnija provincija u Indoneziji. Za one koji vole pešačenje, planina Puncak Jaya u provinciji Papua može biti dobar izbor za vaš odmor. Puncak Jaya, takođe poznata kao „Carstensz Piramida“, predstavlja krečnjački planinski vrh okovan ledom, na 4884 m nadmorske visine. To je najviši vrh Okeanije. Egzotična prirodna panorama se može videti u delu Puncak Jaya planine namenjenom turistima.

**2. Borobudur**, ili **Barabudur**, je Mahayana budistički hram iz 9. veka u Magelangu, centralni deo Jave, Indonezija. Ovaj spomenik se sastoji od 6 kvadratnih platformi iznad kojih se nalaze tri kružne platforme, i ukrašen je sa 2,672 reljefne table i 504 statua Bude. Glavna dvorana, locirana u centralnom delu najviše platforme je okružena sa 72 statue Bude postavljenih unutar perforiranih stupova (vrsta humke). Izgrađen u 9. veku tokom vladavine Sailendra Dinastije, hram čiji je dizajn u Gupta arhitektonskom stilu odražava uticaj Indije u ovom regionu. Takode oslikava i Gupta stil iz Indije i pokazuje uticaj Budizma kao i Hinduizma. Ovaj spomenik je ujedno i svetište Gospodara Bude i mesto za budistička hodočašća. Putovanje hodočasnika počinje u podnožju spomenika i prati putanju oko spomenika i nastavlja se sve do vrha kroz tri nivoa koja simbolisu budističku kosmologiju: Kāmadhātu (svet želje), Rupadhatu (svet oblika) i Arupadhatu (svet bezobličja). Spomenik usmerava hodočasnike kroz veliki sistem stepeništa i hodnika duž kojih se nalazi 1,460 narativnih reljefnih ploča na zidovima i balustradama. Spomenik se nalazi na UNESCO-voj listi Svetske kulturne baštine. Borobudur se i dalje koristi kao mesto hodočašća; jedno godišnje Budisti u Indoneziji slave Vesak u ovom spomeniku a Borodur predstavlja najposećeniju turističku atrakciju u Indoneziji.

**3.** Locirana na severočičnom kraju Poluostrva Ptičja Glava na ostrvu Nova Gvineja, u Provinciji Zapadna Papua, **Raja Ampat**, ili u prevodu Četiri kralja, predstavlja

## **What are your impression of serbia?**

Very nice country with nice people who open they're minded, very helpfully and fashionable as well.

## **What are the difference between serbia and indonesia?**

I could say that we almost the same in terms of the way of life, Serbian people like to help others, always smiling, living together with their parents still, giving appreciation to the older's one that those life styles we have as well in Indonesia. Despite we have still differences in terms of cultural and gastronomies.

## **What must be seen in indonesia, top five destination**

**1. Papua** (Indonesian: Provinsi Papua) is a province of Indonesia. It comprises most of the western half of the island of New Guinea and nearby islands. Its capital is Jayapura. It is the largest and easternmost province of Indonesia. For those of you who like hiking, the mountain of Puncak Jaya in Papua may be an option for your holiday. Puncak Jaya, also known as, "Carstensz Pyramid", is an iceberg limestone mountain peak 4884 m above sea level. It is the highest iceberg peak of Oceania. An exotic natural panoramic could be seen in the tourist area of the Puncak Jaya mountain.

**2. Borobudur**, or **Barabudur**, is a 9th-century Mahayana Buddhist Temple in Magelang, Central Java, Indonesia. The monument consists of six square platforms topped by three circular platforms, and is decorated with 2,672 relief panels and 504 Buddha statues. A main dome, located at the center of the top platform, is surrounded by 72 Buddha statues seated inside a perforated stupa. Built in the 9th century during the reign of the Sailendra Dynasty, the temple's design in Gupta architecture reflects India's influence on the region. It also depicts the Gupta style from India and shows influence of Buddhism as well as Hinduism. The monument is both a shrine to the Lord Buddha and a place for Buddhist pilgrimage. The journey for pilgrims begins at the base of the monument and follows a path around the monument and ascends to the top through three levels symbolic of Buddhist cosmology: Kāmadhātu (the world of desire), Rupadhatu (the world of forms) and Arupadhatu (the world of formlessness). The monument guides pilgrims through an extensive system of stairways and corridors with 1,460 narrative relief panels on the walls and the balustrades. The monument was listed as a UNESCO World Heritage Site. Borobudur is still used for pilgrimage; once a year Buddhists in Indonesia celebrate Vesak at the monument, and Borobudur is Indonesia's single most visited tourist attraction.

**3.** Located off the northwest tip of Bird's Head Peninsula on the island of New Guinea, in Indonesia's West Papua province, **Raja Ampat**, or the Four Kings, is an archipelago comprising over 1,500 small islands, cays, and shoals

arhipelag koji čini preko 1,500 malih ostrva, sprudova i koralnih ostrva koja okružuju glavna ostrva Misool, Salawati, Batanta i Waigeo, i manje ostrvo Kofiau. Okeanski prirodni resursi oko Raja Ampat ostrva im daju značajan potencijal za razvoj turizma. Mnogi izvori navode Raja Ampat kao jedno od deset najpopularnijih mesta za ronjenje dok su po pitanju podvodnog biodiverziteta pozicionirani na prvom mestu.

**4. Bunaken** (nacionalni pomorski park) je ostrvo površine 8 km kvadratnih, i čini deo Bunaken nacionalnog pomorskog parka. Bunaken je lociran na severnom kraju ostrva Sulavezi, Indonezija. Ono administrativno pripada opštini Manado. Scuba ronjenje privlači mnoge posetioce na ovo ostrvo. Vode oko Bunaken nacionalnog pomorskog parka su duboke do 1,566 m u Manado zalivu, sa temperaturama između 27 i 29 stepeni Celzijusa. One sadrže veliki diverzitet korala, riba, echinoderma ili sunđera. Vredi

surrounding the four main islands of Misool, Salawati, Batanta, and Waigeo, and the smaller island of Kofiau. The oceanic natural resources around Raja Ampat give it significant potential as a tourist area. Many sources place Raja Ampat as one of their Top ten most popular places for diving whilst it retains the number one ranking in terms of underwater biodiversity.

**4. Bunaken** (National Marine Park) is an island of 8 km, part of the Bunaken National Marine Park. Bunaken is located at the northern tip of the island of Sulawesi, Indonesia. It belongs administratively to the municipality of Manado. Scuba diving attracts many visitors to the island. The waters of the Bunaken National Marine Park are up to 1,566 m deep in Manado Bay, with temperatures ranging between 27 to 29 °C. It has a high diversity of - corals, fish, echinoderms or sponges. Notably, 7 of the 8 species of giant clams that occur in the world, occur in Bunaken. It



napomenuti, da se 7 od 8 vrsta džinovskih školjki koje postoje u svetu, mogu pronaći oko Bunakena. Takođe se smatra da ove vode sadrže oko sedam puta više rodova korala nego vode oko Havaja, i da sadrže više od 70% svih poznatih vrsta riba iz Indo-Zapadnog Pacifika. Ronioci mogu u blizini Lekuan ili Fukui zapaziti više od 33 vrste ribe leptira i brojnih vrsta škarpsina, damsels, morskih grgeča i glavoča. Glavoči, malene ribe izpupčenih očiju i modifikovanih peraja koja im omogućuju da se prikače za črvste površine, su najraznolikija ali najmanje poznata grupa riba u ovom parku.

also claims to have seven times more genera of coral than Hawaii, and has more than 70% of all the known fish species of the Indo-Western Pacific. A snorkeler or diver in the vicinity of Lekuan or Fukui may spot over 33 species of butterfly fish and numerous types of groupers, damsels, wrasses and gobies. The gobies, smallish fish with bulging eyes and modified fins that allow them to attach to hard surfaces, are the most diverse but least known group of fish in the park.

**5. Tanah Lot** is a rock formation off the Indonesian is-

**5. Tanah Lot** je formacija stena na indonežanskom ostrvu Bali. Ona predstavlja lokaciju hrama za hodočasnike, Pura Tanah Lot (bukvalno „Tanah Lot hram“), i popularnu turističku i kulturnu ikonu za fotografisanje i opštu egzotičnost. Tanah Lot znači „Zemlja u moru“ na balinežanskom jeziku. Lociran u Tabananu, oko 20 kilometara (12 milja) od Denpasara, hram prosto стоји на velikoj steni daleko od obale koju je vremenom isklesala okeanska plima. Tanah Lot hram je izgrađen u skladu sa balinežanskim mitologijom, i bio je posvećen njoj vekovima. Hram predstavlja jedan od sedam morskih hramova oko obale Balija. Svaki od ovih morskih hramova je sagrađen u vidokrugu prethodnog hrama, i tako formiraju lanac duž jugozapadne obale. Međutim, hram je kroz istoriju bio pod značajnim Hindu uticajem.

### Kakav odmor preferirate?

Porodični odmor ispunjen istorijskim i edukativnim sadržajem, poseta gradovima i duhovni odmor.

land of Bali. It is the home of a pilgrimage temple, the Pura Tanah Lot (literally “Tanah Lot temple”), and a popular tourist and cultural icon for photography and general exoticism. Tanah Lot means “Land in The Sea” in the Balinese language. Located in Tabanan, about 20 kilometers (12 miles) from Denpasar, the temple sits on a large offshore rock which has been shaped continuously over the years by the ocean tide. The Tanah Lot temple was built and has been a part of Balinese mythology for centuries. The temple is one of seven sea temples around the Balinese coast. Each of the sea temples were established within eyesight of the next to form a chain along the southwestern coast. However, the temple had a significant Hindu influence.

### What kind of vacation you prefer?

Family vacation in terms of historical and educational vacation, visit a city and as a spiritual retreat as well.



**Gde biste voleli da ponovo otpotujete?**

To su, definitivno, Italija, Holandija i Turska.

**Ukojoi hrani posebno uzivate?**

Papedu, iz sela odakle je moj suprug, u Ambonu, na Molučkim ostrvima. **Papeda ili bubur sagu**, je skrobni sok od kuvanog pirinča, osnovna hrana starosedeoca na Malučkim ostrvima i Papui. Često se može sresti u istočnoj Indoneziji, kao pandan kuhinje iz centralnoj i zapadnog dela Indonezije u kojima se koristi pirinač kao osnovna namirnica.

Papeda se pravi sago brašna (brašno od palminog skroba). Starosedeoci Papue dobijaju ovo brašno tako što obore stablo sago drveta, preseku ga na pola i stružu unutrašnje delove stabla. Pulpa stabla se zatim meša sa vodom i cedi čime se dobija koncentrat bogat skrobom. Još uvek vlažno sago brašno se obično čuva u činiji sa lišćem sago palme, koje se naziva tumang gde će se držati nekoliko meseci pre nego što dođe do spontane fermentacije koja ga može učiniti prekiselim i nepodesnim za pravljenje papede. U zavisnosti od vrste i uslova uzgajanja, potrebno je od pet do petnaest godina da sago drvo akumulira dovoljno skroba u svom stablu kako bi se isplatio ekstrakovati skrob iz njega. Papeda se pravi kuvanjem sago brašna u vodi uz stalno mešanje sve dok se ne zgusne. Tada ova smesa dobije konzistentnost i teksturu sličnu lepku. Papeda se obično jede sa žutom supom napravljena od tune ili mubara ribe začinjenim kurkumom (indijskim šafranom i limetom).

**5 najlepših destinacija koje je gospođa Samson posetila su Venecija, Istanbul, Madrid, Amsterdam, Pariz.**

**5 mesta koje bi volela da poseti su Sankt Peterburg, Kejptaun, Sao Paolo, Jerusalim i Sangaj.**

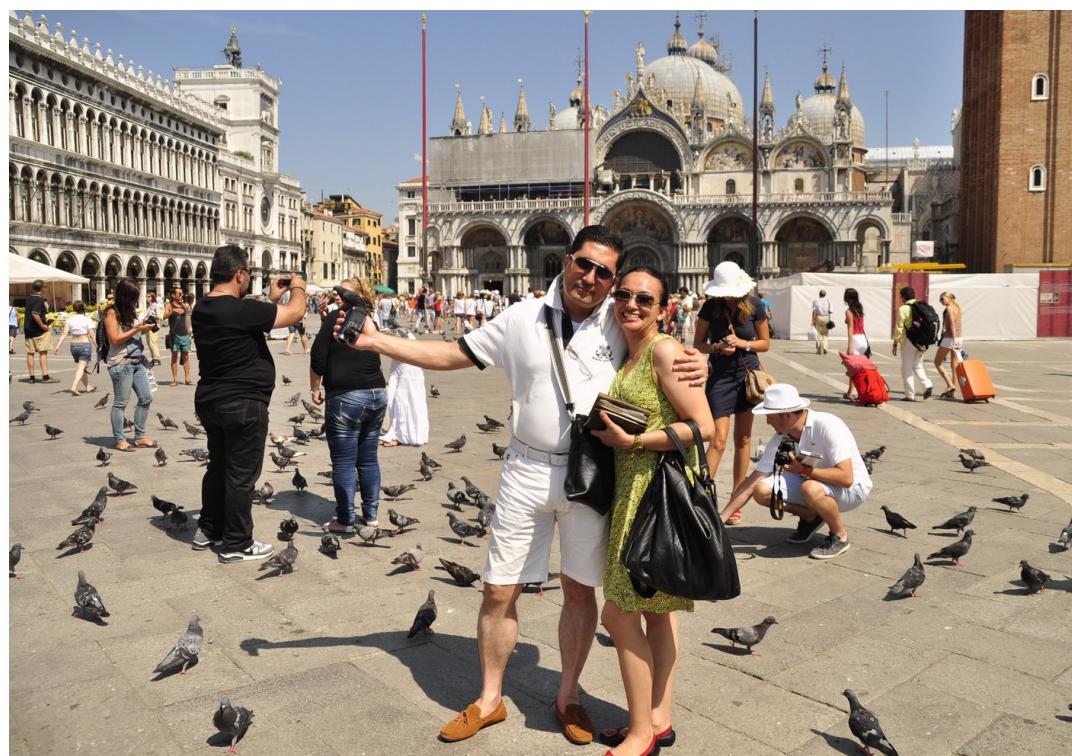
**Where would like to travel again?**

Italy, Holland and Turkey.

**Which food do you enjoy?**

Papeda, from my husband's home village in Ambon, Moluccas. Papeda or bubur sagu, is sago congee, the staple food of native people in Maluku and Papua. It is commonly found in eastern Indonesia, as the counterpart of central and western Indonesian cuisines that favour rice as their staple food. Papeda is made from sago flour. The Papuan natives acquire the flour by felling the trunk of a sago tree, cutting it in half, and scraping the inner parts of the trunk. The trunk pulp is then mixed with water and squeezed to extract the starch-rich essence. The still moist sago flour is usually stored in a container made of sago palm leaflets, called tumang in which it will keep for several months before spontaneous fermentation will turn it too acidic and unsuitable for making papeda. Depending on the variety and the growing conditions, it may take a sago tree five to fifteen years to accumulate enough starch in its trunk to make the effort of extracting it worthwhile. Papeda is made by cooking sago flour with water and stirring until it coagulates. It has a glue-like consistency and texture. Papeda is usually eaten with yellow soup made from tuna or mubara fish spiced with turmeric and lime.

**A top 5 destination that Mrs. Samson has been visited : Venice, Istanbul, Madrid, Amsterdam, Paris. A top 5 destination that Mrs. Samson keen to visit : St. Petersburg, Cape Town, Sao Paolo, Jerusalem and Shanghai.**





# Indonezija

## UKUSI HILJADU OSTRVA

**I**ndonežanska kuhinja razvila se pod uticajem brojnih osvajača. To što Indoneziju zovu zemljom hiljadu ostrva, ne pokazuje samo njenu razuđenost i veličinu, već i različitost. Tipična jela podsećaju na kineska, portugalska, holandska, indijska, a oseća se i arapski uticaj. Hrana je jednostavna, bogata povrćem i začinima, uz obavezni pirinač koji se jede umesto hleba. Testa gotovo da i nema u indonežanskoj kuhinji, jede se samo za doručak - uz čokoladne namaze.

## THE TASTE OF ONE THOUSAND ISLANDS

**I**ndonesian cuisine has evolved under the influence of numerous invaders. The fact that Indonesia is called the land of one thousand islands does not show only its scatteredness and size, but also its diversity. Typical dishes remind Chinese, Portuguese, Dutch and Indian cuisine, but you can also feel the Arabic influence. The food is simple, rich in fruits and spices with the mandatory rice, which is eaten instead of bread. Pasta is almost nonexistent in Indonesian cuisine. It is eaten only for breakfast with a chocolate topping.

Osnova svega je meso, uglavnom pileće, jer je jujetina skuplja pa je nema tako često na trpezi. Svinjetina se ne jede iz religioznih razloga, mada ima delova zemlje u kojima je i ova vrsta mesa zastupljena. Uz piletinu, najčešće se jede riba, zbog blizine mora i dostupnosti morskih plodova.

Piletina se, uglavnom, marinira u začinima, a zatim peče. Od začina se koriste čili, beli i crni luk, cimet, muskatni orah, biber, korijander, kumin, kardamom, bosiljak, anis, limunova trava... Koriste se i razne vrste koštunjavog voća, pre svega kikiriki i indijski orah, a zastupljeni su i kokos i soja. Često u slanim jelima Indonežani koriste tropsko voće, naročito ananas, koji skuvan sa cimetom koriste i kao fil za tipičnu indonežansku pitu. Uticaj Holandije vidi se u pitama sa holandskim sirom, a uticaj Kine u testu sa mesom i povrćem koje podseća na prolećne rolnice.

Iako su uglavnom muslimani, Indonežani slave i praznike drugih konfesija. Za Božić se kite gradovi i šoping molovi, a i jelovnik je praznični. Naši domaćini pripremili su nam salatu sa povrćem i viršlama, pečenu piletinu na pangang način, salatu koja podseća na našu ljutenicu i domaću verziju božićnog pudinga.

A kad smo već kod slatkiša, Indonežani vole kolače sa tropskim voćem, ananasom i kokosom.

The basis of everything is meat, mostly chicken, because beef is more expensive and rarely served. Pork meat is not consumed because of religious reasons, but there are parts of the country, where pork meat dishes are present. Besides chicken, the most frequently consumed meat is fish, due the proximity of the sea and the availability of seafood.

Chicken is usually marinated in spices and then baked. The following spices are used: chili, garlic, onion, cinnamon, nutmeg, pepper, coriander cumin, cardamom, basil, anise, lemon grass etc. Different kinds of nuts are used, especially peanuts and cashews, but also coconuts and soy. Tropical fruits are often used in salty Indonesian dishes, especially pineapples, which are cooked with cinnamon and used as filling for the typical Indonesian pie. The influence of Holland can be seen in the pies prepared with Dutch cheese and in a dish prepared with meat and vegetables that reminds spring rolls.

Although most Indonesians are Muslim, they celebrate the holidays of other religious denominations. Cities and shopping malls are decorated for Christmas and the menu is specific for this holiday. Our hosts prepared us a salad with vegetables and sausages, roast chicken à la pangang, a salad that reminds our "ljutonica" and a home version of the Christmas pudding.

By the way of desserts, Indonesians prefer cakes with tropical fruits, such as pineapple and coconut.



Nj.E.Semjuel Samson, ambasador Indonežije sa porodicom / H.E.Semjuel Samson, ambassador of Indonesia with his family



Gospodin Samson sa urednicicom magazina The Globe / Mr Samson with the editor in chief of The Globe magazine

## Najskuplja Kopi Luak kafa

Što se pića tice, Indonežani piju čaj sa dodatkom đumbira i sve vrste kafe. Čaj se pravi od korena đumbira i palminog ili kokosovog šećera, koji mogu biti zamjenjeni smedim šećerom ili medom. Ono što mi zovemo domaćom crnom kafom, oni prave na sličan način, samo što kafu, umesto u džezvu, stavljaju u šoljice. Zatim je prelivaju vrućom vodom bez odливanja i mešanja u džezvi. Indonežani su veliki proizvođači kafe, a među najskuplje vrste spada takozvana kopi luak (kopi luwak) kafa. Lua je životinja slična lisici, koju specijalno gaje da bi jela zrna kafe, a zatim ih „vraćala“ u obliku izmeta. Kažu da je ova kafa izuzetnog ukusa, a šoljica espresa spremnjene od luu kafe negde u Njujorku košta nekoliko desetina dolara! Kafa dobija na kvalitetu tako što životinja bira isključivo dobra zrna, a usled varenja i fermentacije popravlja se i ukus. Kilogram ove kafe dostiže cenu od sto dolara.

Autor / Author:  
**Tamara Torlak**

## The most expensive Kopi Luwak coffee

As for drinks, Indonesians drink tea with ginger and all kinds of coffee. Tea is prepared with ginger root, palm or coconut sugar, which can be replaced by brown sugar or honey. What we call "local black coffee" is prepared in a similar manner to ours, except that the coffee is prepared in directly in cups, instead of the "džezve". They pour hot water on the coffee, without mixing it in the "džezve". Indonesians are great coffee producers. One of the most expensive coffees in the world is the Indonesian "kopi luwak" coffee. The luwak or Asian palm civet is an animal similar to a fox which is specially bred to eat the beans and "return" them later in the form of feces. People say that this coffee has a great taste and a cup of espresso prepared with luwak coffee costs a few tens of dollars in New York! The high quality of this coffee is due to the fact that the animal chooses only the best grains, but also to digestion and fermentation process, which enhances the taste. A kilogram of luwak kopi coffee costs about one hundred dollars.

## BOŽIĆNA SALATA

### Sastojci:

- 1 crveni luk, narezati na kriške
- 1/2 crvene paprike, narezati na kockice
- 1/2 zelene paprike, narezati na kockice
- 200 gr ananas, narezati na kockice
- 100 gr kukuruza iz konzerve
- 50 gr crvenog pasulja iz konzerve
- 3 kuvarne viršle (120 gr), narezati na kolutove
- 1 krastavac (200 gr), narezati na kolutove
- 150 gr zelene salate

### Sos:

- 4 čena belog luka, naseckati sitno
- 200 gr majoneza
- 2 kašičice kondenzovanog mleka
- 1/2 kašičice belog bibera u prahu
- 1/2 kašičice soli
- 100 gr rendanog cedar sira
- 2 kašičice peršuna
- 2 kašičice paradajz sosa

### Priprema:

Smesu za sos sjediniti.

Pomešati sa ostalim sastojcima za salatu.

## CHRISTMAS SALAD

### Ingredients:

- 1 red onion, cut into slices
- 1/2 red bell pepper, cut into pieces
- 1/2 green pepper, cut into pieces
- 200 gr. pineapple, cut into pieces
- 100 gr. canned corn
- 50 grams of canned red beans
- 3 of cooked sausages (120 g), cut into rings
- 1 cucumbers (200 g), cut into rings
- 150 gr. lettuce

### Sauce:

- 4 garlic cloves, finely chopped
- 200 gr. mayonnaise
- 2 teaspoons of condensed milk
- 1/2 teaspoon of white pepper powder
- 1/2 teaspoons of salt
- 100 gr. grated cheddar cheese
- 2 teaspoons of parsley
- 2 teaspoons of tomato sauce

### Preparation:

Mix the sauce.

Mix with the other salad ingredients.

## BOŽIĆNI PUDING

### Sastojci:

#### Smesa I:

- 400 ml mleka
- 1/2 agar-agar paketa ili želatina
- 1/8 kašičice soli
- 75 gr šećera
- 20 gr čokolade u prahu
- 50 gr čokolade za kuvanje
- 1/4 kašičice paste od čokolade
- 1 žumance

#### Potrebno za sos:

- 300 ml mleka
- 1 supena kašika čokolade u prahu
- 50 gr tamne čokolade za kuvanje
- 50 gr šećera
- 2,5 kašičice maizene

#### Smesa II:

- 400 ml mleka
- 1 kesica želatina

### Priprema:

1. Sve sastojke Smese I sjediniti i kuvati dok ne provri.
2. Dodati tamnu čokoladu i pastu od čokolade. Kuvati dok se sve ne stopi i sjedini. Odvojiti mali deo smese i dodati žumance. Promesati i isključiti ringlu. Ovu smesu sjediniti sa ostatom smesom i ponovo kuvati dok ne provri.
3. Odvojiti oko 150 gr smese i preliti u kalup oblika zvezde. Staviti u frižider.
4. Sastojke Smese II sjediniti i kuvati sve dok ne provri.
5. Sipati 150 ml smese u kalup prečnika 20 cm i dubine 7 cm. Staviti na smesu zamrznutu zvezdu. Staviti u frižider.
6. Sipati preko svega ostatak smese.
7. Sastojke za Smesu III sjediniti i kuvati dok ne provri.
8. Ulupati belance i malo soli sve dok ne bude čvrsta pena. Dodavati šećer postepeno.
9. Sipati skuvano mleko i mutiti na srednjoj brzini. Dodati čokoladne mrvice. Preko preliti Smesom II.
10. Na kraju, sve preliti Smesom I. Sve zajedno staviti u frižider.

## CHRISTMAS PUDDING

### Ingredients:

#### Mixture I

- 400ml milk
- 1/2 package of agaragar or gelatine
- 1/8 teaspoon of salt
- 75 g sugar
- 20 g chocolate powder
- 50g dark chocolate
- 1/4 teaspoon of chocolate paste
- 1 egg yolk

#### Sauce ingredients:

- 300ml milk
- 1 tablespoon of chocolate powder
- 50 grams of dark chocolate
- 50 g sugar
- 2.5 teaspoons of corn starch

#### Mixture II

- 400ml milk
- 1 packet of gelatin

- 1/2 teaspoon of instant jelly
- 60 g sugar
- 10 drops of mocha paste

#### Mixture III:

- 300ml milk
- 1 tablespoon of chocolate powder
- 25 g sugar
- 3 egg whites
- 1/4 teaspoon of salt
- 75 g sugar
- 50 gr. chocolate crumbs

#### Pudding topping:

- 300ml milk
- 1 tablespoon of chocolate powder
- 50 grams of dark chocolate
- 50 g sugar
- 2.5 teaspoons of corn starch

### Preparation:

1. Combine the mixture and cook until it boils.
2. Add dark chocolate and chocolate paste. Cook until everything melts and gets mixed. Separate a small portion of the mixture and add the egg yolks. Stir and turn off the stove. Combine this mixture with the rest of the mixture and cook again until it boils.
3. Separate 150 gr. of mixture and pour it into a mold in form of star. Put it in the fridge.
4. Combine the components of mixture II and cook it until it boils.
5. Pour 150 mL of the mixture into a mold with a 20 cm diameter and a 7 cm depth. Put a frozen star on the mixture. Put it in the refrigerator.
6. Pour the rest of the mixture over it.
7. Combine the components of mixture III and cook it until it boils.
8. Beat the egg whites and add a pinch of salt until it becomes solid foam. Add sugar gradually.
9. Pour the boiled milk and whip it at middle speed. Add the chocolate crumbs. Pour mixture II over it.
10. Finally pour mixture I. Put everything together in the fridge.

## BOŽIĆNO PEČENO PILE

### Sastojci:

- 1 celo pile, iseći grudni deo i raširiti
- 1/2 supene kašike soka od limuna
- 1/2 kašićice soli
- 2 limunove trave
- 8 listova limunovog lista
- 2 supene kašike slatke soje
- 1 supena kašika palminog šećera
- 500 gr vode
- 2 supene kašike ulja

### Priprema:

Začinskom smesom premazati celo pile i peći u rerni.

### Začini:

- Sjediniti i isitniti u blenderu sledeće namirnice:
- 4 kom crvene ljute papričice
  - 8 glavica crvenog luka
  - 3 čena belog luka
  - 1 kašićicu korijandera
  - 2 cm galanga korena
  - 2 cm đumbira
  - 1 paradajz

## CHRISTMAS ROAST CHICKEN

### Ingredients:

- 1 whole chicken, cut the chest and spread it.
- 1/2 tablespoon of lemon juice
- 1/2 teaspoons of salt
- 2 lemongrasses
- 8 lemon leaves
- 2 tablespoons of sweet soy
- 1 tablespoon of palm sugar
- 500 gr. water
- 2 tablespoons of oil

### Spices:

Mix and chop the following ingredients in a blender:

- 4 red chili peppers
- 8 onions
- 3 cloves of garlic
- 1 teaspoons of coriander
- 2 cm of galanga root
- 2 cm of ginger
- 1 tomato

### Preparation:

Add the spice mixture on the whole chicken and bake it in the oven.



# PROSLAVA BOŽIĆA U FRANCUSKOJ

Praznici posvećeni porodici, deci i siromašnima.

## CHRISTMAS CELEBRATION IN FRANCE

In France, Christmas holidays are devoted to the family, the children and the poor.

Božićni praznici u Francuskoj su u znaku porodičnog okupljanja, poklona i slatkiša za decu, kao i donacija i darova za siromašne, budući da Francuzi veoma vode računa o svojim humanitarnim aktivnostima.

Proslava Božića u Francuskoj nije ista u svim regionima. Većina pokrajina slavi Božić 25. decembra, međutim, u istočnoj i severnoj Francuskoj, slavlje počinje već 6. decembra, u nekim provincijama je La Fete de Sent Nikolas jedan od najvažnijih božićnih praznika. U Lionu, na primer, 8. decembra se obeležava La Fete de Lumieres, omaž Devici Mariji, stavljanjem sveća na prozore da bi se osvetlio grad.

Bogojavljenje se, obično, proslavlja 6. januara, ali u nekim mestima u Francuskoj se slavi tokom cele prve nedelje januara.

Deca stavlju svoje očišćene cipele ispred kamina, u nadi da će ih Pere Noel, francuska verzija Božić Bate, napoliti poklonima. On stiže već 6. decembra, a zatim ponovo na Badnje veče. Slatkiši, voće, orasi, male igračke vise na božićnom drvetu. U nekim krajevima postoji i loša verzija Božić Bate koji kažnjava decu koja su bila nevaljala.

Le Reveillon predstavlja simbolično budenje u smislu Hristovog rođenja i kulinarski je vrhunac sezone, ljudi ga provode kod kuće, ali i u restoranima koji su otvoreni tokom celenoći. Običaj je da se na prozoru ostavlja sveća da bi osvetlila put Devici Mariji. Svaki region u Francuskoj ima svoj tradicionalni božićni meni, sajedima poput guske, piletine, čuretine punjene kestenom, svežih ostriga, kao i obaveznog boudin blanca (slično belom pudingu). Tradicionalna poslastica je i la buche de noel (badnjak) – kolač od čokolade i kestena u obliku šumskog debla. Le pain calendal je specijalitet južne Francuske – božićna vekna koja se tradicionalno dodeljuje siromašnima.

Christmas holidays in France are marked by family gatherings, gifts and candies for children, as well as by donations and gifts to the poor, because French people care a lot about humanitarian activities.

Christmas is celebrated in different ways through France. Most regions celebrate it on December 25, but in eastern and northern France it begins on December 6. In some provinces "la Fête de Saint Nicholas" is one of the most important Christmas celebrations. For example, on December 8, the people of Lyon celebrate "la Fête des Lumières", a homage to the Virgin Mary, during which people put candles on the windows and illuminate the city.

Epiphany is usually celebrated on January 6, but in some places in France it is celebrated in the first Sunday after January the first.

Children clean their shoes and put them in front of the fire, in the hope that Père Noël, the French version of the Santa Claus, will fill them with gifts. He comes first on December 6 and once again on Christmas Eve. Sweets, fruits, nuts and small toys hang from the Christmas tree. In some areas there is even a bad version of Santa Claus that punishes children who have been naughty.

"Le Reveillon" is the symbolic awakening to the meaning of Christ's birth and the culinary summit of the season. People spend it at home or at some restaurant that is open all night. It is customary to place a candle on the window in order to light the way to the Virgin Mary. Each region in France has its own traditional Christmas menu, with dishes such as goose, chicken, turkey stuffed with chestnuts, fresh oysters, as well as the mandatory Boudin Blanc (similar to white pudding). The traditional dessert is "La Buche de Noël", a chocolate cake and chestnut in the form of log. "Le Pain Calendal" (in southern France) is a



Galette des rois se sprema za Bogojavljenje – okrugli kolač koji se seče na komade, a gostima ga dele deca.

La buche de noël je čokoladna biskvit-rolada u obliku debla, smeštena ispred okićene jelke, simbolizuje drevni panj. Nekada su u ovim krajevima isti ovaj panj spaljivali, kako bi se tim svetlom rasterali duhovi. No, kad već stalno spominjemo okićenu jelku, treba napokon napisati koju je prvi postavio! Prva jelka zasvetlela je u pokrajini Alzas, početkom 17. veka. Godine 1840, vojvotkinja od Orelana prenela je božićno drvce u Pariz.

Još jedan važan aspekt francuskih božićnih proslava su jaslice. Naime, u svakoj kući nalazi se kutak u kojem se oživljava sećanje na rođenje Hrista, tako što se postavljaju figure ljudi i životinja, a izvode se i predstave da bi deca naučila važne ideje hrišćanstva.

U Francuskoj, stvari su nešto toplijе i šarmantnije. Na primer, u njihovom izvođenju jaslica, sveci koji stoje oko maloga boga, zapravo su veseli bogataši, seljaci, ribari i pralje, svi odeveni u odore iz 19. veka. Oni donose pozdrave svetoj porodici.

Imela visi iznad vrata tokom Božića da bi donela sreću tokom cele godine.

### **Tradisionalni francuski specijaliteti po pokrajinama**

Francuzi su posebno ponosni na svoju kuhinju, koja predstavlja elementarni deo nacionalne kulture. Koreni uspeha francuske kuhinje vezuju se za krunisanje Katarine Mediči za francusku kraljicu u 16. veku, koja je

Christmas bread, which is traditionally given to the poor. “La Galette des Rois” (for the Epiphany) is a round cake, which is cut into pieces and children give it to guests.

“La Buche de Noël”, a chocolate biscuit roll in the shape of log, is placed in front of the decorated tree, symbolizing our old tree stump. In older times people used to burn tree stumps to expel spirits with the light of the fire. However, given that we constantly talk about decorated Christmas trees, we should say who used them for the first time. The first Christmas tree was lit up in the province of Alsace in the 17th century. In 1840, the Duchess of Orléans transported a Christmas tree to Paris.

Another important aspect of the French celebration of Christmas is the nativity scene. In fact, there is a corner at every house, where the memory of Christ’s birth is revived, by putting figures of people and animals. The nativity of Christ is also performed as a play, so that children could learn the most important ideas of Christianity.

In France, things are a little warmer and more charming. For example, in French nativity scenes, the saints who stand around the little Jesus are actually rich peasants, fishermen and washerwomen, all dressed in 19th century clothes. They are all paying homage to the Holy Family.

During Christmas, mistletoes hang above the door, in order to bring happiness throughout the year.

### **Traditional French dishes by province**

The French are particularly proud of their cuisine, and it is a fundamental part of their national culture. The roots of

sa sobom povela vrsne firentinske kuvare iz, do tada, ne-prikosnovene gastronomске meke.

**Bretanja (Bretagne).** Na pijacičnim tezgama pronaći ćeće coquilles St Jacques (morske školjke), jastoge, rakove, škampe, mušlje i ostrige. Osobenost ovog regiona su i tradicionalne palačinkarnice u kojima uz gutljaj domaćeg cidera možete uživati u izvrsnim palačinkama i galetama od heljdinog brašna. O značaju ovih palačinki govori i nacionalni praznik koji je nastao njima u čast – 2. februara, na La Chandeleur dan, dodatnu sreću za celu narednu godinu pospešićete ako jedete ovaj specijalitet.

the success of French cuisine are associated with the coronation of Catherine de Medici, Queen of France in the 16th century. She brought with her excellent cooks from Florence, which was then the undisputed gastronomic Mecca.

**Brittany (Bretagne).** You will find in the market “Coquilles Sant Jacques” (clams), lobster, crab, shrimp, mussels and oysters. Traditional pancake restaurant represent a peculiarity of this region. There you can enjoy excellent pancakes and buckwheat wafers with a sip of homemade cider. The importance of these pancakes is confirmed by the national holiday in their honor. The second

of February is known as the day of “La Chandeleur”. According to the tradition, if you eat this delicacy on that day, you will enjoy happiness during the entire year.

**Burgundy (Bourgogne).**

Burgundian snails are a highly valued delicacy among gourmets. Snails “Escargots a la Bourguignonne” are filled with garlic butter. A typical dish is the “Boeuf Bouguignon”, a veal stew with red Burgundy wine. The most famous product of the region is the Dijon mustard, a fantastic support for sauces and red meat.

**Alsace.**

The specialty is the “Choucroute”, sauerkraut garnished with potatoes and accompanied by different kinds of meat, such as sausages, pork or ham. “Baeckaoffe” is a unique stew prepared in the village of

Soufflenheim, a combination of pork, lamb and veal with arranged potatoes. Cakes and desserts are varied, but one of the best is “Kougelhopf”, which is a brioche with butter, eggs, raisins and almonds marinated in cherry brandy.

**Provence (La Provance).**

The main ingredients of Provencal cuisine are olive oil, garlic and herbs. The famous “Ratatouille” is a stew made of vegetables prepared with tomatoes, peppers, zucchini, onions and olive oil. The “Niçoise” salad is another delicacy from the southern coast. The seafood bouillon “La Bouillabaisse” and the “Anchoiade” sauce are made of anchovies, olive oil and garlic. They are two authentic seafood dishes from Provence.

**Normandy (Normandie)**

is the home of “Camembert” cheese, which has been produced for more than 200 years in a village that has the exclusive right to produce it still today. In Normandy apples play an important role as culinary ingredients. They are used not only in desserts but also for the production of spirits and liqueurs. The famous apple cider Calvados is used in the creation of another national symbol, the “Pommeau de Normandie” cocktail.

Black Perigord truffles, rare mushrooms with unique taste and aroma, are hidden below the surface of the land of



Buche Noel - čokoladni rolat /  
Buche Noel - chocolate roll

**Burgundija (Bourgogne).** Burgundijski puževi su izuzetno cenjena poslastica među gurmancima. Puževi escargots a la Bourguignonne su punjeni puterom sa belim lukom. Tipično jelo je i boeuf Bourguignon, teleći paprikaš sa crvenim burgundskim vinom. Nadaleko čuveni proizvod regije je i dižonski senf, fantastična podrška sosevima i crvenom mesu.

**Alzas (Alsace).** Specijalitet je chouchroute, kiseli kupus sa garniranim krompirima i praćen mesnim varijacijama kao što su kobasicce, svinjetina ili šunka. Baeckaoffe je jedinstveni gulaš koji se priprema u selu Soufflenheim, a kombinacija je svinjskog, jagnjećeg i telećeg mesa aranžiranog krompirom. Kolači i deserti su raznovrsni, ali među najboljima se izdvaja kougelhopf, brioš sa puterom, jajima, suvim grožđem i bademima mariniranim u višnjevači.

**Provansa (La Provance).** Glavni sastojeći provansalske kuhinje su maslinovo ulje, beli luk i začinsko bilje. Čuveni ratatouille je paprikaš od povrća koji se priprema od paradajza, paprika, tikvica, luka i maslinovog ulja. Salata nicoise još jedna je od poslastica južne obale. Bujon od morskih plodova bouillabaisse i sos anchoiade

Guščija pašteta /  
Goose pate



Pečena patka sa prelivom od ostriga /  
Roast duck with oyster dressing



Pečena patka /  
Roast duck



napravljen od inčuna, maslinovog ulja i belog luka, dva su autentična morska jela Provanse.

**Normandija (Normandie)** je postojbina camembert sira koji se proizvodi već više od 200 godina u istoimenom selu koje ujedno ima i ekskluzivitet u njegovoj proizvodnji i danas. U normandijskoj igri kulinarskih sastojaka, jabuke igraju značajnu ulogu. Ne koriste se samo u desertima već i za proizvodnju alkoholnih pića i likera. Čuveni jabukov cider i dominantan jabukov brendi kalvados u svojoj mešavini kreiraju još jedan nacionalni znak, koktel pommeau de Normandie.

U regionu Perigord, ispod površine zemlje nalazi se skriven crni perigord tartuf, veoma retka pečurka, jedinstvenog ukusa i arome. Ovaj tartuf sastavni je deo soseva i omleta, a mnogim jelima daje posebnu aromu. Guščija džigerica je druga na listi delikatesa ovog regionala. Nadalesko čuveni foiegras u ovoj regiji je tradicionalno jelo za Božić i Novu godinu.

**Savoj (Savoie)** odlikuje tradicionalna planinska kuhinja bazirana na krompiru i siru. Neki od najlepših savojskih sireva su tomme de Savoie, beaufort, roblochon i emmentaler de Savoie. Fondi, mešavina sira otopljenog u belom vinu, polako postaje internacionalno jelo.

**Lion (Lyon)** je gastronomска prestonica Francuske. Andouillette de Lyon tradicionalna je domaća kobasica punjena svinjskim crevcima, a potom marinirana u belom vinu. Riblje knedle quenelles i suve kobasice napravljene od svinjskog buta, redovan su dnevni repertoar.

Perigord region. This truffle gives a special flavor to sauces, omelets, and many dishes. Goose leaver is second on the list of delicacies of this region. The famous "foiegras" is the traditional dish for Christmas and New Year in this region.

**Savoy (Savoie)** features traditional mountain dishes based on potatoes and cheese. Some of the best Savoy cheeses are "Tomme de Savoie", "Beaufort", "Roblochon" and "Emmentaler de Savoie". Fondue, a mixture of different kinds of cheese melted in white wine, is slowly becoming an international dish.

**Lyon** is the gastronomic capital of France. "Andouillette de Lyon" is a traditional sausage stuffed with pork chitterlings and then marinated in white wine. Fish dumplings "Quenelles" and dry pork leg sausages are part of the regular daytime repertoire.

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# FABJAN

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*Lifestyle* DIZAJN // DESIGN

# TAMARA JARIĆ

*Inspiriše me i privlači  
Nju Jork*

Svaka žena mora da ima dobru obuću, malu crnu haljinu i kvalitetnu jaknu u svom ormaru“

*New York inspires  
and attracts me.*

“ Every woman should have good shoes, a little black dress and a high-quality jacket in her closet”



*Mlada dizajnerka odeće Tamara Jarić, na jesenjoj Nedelji mode u Beogradu, predstavila je kolekciju Morocco Dreams za proleće i leto 2014. godine, inspirisanu arhitekturom marokanskih kraljevskih palata. Kako kaže, inspiracija joj često služi kao pravac u kojem kolekcija treba da ide, da se ne bi izgubila u procesu stvaranja. Važno joj je da napravi interesantne i nosive modele, a ne to koliko će kolekcija ličiti na neki određeni motiv, zemlju ili ličnost...*

*Radila je u firmi S. Rothschild & Co, poznatoj po licenci kaputa za kuće Tomy Hilfinger, DKNY i Eli Tahari, bila je i jedan od šest dizajnera organizacije Fashion incubator San Francisco, a 2012. godine pokrenula je RTW liniju ženske odeće. Diplomirala je modni marketing i menadžment na američkom univerzitetu Berkli.*

„Dolazak na domaću modnu scenu se desio brzo i bez velikih očekivanja, tako da nisam bila spremna za medijsku pažnju koju sam dobila. Veoma sam zadovoljna zbog toga jer mi je to donelo ubrzano razvijanje posla u Srbiji. Želela bih da oformim tim ljudi koji će biti stalno uz mene“, kaže na početku intervjuja Tamara Jarić.

### **Na koja tržišta planirate da se proširite?**

„Za početak, volela bih da se etablim u Beogradu i na domaćem tržištu, čvrsto sam uverena da postoji potencijal za tako nešto. Što se tiče daljih planova, jednog dana se nadam internacionalnom uspehu. Inspiriše me i privlači Nju Jork, grad u kojem se osećam kao kod kuće, tako da bi bilo sasvim prirodno da pokušam i tamo, kada bude bilo adekvatno vreme za to. Već sam radila u San Francisku, odakle nosim zaista dragocene uspomene.“

### **Da li se generalno povodite za najnovijim trendovima ili samo u nekim detaljima?**

„Svetsku modnu scenu pratim informativno i volim da sam uključena u trenutna dešavanja. Volim da vidim siluete i materijale koji se pojavljuju na modnim pistama, mada me više interesuje ulična moda i šta ljudi zapravo nose.

Trudim se da detalji budu originalni i prepoznatljivi i na njima najviše radim. Studiozno i temeljno kreiram detalje. Sve u svemu, uvek se trudim da budem drugačija jer mislim da je to ključno za opstanak.“

### **Šta Vam najviše smeta na svetskoj, a šta na srpskoj modnoj sceni?**

„Modni ciklusi se brzo smenjuju. Dizajneri, kao i potrošači, jedva sve stignu da isprate. Nije dovoljno iskreirati dve kolekcije godišnje – morate non-stop biti zanimljivi i često izbacivati nove kreacije. Iz tog razloga,

*During the Autumn Fashion Week of Belgrade, the young fashion designer Tamara Jarić, presented her collection “Morocco Dreams” for the spring and summer of 2014, which was inspired by the architecture and royal palaces of Morocco. As she says, her inspiration often shows her the direction, in which the collection should go on, so that it will not get lost during the creation process. It is important to make interesting and wearable models, but not inasmuch that the collection will resemble a certain motive, country or personality...*

*She worked at the company, “S.Rothschild & Co.” well-known for having the license of “Tommy Hilfinger”, “DKNY” and “Eli Tahari” home coats. She was also one of the six designers of the organization “Fashion Incubator San Francisco”. In 2012 she launched the “RTW” women’s clothing line. She graduated fashion marketing and management at the American University of Berkeley.*

“My arrival to the domestic scene took place quickly and without great expectations, i.e. I was not ready for the attention that mass-media gave me. I am very happy about that and it certainly contributed to my rapid business development in Serbia. I would like to create a team of people that will be with me constantly” - Tamara Jarić said at the beginning of the interview..

### **Which markets are you planning to expand to?**

“For the beginning, I would like to gain a solid position in Belgrade and in the domestic market, and I strongly believe that there is potential for that. As for future plans, I hope that one day I will enjoy international success. New York inspires and attracts me. It is a city where I feel at home and therefore it would be natural to try there, when the right time will come. I have already worked in San Francisco and I have great memories from there”.

### **Do you follow the latest trends, or just some details of them?**

“I follow the Global fashion scene only at an informative level and I love to be included in the current events. I love to see the silhouettes and materials that appear on the catwalk, but I am more interested in street fashion and what people actually wear.

I try to use original and distinctive details and I work a lot on them. I create details meticulously and thoroughly. By the end of the day, I always try to be different, because I think that it is the key to survival”.

sve počinje da liči jedno na drugo. Postoji više ljudi koji kopiraju i od toga prave biznis, a manje ima originalnih dizajnera. Srpska modna scena puno pažnje pridaje drami i površinskoj strani mode. Na primer, mnogi su me pitali da li će Adriana Lima, supruga mog brata Marka, biti zaštitno lice mog brenda, što govori koliko ne znaju pravu stranu posla i da je to samo jedan segment u celoj mašineriji za koju morate da budete sposobni.“

### **Koliko porodične veze mogu da pomognu u proboru na svetsko tržiste?**

„Biti na svetskom modnom tržistu donosi dosta stresa i novčanog ulaganja. To su ozbiljne poslovne priče i, kada se budem odlučila za taj korak, nadam se da će imati dobro razrađen biznis. Porodične veze će mi sigurno dati veću vidljivost i mogućnost da se prezentujem uticajnim ljudima. Prirodno je da porodica stoji uz Vas, kojim god poslom da se bavite. Svi članovi porodice me podržavaju, baš kao što i ja njih podržavam u poslovima kojima se oni bave.“

### **Ko Vas inspiriše, za koga biste kreirali?**

„Kada kreiram, počinjem od sebe i svojih prijateljica koje se često žale kako je sve isto i kako ne mogu da nadu nešto drugacije. To mi je uvek polazna tačka. Ne razumem zašto bih kreirala farmerice, kada ih već Kelvin Klajn ili Levis dobro rade godinama. Iz tog razloga, ciljam na odevne predmete koji nemaju veliku konkureniju, kao što su kaputi, na primer. Inspiriše me baš sve. Sa sobom nosim knjižicu u koju upisujem ideje i često fotografišem objekte oko sebe. To može biti hartija na ulici, scena iz filma, muzika, sport. Ipak, mislim da me najviše inspiriše ljudsko telo i načini na koje mogu ob-

### **What bothers you most in the world of fashion and what do you dislike most on the Serbian fashion scene?**

“Fashion cycles change very fast. Both, designers and consumers can hardly follow them. It is not enough to create two annual collections. You must constantly be interesting and frequently launch new creations to the market. That is why; everything begins to look the same. There are more people that copy and make business on that than real and original designers. The Serbian fashion scene pays too much attention drama and the superficial side of fashion. For example, many people asked me if Adriana Lima, wife of my brother Marko, will be the official face of my brand. That shows how much they do not understand about this work and how they see just one segment of this entire machinery, which must be mastered”.

### **How can family ties help in penetrating the global market?**

“Being in the global fashion market implies a lot of stress and financial investments. It is a serious business and I hope that, when I will decide to take that step, I will have a well outlined business. Family ties will surely give me greater visibility and opportunities to present myself to influential people. It is natural that my family will support me, regardless what I am going to do. All the members of my family support me, just as I support them in everything they do”.

### **Who inspires you? For whom would you like to create?**

“When I create a start from myself and my friends, who often complain about the fact that everything looks the same and that they cannot find anything different. That is always my starting point. I do not understand why I should create another pair of jeans just like those that Calvin Klein and Levis have been manufacturing so well for years. For that reason I aim at articles, where there is not a large competition, such as coats, for example. Everything inspires me. I always carry a booklet, where I write down my ideas, and I often take pictures of objects around me. It can be a piece of paper on the street, a scene from a film, music or



likovati materijal oko tela. Iz tog razloga, retko kad crtam – direktno užimam materijal i manipulišem ga na modelarskoj lutki.

### **Šta najviše volite da nosite od odevnih stvari drugih dizajnera, a šta od svojih?**

„Jedan moj outfit se, uglavnom, sastoji od raznih kombinacija i retko će to biti samo jedan brend u pitanju. Volim da kombinujem sportsko i elegantno, seksi i poslovno, moderne komade sa vintidž detaljima ali da sve, na kraju, izgleda svedeno. Kada je hladno, nosim svoje kapute.“

### **Da li pratite emisije o takmičenjima dizajnera i šta mislite o njima, koliko pomažu popularnosti?**

„Obožavam da gledam Project Runway, mada mi se u poslednje vreme više svđa emisija Fashion Star, zato što je realnija. Mislim da su te emisije i zanimljive i korisne, jer pružaju šansu dizajnerima raznih profila – od školovanih do modno neobrazovanih, početnika, hobista, pa i do onih koji su već nešto ozbiljnije uradili u modi. Ali, mislim da mali broj njih ostane u tome kada se reflektori ugase. Emisije takve vrste isključivo služe za popularizaciju učesnika i pružaju mogućnost da ih upozna široka masa.“

### **Koji komad Vam je najteži za kreiranje?**

„Već na početku samog kreiranja kolekcije, razmišljam o stajlingu i kako će sve da izgleda zajedno. Ne volim outfite gde je sve „predizajnirano“, već volim nonšalantni stil – jedan originalni komad ukombinovan sa prilično jednostavnom bluzom. Često se koncentrišem na taj originalni komad koji je komplikovaniji, a zaposnavam propratni komad koji bi trebalo da bude lakši za kreiranje.“

### **Šta svaka žena mora da ima u svom ormanu? Koji Vam se modni trend, tokom poslednjih godina, najmanje sviđao? Mislim i na obuću.**

„Svaka žena mora da ima dobru bazu što, između ostalog, uključuje dobru obuću, malu crnu haljinu i kvalitetnu jaknu. Moja garderoba se, uglavnom, sastoji od jednostavnih komada upotpunjениh ultramodernim komadima, ponekim zanimljivim aksesoarima. Jedina slabost su mi naočare – obožavam ih. Uglavnom mi se dopadaju tendencije i smer u kojem se kreće moda. Jedino mi, možda, smeta to što su se žene izborile za svoja prava na Zapadu, a to je uticalo na odeću koja je često skrojena da prekrije obline i žensku figuru. Mislim da moderna žena i dalje može da bude ženstvena.“

*Autor/Author:  
Nada Grujić*

sport. I think that the human body and the ways to shape different materials around it is what inspires me most. For this reason, I rarely make drawings, but I rather take materials and manipulate them on the modeling doll.

### **What do you like most to wear out of the creations of other designers and yourself?**

“My outfit consists mainly of various combinations and therefore it rarely happens that I wear only one brand. I love to combine sport and elegant, sexy and business, modern and vintage, but at the end of the day, everything must look harmonious. When it is cold I wear my coats”.

### **Do you watch design competitions? what do you think about them? How much do they help increase your popularity?**

“I love to watch” Project Runway”, although in the last time I like more the TV show “Fashion Star”, because it is more realistic. I think that these shows are interesting and useful, because they give a chance to designers of various profiles - fashion educated and uneducated, beginners, hobbyists, and even to those that have already done something serious in the field of fashion. But I think that just a few of them remain on the scene after the spotlights are turned off. The only benefit of this kind of programs is that they provide popularity and visibility by large masses.”

### **Which was your most difficult creation?**

“When I start creating a collection, I think about the styling and about how everything will look together. I do not like outfits, in which everything is pre-designed. I love when it is casual, when a piece is paired up in a fairly original way with a simple blouse. I often concentrate on that original piece, which is more complicated, neglecting the accompanying pieces that should be easier to create”.

### **What should every woman have in her closet? Which fashion trend have you liked the least in the last years? I am thinking about the shoes?**

“Every woman should have a good base, which includes among others, good shoes, a little black dress and a high-quality jacket in her closet. My closet mainly consists of simple pieces complemented by ultra-modern pieces and some interesting accessories. Glasses are my only weakness - I love them. Basically I like the tendencies and the direction in which fashion is moving. The only think that I might criticize is that the women's fight for their rights in the West has influenced fashion, in such a way that clothes are often tailored to cover the curves and the feminine figure. I think that modern women should still be feminine”.



# Свечани концерт

ПОВОДОМ 40 ГОДИНА ШКОЛЕ

ЗАДУЖБИНА ИЛИЈЕ М. КОЛАРЦА, ВЕЛИКА ДВОРАНА,  
СРЕДА 25. ДЕЦЕМБАР У 20 ЧАСОВА

Сва прикупљена средства од продаје карата (слободна продаја и ВИП донаторске карте), после обдијених минималних трошкова организације самог концерта, биће уплаћена у пуном износу на наменски рачун Школе за музичке таленте у Ђулурији.



у организацији Фондације

уз подршку:



direct media pr



## **Svečanost na "Kolarcu" Note podrške za muzičke talente iz Ćuprije**

Beograd, 26. decembar 2013.- Proslavljeni bivši učenici Škole za muzičke talente iz Ćuprije sinoć su nastupili na dobrovornom koncertu u velikoj dvorani zadužbine Ilike M. Kolarca. Ovom prilikom, oni su izveli neke od najpoznatijih kompozicija svih vremena, a publika je sa velikim uživanjem pratila svaki odsvirani takt. Zahvaljujući Fondaciji "Dobar glas", sav prihod od prodaje karata je usmeren Školi za muzičke talente iz Ćuprije. Na taj način, svi posetioци koncerta su pomogli napredovanje talentovanih muzičara iz cele Srbije.

Na koncertu proslavljenih bivših i sadašnjih učenika Škole za muzičke talente iz Ćuprije publika je bila u prilici da čuje neka od najvećih srpskih imena klasične muzike koji danas sviraju na vodećim svetskim scenama, a nekada su bili đaci Škole, kao što su: Gordan Nikolić (koncertmajstor Londonske Filharmonije), Maja Avramović (Berlinska Filharmonija) i mnogi drugi.

U svetu poznata po svom jedinstvenom konceptu i vrhunskim rezultatima, Škola za muzičke talente iz Ćuprije, jedna je od naših najprestižnijih ustanova za muzičko obrazovanje. Ova ustanova ima dugu tradiciju i ove godine je upisala svoju četrdesetu generaciju učenika.

Školu za muzičke talente upisuju najdarovitija deca, a zbog jedinstvenog načina rada ove škole, učenici se veoma brzo, na jedinstven način razvijaju u profesionalne muzičare i umetnike. Sličan način rada praktikuju još samo dve ustanove na svetu: muzičko učilište pri Konzervatorijumu Čajkovski u Moskvci i Škola Jehudi Menuhin u Londonu.

Puna sala zadužbine Ilike M. Kolarca i zadovoljna lica kako izvođača tako i njihovih nekadašnjih profesora, još jednom su pokazali da kombinacija pravih nota, navodi svakog čoveka da iz svog karaktera izvuče ono najkvalitetnije.

## **Celebration at "Kolarac" Notes of support for the musical talents from Ćuprija**

Belgrade, December 26, 2013 – Yesterday, the pupils of the School for Musical Talents of Ćuprija participated in a charity concert at the Great Hall of the Foundation "Ilija M. Kolarac". On this occasion they performed some of the most famous works of all times and the audience followed with great enthusiasm each note. Thanks to the Foundation "Dobar glas" (Good Voice), all the income from the sale of the tickets will be donated to the School for Musical Talents of Ćuprija. In this way, the entire audience contributed to the development of talented musicians from all Serbia.

At the concert held by former and current pupils of the School for Musical Talents of Ćuprija, the audience had the chance to listen to some of the most famous Serbian classical musicians, including: Gordan Nikolić (Concertmaster of the London Philharmonic Orchestra), Maja Avramović (Philharmonic Orchestra of Berlin) and many others. Also these musicians, who are nowadays performed on the most famous stages of the world, were once just pupils.

The School for Musical Talents of Ćuprija is one of our most prestigious institutions for musical education and it is famous world-wide for its unique concept and excellent results. The School has a long traditions and its fortieth generation of pupils was enrolled this year.

The most talented children enroll at the School and develop very fast as professional musicians and artists, thanks to the unique work method of this school. There are just two other schools that have a similar work system: the Music School of the Tchaikovsky Conservatorium in Moscow and the Jehudi Menuhin School in London.

The full auditorium of the "Ilija M. Kolarac" Foundation and the happy faces of both, performers and their former professors, proved once again that the right combination of notes help us show the best of ourselves.

# ***Tradicionalni Dobrotvorni bazar***

Međunarodni klub žena iz Beograda (IWC) i ove godine organizovao je Dobrotvorni bazar, trinaesti po redu, u nedelju, 1. decembra 2013. od 10 do 16 časova, u Hali 2 Beogradskog sajma uz saradnju salokalnim nevladini-morganizacijama koje pružaju pomoć najugroženijim populacijama u Srbiji. Međunarodni klub žena je registrovana nevladina organizacija sa približno 200 članica iz preko 40 zemalja.

Na Dobrotvornom bazaru ove godine bilo je čak 57 štandova, sa predstavnicima iz 48 zemalja. Posetioci su mogli da uživaju ne samo u egzotičnom iskustvu kupovine suvenira, knjiga, igračaka, odeće i raznih drugih predmeta sa svih strana sveta, nego i da probaju tradicionalna jela različitih kuhinja, naravno kao i dobro poznate specijalitete, pića i napitke. Sav prihod je namenjen humanitarnim projektima u Srbiji.

Dobrotvorni Bazar nije samo najveći humanitarni dogadjaj Medunarodnog kluba žena, nego jedan od najvećih projekata prikupljanja novčanih sredstava u Srbiji. Bazar je ove godine otvorila Njeno Kraljevsko Visočanstvo Princeza Katarina.

Ovaj atraktivan i omiljen događaj, ove godine bio je veći i raznolikiji nego ikad. Pored obilaženja štandova sa proizvodima iz svih zemalja sveta, posetioci su mogli da uživaju u kulturno umetničkom programu sa pesma-

# ***Traditional Charity Bazaar***

Also this year, the International Women's Club of Belgrade (IWC) organized the Charity Bazaar on Sunday, the 1st of December 2013 from 10:00 to 16:00, at Hall 2 of the Belgrade Fair in cooperation with local non-governmental organizations that provide assistance to the most vulnerable populations in Serbia. The International Women's Club is a registered non-governmental organization with approximately 200 members from over 40 countries.

At a charity bazaar of this year there were as many as 57 stands with representatives from 48 countries. Visitors enjoyed not only the exotic experience of buying souvenirs, books, toys, clothes and other miscellaneous items from all around the world, but they also had the chance of tasting traditional dishes of different cuisines, and of course, well-known dishes, drinks and beverages. All the revenue was dedicated to humanitarian projects in Serbia.

The Charity Bazaar is not only the largest fundraising event of the International Women's Club, but also one of the largest fundraising events in Serbia. This year's edition of the Bazaar was opened by Her Royal Highness Princess Katarina.

This year, the attractive and popular event was larger and more diverse than ever. Besides walking along the stands with products from all over the world, visitors

could also enjoy the cultural and artistic program with songs and dances from the most exotic up to the most modern. Among others, the champions of the "Terazije Theatre" Ivan Knežević and Slobodan Stefanović performed the best songs of popular musicals. The event was adorned also by the participation of "Tango Natural" and the "Thalia" ensemble, which presented the colorful Mexican dance "Vera Cruz and Halisco". These are just a few of the 200 artists that participated in the event.

There was also a lottery with many attractive prizes, including 24 bottles of homemade rakia, donated by President Tomislav Nikolić, a mosaic - artwork of Mrs. Dragica Nikolić, a week-long stay in Egypt for



Otvaranje Bazara, Oksana Smerechuk i NJKV Princeza Katarina

ma i plesovima od egzotičnih do modernih. Između ostalog, čule su senajlepše pesme iz popularnih mjuzikala u izvođenju prvaka "Pozorišta na Terazijama" Ivane Knežević i Slobodana Stefanovića, biće tuplesači ansambla "Tango Natural", pa živopisne meksičke igre "Vera Kruz i Halisco" grupe "Talija", da pomenemo samo neke od preko 200 izvodača.

Organizovana jejlutrija sa mnogo atraktivnih nagrada, među kojima su 24 flaše domaće rakije koje poklanja Predsednik Tomislav Nikolić, mozaik – umetničko delo gospode Dragice Nikolić, sedmodnevni boravak u Egiptu sa sve avionskim kartama za 2 osobe, boravak u Tunisu sa avionskim kartama za 2 osobe, vikend za dvoje na Kopaoniku, vikend za 2 osobe u Etno-eko selu "Vranuša", mnogo vaučera za ručkove i večere u najboljim beogradskim hotelima i restoranima i još mnogo toga. Cena srećke bila je 200 dinara.

U Dečijem kutku roditelji su mogli da ostave na nekoliko sati svoju dečicu, koja su uživala u mnoštvu raznih zabavnih aktivnosti, kao što su bojenje lica, lutkarsko pozorište, pravljenje grnčarije i figurica od plastelina, skakanje u gumenom zamku. Naravno, prisutan je bio i Deda Mraz koji je nosio punu vreću slatkiša i delio ih deci.

Prošle godine Bazar je privukao oko 5.000 posetilaca i sakupio više od 110.000 evra. Svakaprikupljena sredstva su upotrebljena suza dobrotvorne akcije u Srbiji, kao što su pomoći starima i osobama sa posebnim potrebama, borba protiv diskriminacije nad polovim a trgovine ljudima i pomoći drugim ugroženim populacijama.

two people, including plane tickets, a travel in Tunisia for two people, including plane tickets, a weekend for two in Kopaonik, a weekend for two in the Ethno-Eco Village "Vranuša", many vouchers for lunches and dinners at the finest Belgrade hotels and restaurants etc. The price of the lottery tickets was 200 RSD.

Parents could leave their children for a few hours at the Children's Corner, where the little ones enjoyed a variety of fun activities, such as face painting, puppet theater, pottery and clay figurine making, as well as jumping in an inflatable rubber castle. Of course, also Santa Clause was present there, with a big bag full of candies that he gave to children.

Last year the Bazaar brought together around 5,000 visitors and collected more than 110,000 EUR. All the revenue is used for charity events in Serbia, such as helping the elderly, people with special needs and other vulnerable populations, as well as the fight against gender discrimination and human trafficking.





# **Mrs Srbije DRUGA NA SVETSKOM TAKMIČENJU U KINI!**

## ***Mrs. Serbia WON THE SECOND PLACE IN THE WORLD CONTEST IN CHINA!***

Ivana Rašković, pobednica novinarskog žirija na izboru za Mrs Srbije (Gospodu Srbije), osvojila je drugo mesto na svetskom izboru organizovanom 27.oktobra u Kini. Pobedila je u konkurenciji 70 lepotica iz celog sveta.

Izbor za Mrs Globe 2013, pored Mrs World, predstavlja najprestižnije takmičenje lepote za žene i majke. Ovo je prvi put da naša zemlja ima predstavnicu, a Ivana je uspela da postigne ogroman uspehi da se, već na prvom učešću Srbije, izbori za mesto prve pratilje.

Ana Šargić, bivša Miss Jugoslavije 2002.i top 20 Miss Sveta 2002, koja je u aprilu 2013. imenovana za direktorku nacionalnog takmičenja i licence Mrs World za Mrs Serbia, za Globe kaže:

– U aprili 2013.godine, ostvario mi se san i dodeljena mi je licenca za Mrs World, a ubrzo nakon toga i licenca za Mrs Globe. Mrs World i Mrs Globe su dva najprestižnija svetska takmičenja za žene i majke. Godina 2013. je bila jako nepredvidiva jer mi je, nakon potpisivanja ugovora, traženo da iste godine pošaljem predstavnice na dva svetska izbora, što nimalo nije jednostavno, ako uzmete u obzir da počinjete od nule i da nemate više od dva meseca za pripremu zvaničnog izbora, nakon kojeg treba da pripremite ambasadorke naše zemlje za svet. Moj cilj je da, pored licence za Mrs World i Mrs Globe, dobijem pravo na još dve licence koje će mi omogućiti da veći broj naših mama pošaljem u svet. Želim da naglasim da se sve žene i majke mogu prijaviti i apelujem da to urade bez ustručavanja, jer izbor za Mrs Srbije propagira zdravu

Ivana Rašković, who was declared “Mrs. Serbia” by a jury of journalists, won the second place in the global competition organized on October 27 in China. She won the contest against 70 beauties from the entire world.

In addition to “Mrs. World”, “Mrs. Globe 2013” represents the most prestigious beauty contest for women and mothers. It is the first time our country has a representative in that competition, and Ivana succeeded to achieve great results, by competing for the first position.

Ana Šargić, former “Miss Yugoslavia 2002” and one of the top 20 at “Miss World 2002”, was appointed in April 2013 as Director of the National Competition and “Mrs. World” license holder for “Mrs. Serbia” and the “Mrs. Globe”.

She told us: “In April 2013 a dream came true. I obtained the “Mrs. World” license, and shortly after that the “Mrs. Globe” license as well. “Mrs. World” and “Mrs. Globe” are the two most prestigious competitions for women and mothers. 2013 was a very unpredictable year, because after signing the contract, I was required to send representatives to the two global competitions, which is a small and simple deal, if you consider that I had to do everything from the scratch and that I had about two months to prepare the official contest at local level and, after that, to prepare the two Ambassadors of our country to the world. My goal is that, in addition to the licenses for “Mrs. World” and “Mrs. Globe”, I will obtain the rights for two more licenses that will allow me send more of our mums



porodicu i potpuno je orijentisan i fokusiran na ženu kao stub društva.

Ana je majka bliznakinja Sare i Hane, pa je posao usklađivanja poslovnih obaveza i materinstva teško:

– Moram priznati da je jako naporno. Ima više od dve godine od kako sam se odrekla spavanja dužeg od četiri sata. Imam bliznakinje Saru i Hanu i podrazumeva se da sam im jako posvećena. Sa druge strane, obožavam svoj posao i jedini način da budem srećna i zadovoljna je da balansiram i pronađem sredinu između poslovnog i privatnog života.

*Autor / Author:  
Nada Grujić*

to the world. I want to emphasize that all women and mothers can participate and I urge them to do so without hesitation, because the Mrs. Serbia promotes healthy families and it is fully oriented and focused on women, as pillars of society.”

Ana is mother of the twins Sara and Hana, and her task is to combine work duties and motherhood aims:

“I must recognize that it is very hard. Over two years have passed since I gave up sleeping longer than four hours. On the one hand, I have my twin daughters, Sara and Hana and it is evident that I am totally dedicated to them. On the other hand, I love my job and the only way I can be happy is two balance these to sides and find a middle point.”



## ***Dečija Novogodišnja čarolija u hotelu METROPOL***

U subotu, 14. decembra u hotelu Metropol Palace održana je humanitarna akcija dodele novogodišnjih paketića deci iz Prihvatališta za decu u okviru Zavoda za vaspitanje dece i omladine u Beogradu, koju hotel Metropol Palace organizuje u saradnji sa kompanijom LEO.

Dragana Mudrić, generalna direktorka hotela Metropol Palace, izrazila je zadovoljstvo povodom predstojeće praznične akcije: Izuzetno mi je drago što je hotel Metropol Palace kao društveno odgovorna kompanija ponovo u prilici da podrži i pomogne rad Prihvatališta za decu, ovog puta kroz lepu prazničnu aktivnost. Deca Iz Prihvatališta pored novogodišnjih paketića obradovali su se i predstavi DEDA MRAZOVA ČAROBNA KUĆA, u izvođenju grupe UNA SAGA SERBICA.

## ***New year magic for children at METROPOL PALACE HOTEL***

On Saturday, December 14, there was held a humanitarian action at the Metropol Palace Hotel, at which New Year gifts were handed to the children from the Shelter of the Institution for the Education of Children and Young People of Belgrade. The action was organized by Metropol Palace Hotel, in collaboration with LEO company.

The General Director of the Metropol Palace Hotel, Dragana Mudrić, expressed her satisfaction for the humanitarian action: I am exceptionally pleased that the Metropol Palace Hotel, as a socially responsible company has again the chance to support and help the work of the Children Shelter, this time through a beautiful new year action. The children were delighted not only by the gifts, but also by the play SANTA CLAUS'S MAGIC HOUSE, performed by the troupe UNA SAGA SERBICA.

# SPRING IN BELGRADE

See it, live it, feel it

## SIGHTSEEING

### Walk Through Belgrade Town and the Belgrade Fortress

Departure: Saturdays in front of the Tourist Info Centre

Language: 11:00h (in Serbian), 13:00h (in English)

Duration: 120 min

### Old Zemun

Departure: Sunday 12:00h

Main St. in front of the Post building

Language: Serbian

Duration: 120 min

Tickets: Tourist Info Centre

### The Royal Compound

Saturday and Sunday - 10:30h and 13:30h

Applications: Tourist Info Centre with an ID.

### Open bus sightseeing tours

Information and reservation in Tourist Info Centre

### Belgrade Underground Tour

Information and reservation

in Tourist Info Centre

# PROLEĆE U BEOGRADU

Vidi, doživi, oseti

## RAZGLEĐANJA

### Šetnje Beogradom

Šetnja kroz Beogradsku varoš i Beogradsku tvrđavu.

Polazak ispred Turističkog informativnog centra

Polasci: Subotom 11:00h (srp), 13:00h (eng)

Trajanje: 120 min

### Šetnje Zemunom

- nedeljom u 12:00h (srp)

Polazak: Ispred zgrade Glavne pošte u Zemunu

Prodaja karata kod turističkog vodiča ili u

Turističkom informativnom centru. Trajanje: 120 min

### Dvorski kompleks

Subotom i nedeljom 10:30h i u 13:30h

Obavezna prijava u Turističkom informativnom centru

### Redovna razgledanja otvorenim autobusima

Informacije i rezervacije u Turističkom informativnom centru

### Tura podzemnim Beogradom

Informacije i rezervacije u Turističkom informativnom centru



## Belgrade City Guide



### Turistički info centar

Knez Mihailova 5 (Centar grada)

pon. - sub. 10-19č, nedelja 10-15č

tel. 011 2635-622 i 2635-343

bginfo.knezmihailova@tob.co.rs

### Tourist Info Centre

Knez Mihailova 5 (City Center)

tel. +381 11 26 35 622

Mon-Sat. 10-19h, Sun. 10-15h

bginfo.knezmihailova@tob.co.rs

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