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1.0 Abstract

Despite the well-known trend of citizens of the Republic of Serbia leaving their home country for reasons that are publicly discussed and academically researched, some of them are returning and we know next to nothing about it. The United Nations Development Programme Accelerator Lab and Design Thinkers research team undertook the research aiming to explore the return migrations of people with high qualifications. The research is seen as a first step in the process of learning how the UNDP, Government of Serbia and their partners can contribute to redesigning the return experience to make it better.

Mass research brings much useful factual data, but often misses deeper, genuine human needs, their feelings, attitudes, and intimate stories. This research provides a more holistic view of personal journeys and the opportunity to understand better the entire experience of decision-making to return, realizing relocation, and reintegrating into the Serbian socio-economic landscape.

The Accelerator Lab chose Design Thinking, a human-centered design approach to discover the most significant problems and positive experiences that people encounter during and after their return. The empathy-based data collection process - drawn from the Design Thinking methodology - involved four ways of learning about a person: questionnaire, contextual semi-structured interview, visual representations, and observation.

There are four groups of repats represented in the research sample: people who returned to start their own business in Serbia, people who studied abroad and returned after completing their studies, people who returned to raise their children in Serbia, and people who returned to spend their retirement in Serbia.

Having in mind that the final goal is to redesign the experience of returning to Serbia, it is recommended to continue this project by focusing on solving some of the specific challenges that have been mapped in this researched. These challenges can be solved following the innovative solution design process - Design Thinking - with significant involvement of those with personal experience of return migration.

The results of this research will be publicly available as a web presentation, a collection of the thirteenth life stories of the repats who participated in the research. They were very kind to share their intimate experience with the world and provide new perspectives and inspiration for policymakers, but also Serbian expats who are pondering the return, or citizens of Serbia who are contemplating moving abroad.

2.0 Methodology

This research is conducted for UNDP Accelerator Lab in Serbia to inform innovative solutions for positive social impact. Therefore, using human-centered design methodology to set the frame for the new perspective on programming in the field of circular migrations seems like the most appropriate methodological approach.

This research does not aim to define categories or recognize patterns as we have a very small sample of interviewees. The stories can be analyzed only as idiosyncratic experiences and can serve to help mapping issues for further exploration and research.

2.1 Why Design Thinking

Design Thinking is a human-centered design methodology with a growing application in co-creating innovative solutions for complex problems. It is a systematic, human-centered approach that, unlike traditional scientific and engineering approaches that address a task from the point of view of technical solvability, puts user’s needs and requirements as well as a user-oriented invention at the heart to the process.
This approach calls for continuous feedback between the developer of a solution and the target users. Design Thinkers step into the end users’ shoes – not only interviewing them but also carefully observing their behaviors.\(^1\)

At this stage, the UNDP Accelerator Lab identified the need to learn more about the experience of people who are returning to Serbia. Research task, so-called “challenge” in Design Thinking methodology, was “Redesigning experience of repats in Serbia”. It was set as broad as possible in order to encompass most diverse experiences from the moment a person started to seriously consider returning to Serbia, throughout the process of moving countries, to settling in and reintegrating in Serbia. The goal of the research was to look at repats’ experience broadly and discover more particular challenges that adequate stakeholders can focus on at a later stage.

A thorough understanding of repats’ stories serves to map out the most significant problems and positive experiences that people encounter during and after their return. These user cases will provide designers and policymakers with intimate contact with returnees’ needs, motivations, and challenges which will then inform and help designing strategies to solve them.

The main goal of the research was to identify and gain a deep understanding of the following aspects of the experience of returning, reintegrating and building a new life in Serbia:

- The most significant events and milestones from the moment of starting seriously considering the possibility of returning to Serbia to the present moment;
- The motivations and decisions that led to a return;
- Challenges in the process of re-integrating in the field of professional work in Serbia (for example, finding a new job or starting a business);
- Reintegration into the socio-cultural context of Serbia (from the level of society and community to personal, family and friendships);
- The most painful moments (so-called “pain points and happy moments”) they experienced during and after the return;
- Resource mobilization strategies (financial, business and private connections) that repats relied on during and after the return;
- Perception of changes at a personal level (mindset, attitude, behavior) initiated by the decision to move abroad and return, and the experience of returning itself.

2.2 Design Thinking Process

According to HPI school Design Thinking process is a mindfully structured iterative workflow consisting of six phases (Picture 1.0: Design Thinking phases):

Understand: In the phase understand the team sets the problem space.

In this research project, this phase was completed in collaboration between the research and UNDP Accelerator Lab teams. As a result, the scope of the research has been defined as well as the users who will be described in detail in section 2.2.

Sample.

Observation: In the observation phase, participants gain an outward view and form empathy for the users and stakeholders.

This is the phase that outlines the space of the research that has been carried out through the project. The key to this phase is empathy that will further be explained in the following text. For the purpose of this research, it was decided to focus solely on the users. Other stakeholders in the process of returning may be included in further research. More about it can be found in chapter 4.2. From Learning to Action.

\(^1\) https://hpi-academy.de/en/design-thinking/what-is-design-thinking.html
Define the Point of View: In the phase, which serves to define the point of view, the knowledge gained is collated and summarized, and the challenge reframed. This is the last phase of the research project which will help produce valuable insights and reframe the main challenge into more specific narrow scope challenges. The next three phases are a dive into solution space which is a possible continuation of the project aiming to work on solving the challenges mapped in this research.

Ideation: In the phase of ideation, the team subsequently generates a variety of solution possibilities, then selects a focus. Prototyping: The prototyping phase serves in the development of concrete solutions. Testing: In this phase, the prototyped solution is being tested on the appropriate target group.

This research project is based on the first three phases of the workflow - Understand, Observe and Define Point of View.

2.3 Sample

In Design Thinking, the people who the solution is going to be designed for are called users. This is how we are going to call the interviewees in this research. Design Thinking methodology requires defining for whom we are solving the problem in a very specific way. The idea is not to look at the average users but look for the extreme ones. Extreme users can be described as the people on either end of the spectrum of users of a product or service. The distribution of users of most products or services follows a bell curve with the mainstream users in the center and remaining ‘extreme users’ on either side of the peak. Typically, extreme users need less or more of something to fulfill their needs and some will find work-arounds to existing problems, unlike the average users.

By focusing on the extremes, researchers can find the highest priority issues. Most commonly, the highest priority issue is what motivates people to make a decision. An idea that suits an extreme user is more likely to please the mainstream users too.
By identifying pain points of returnees with high education who are more likely to be financially secure, we can get recommendations for improvement on policy level which is relevant for all returnees. Those who are financially secure are more likely to have higher quality demands. Mapping their positive experiences will create materials for affirmation of the trend of returning.

2.3.1 Sample Criteria

In the case of our research, users are the repats, people who decided to move back to Serbia. The extremes that the research will focus on are highly educated people who are returning. Among this category, as a part of the research task, there were four major subcategories defined: people who returned to start their own business in Serbia, people who went to study abroad and returned after completion of the studies, people who are returning because they want to raise their children in Serbia, and people who are returning to spend their retirement in Serbia. Another assumption that defined the set of criteria was that people who have relevant experiences had to have lived abroad for at least three years and had gone through a short period of adaptation back in Serbia for a maximum of three years.

2.3.2 Sample Selection

Participants in the research (users) were recruited through social media and private contacts of the research and organizing team. They were invited to participate with a Call for Participants that was up for 14 days, from 14th to 22nd of November 2019. The text of the call with a visual cover can be found in Annex 1 of this document.

The participants were invited to a one and a half-hour long interview at a place of their choice in which we intend to talk about their return to Serbia from the perspectives of work, personal and family life, as well as meeting institutions. The prospective participants were explained who is organizing and implementing the research, the purpose of the research and how the information gathered will be used.

The call for participants outlined the basic user selection criteria. It was clearly outlined that they can stay anonymous or not to their preference.

The total number of registered participants was 22. One participant wasn’t eligible according to the level of education criteria as she has completed only high school. From the remaining 21 prospective participants, the researchers and the UNDP Accelerator Lab team chose 13 users who were interviewed. Gender balance among selected users was a high priority. All thirteen interviewees live or work in Belgrade.

The decision who was going to be interviewed was based on the intention to have a diverse group of interviewees as possible. This was achieved to a large extent as we had covered the four main user subcategories as defined by the research design framework.

2.3.3 Sample Description

At the cross-section of all the criteria defined above, we found the following 13 users who were interviewed and who are the users we will be learning from and about in this research document.
<table>
<thead>
<tr>
<th>User no.</th>
<th>Gender</th>
<th>Year of birth</th>
<th>Place of residence</th>
<th>Country/ies in which they have lived</th>
<th>The year of return</th>
<th>Family status</th>
<th>Education</th>
<th>Number of years spent abroad</th>
<th>The main reason for going abroad</th>
<th>The main reason for the return</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>m</td>
<td>1982</td>
<td>Beograd, Palilula</td>
<td>USA</td>
<td>2019</td>
<td>married</td>
<td>master studies</td>
<td>ten+ years</td>
<td>studies</td>
<td>starting a private business</td>
</tr>
<tr>
<td>2</td>
<td>f</td>
<td>1979</td>
<td>Beograd</td>
<td>Mexico</td>
<td>2019</td>
<td>married</td>
<td>master studies</td>
<td>three+ years</td>
<td>partnership</td>
<td>children (acquaintance of with the mother tongue/ society, availability of child care)</td>
</tr>
<tr>
<td>3</td>
<td>m</td>
<td>1985</td>
<td>Beograd, Zvezdara</td>
<td>Canada</td>
<td>2017</td>
<td>married</td>
<td>master studies</td>
<td>three+ years</td>
<td>studies, work</td>
<td>partnership</td>
</tr>
<tr>
<td>4</td>
<td>f</td>
<td>1991</td>
<td>Beograd</td>
<td>Russia and Italy</td>
<td>2017</td>
<td>single</td>
<td>master studies</td>
<td>three+ years</td>
<td>studies</td>
<td>family and friends, in fact, I don’t know, it just felt good to come back home</td>
</tr>
<tr>
<td>5</td>
<td>f</td>
<td>1975</td>
<td>Beograd</td>
<td>Argentina</td>
<td>2019</td>
<td>married</td>
<td>specialist academic studies</td>
<td>ten+ years</td>
<td>post-traumatic stress as a consequence of bombing of Serbian national broadcast company RTS where I used to work as a technician</td>
<td>very bad economic, social and safety situation in Argentina (inflation, rampant violent crime)</td>
</tr>
<tr>
<td>6</td>
<td>m</td>
<td>1975</td>
<td>Beograd, Novi Beograd</td>
<td>South African Republic</td>
<td>2015</td>
<td>married</td>
<td>master studies</td>
<td>ten+ years</td>
<td>with parents</td>
<td>safety</td>
</tr>
<tr>
<td>7</td>
<td>m</td>
<td>1960</td>
<td>Beograd, Vrachar</td>
<td>United Kingdom</td>
<td>2016</td>
<td>married</td>
<td>master studies</td>
<td>ten+ years</td>
<td>a more balanced life</td>
<td>as the previous...</td>
</tr>
<tr>
<td>8</td>
<td>m</td>
<td>1988</td>
<td>Beograd, Stari Grad</td>
<td>United Kingdom</td>
<td>2016</td>
<td>single</td>
<td>master studies</td>
<td>three+ years</td>
<td>studies, work</td>
<td>starting a private business</td>
</tr>
<tr>
<td>9</td>
<td>f</td>
<td>1972</td>
<td>Beograd, Sarski Venac</td>
<td>Peru, Austria, France</td>
<td>2017</td>
<td>single</td>
<td>master studies</td>
<td>ten+ years</td>
<td>studies, partnership, family</td>
<td>starting a private business, family care</td>
</tr>
<tr>
<td>10</td>
<td>f</td>
<td>1947</td>
<td>Beograd, Stari Grad</td>
<td>USA</td>
<td>2018</td>
<td>married</td>
<td>bachelor studies</td>
<td>ten+ years</td>
<td>1992 chaos in the country</td>
<td>a pensioner</td>
</tr>
<tr>
<td>11</td>
<td>m</td>
<td>1988</td>
<td>Beograd, Voždovac</td>
<td>Germany</td>
<td>2018</td>
<td>single</td>
<td>doctoral studies</td>
<td>three+ years</td>
<td>studies</td>
<td>starting a private business, career opportunity in Serbia</td>
</tr>
<tr>
<td>12</td>
<td>m</td>
<td>1965</td>
<td>Beograd, Stari Grad</td>
<td>Canada</td>
<td>2017</td>
<td>divorced</td>
<td>master studies</td>
<td>ten+ years</td>
<td>Yugoslavia falling apart, sanctions, nothing smart to be done, toxic politics in everyday life</td>
<td>DSI - an opportunity to contribute my knowledge and experience to the mission of developing a valuable digital economy in Serbia</td>
</tr>
<tr>
<td>13</td>
<td>m</td>
<td>1987</td>
<td>Beograd, Zvezdara</td>
<td>Australia</td>
<td>2018</td>
<td>single</td>
<td>master studies</td>
<td>ten+ years</td>
<td>parents took me abroad when I was little</td>
<td>hot chicks</td>
</tr>
</tbody>
</table>

Table 1: Selected users
The participants who agreed to take part in the research have signed a participation consent document in which it was outlined how the data collected will be used and stored as well as whether they will be anonymous or not. Four participants chose to be anonymous while nine decided to have their stories published under their name.

Legal Consent in the Serbian language can be found in Annex 2.

2.4 Empathy Based Data Collection

Empathy is the cornerstone of any successful Design Thinking based project. The extent to which the user is understood and empathized with ultimately determines the outcome of a design solution. Empathy is considered as a starting point for any design project and constitutes the phase two of the Design Thinking process. During the empathize phase, the researcher spends time getting to know the user and understanding their needs, wants, feelings, motivation and objectives. This means observing and engaging with people in order to understand them on a psychological and emotional level and start gathering real insights about the user. Why do the users behave in a certain way? Why do they prefer to do this instead of that? These are the kinds of insights to be uncovered during the empathize phase.

There were four ways of data collection in this empathy-based research:

1. Questionnaire
2. Contextual semi-structured interview
3. Visual representations
4. Observation

2.4.1 Questionnaire

All users were then asked to fill in a survey with the following questions:

1. Name and surname:
2. Year of birth:
3. Place of residence:
4. Contact phone number:
5. Contact email:
6. Country/ies in which you have lived:
8. Family status (single, civil partnership, married, divorced, widowed or other)
9. Education (high school, bachelor’s degree, master studies, specialist studies, or doctoral studies)
10. Number of years spent abroad (two years, three years, more than three years, or more than ten years)
11. The main reason for going abroad (multiple-choice response: studies, work, partnership, or other)
12. The main reason for the return (multiple-choice response: starting a private business, career opportunity in Serbia, children (an acquaintance with the mother tongue/ society, availability of child care) family care, or other)

2.4.2 Contextual Semi-structured Interview

Interviews were designed as semi-structured conversations, predominantly based around a reconstruction of the experience of returning to Serbia. They were conducted following the Interview guidelines document developed by the research team and approved by the UNDP Accelerator Lab team. The interviews were conducted in a face-to-face setting permitting researchers to seek new insights, ask questions, and assess phenomena from different perspectives. This data collection method enabled creating a deep empathetic connection with users and allows them to raise issues that the interviewer may not have expected. All interviews were recorded (the subject of written consent) and transcribed.
It was recommended for interviews to be conducted in users’ familiar or natural environments such as home, office, or public places cafes that will not take them out of their comfort zone. Therefore, participants were invited to choose a place in which they feel free and comfortable. The goal was to conduct interviews in an environment which encourages establishing rapport and trusting relationship between user and researchers to allow collecting more intimate stories, reflections, and attitudes.

The users were instructed to share only their own views and feelings as the research was focused solely on their subjective, personal and emotional aspects of the decisions and experiences that constituted and shaped the process of returning from abroad to Serbia and the subsequent re-establishment of business and private dynamics in the local environment.

Having in mind that the dominant form of research material collection will be the audio recording of interviews, it was important to ensure that interviews are conducted in a space where noise is reduced to limits that do not affect the quality of the final audio recording.

The interviews were conducted by two researchers who could swap roles if needed. One researcher was the leader who provided all introduction information and moderated the conversation. The second researcher was prepared to observe, take notes, monitoring changes in conversation status and dynamics, but also interpreting non-verbal aspects of communication between examiner and interviewee to achieve a high level of empathy. Wherever there are space and need, researchers will complement each other. After each interview, the researchers discussed the course and dynamics of the previous interview, recapitulate the conclusions, and reconcile any discrepancy in the interpretation of the interviewee’s behavior.

2.4.3 Visual Representations

To help evoke users’ memories, the researchers had an exercise - the researchers would ask the user to briefly describe their journey, pick the most dominant events in it, so-called “turning points”, and make a drawing and/or writing as a graphic representation of their experience of return. This exercise was aiming to lay out the key events in the process and act as starting points in the further discovery process. In order to avoid infantilization, the terms like “drawing” were avoided and those like “illustration” or “graphical representation” were used instead.
In the pictures 2.0, 3.0, and 4.0, there are three different visual representations that were created by the users during interviews. This exercise was purposed to facilitate the user’s reflection process, help them to easily put things in a time context, create correlations between events, and describe what they narrated. All users had a different approach to representing their stories relative to their personality, thought process and storytelling.
2.4.4 Observation

It is possible to divide reflections around empathy into two main dimensions. The first may be seen as an emotional empathy, being an instinctive, affective, shared and mirrored experience. More specifically, as a person, one feels what other people experience. The other dimension of empathy is cognitive, where one understands how others may experience the world from their point of view. Research may use a variety of approaches to gain a cognitive empathic insight - from analyzing the environment that the interviews were hosted to the personal materials that the users have shared. Some interviews were conducted in public places of user’s choice and it was very interesting to see what environment they were most comfortable in, while others have hosted interviews at their homes, or office or other workplace premises. These were inspirational and informative places through which the researchers could learn about the user through the atmosphere and space design and personal objects in space.

Some users shared personal items like photos of their family, important events, artifacts, documents and webpages of their ventures. The researchers have recorded conversations with all users.

All items listed above have informed researchers’ understanding of the users, their stories, as well as the Points of View and conclusions. All of the items listed were very useful when studying user experience, mindset, and behavior, and have informed researchers’ understanding of the users, their stories, as well as the Points of View and conclusions.

![Picture 5.0: Marriage certificate and husband’s photograph](image1.png)

![Photo 6.0: The same car by which a user was taken by his father to the airport when he was moving to Canada and picked up from the airport when he returned to Serbia twenty five years later.](image2.png)
2.4.5 Journey Mapping: Understanding Users’ Needs

<table>
<thead>
<tr>
<th>Pondering return</th>
<th>Preparing to return</th>
<th>Professional life and career in Serbia</th>
<th>Dealing with public institutions in Serbia</th>
<th>Socio-cultural integration</th>
<th>Personal and family life</th>
</tr>
</thead>
<tbody>
<tr>
<td>The main aspects of decision making</td>
<td>Activity 1, 2, 3..</td>
<td>Activity 1, 2, 3..</td>
<td>Activity 1, 2, 3..</td>
<td>Activity 1, 2, 3..</td>
<td>Activity 1, 2, 3..</td>
</tr>
<tr>
<td>Motivation</td>
<td>Happy moments</td>
<td>Happy moments</td>
<td>Happy moments</td>
<td>Happy moments</td>
<td>Happy moments</td>
</tr>
<tr>
<td></td>
<td>Pain points</td>
<td>Pain points</td>
<td>Pain points</td>
<td>Pain points</td>
<td>Pain points</td>
</tr>
</tbody>
</table>

2.5 Point of View

After the Observation phase, the next step is to define problem statements based on what was learned about the users, the essential insights we have gained about their pain points and happy moments. These Points of View will be crafted as “How might we” questions that set the tone for and guide activities in the following three phases: Ideation, Prototyping, and Testing.

The pattern of forming “How might we” question:

Given that_________________________ (context / situation)

How might we help ____________________ (users)

Do / Feel / Be / Achieve __________________ (immediate goal)

So that he/she can ______________________  (deeper / broader / emotional goal).

The Points of View defined though this research are presented in the chapter 4.1.

2.6 Lessons Learned

The research and the Accelerator teams were meeting during the interviewing period to reflect on how interviews are going and what can be improved in the process of conducting interviews. At an early stage, after the third interview, through this evaluation process two major points came up:

1. The exercise in which the users were asked at the beginning of the interview to think of the process of their return from an early stage of idea generation, to planning and execution, and select the most important milestones, events that were most significant for them, and graphically present them on a piece of paper. Two out of three users found it difficult to do that at the beginning as they expressed that they didn’t see those turning points as event per se but rather internal processes. This insight was considered and thus the following users could choose to create the graphic representation toward the end of the interview as a recap activity that helped them draw conclusions.

2. Another remark that was made after the first three interviews was observed tendency of users to spend more time in the space of why they migrated abroad and what they have experienced in the countries where they lived. This was an important set of information that enabled the researchers to understand the broader context of the users’ experiences, but the following interviews were facilitated in a way that placed more emphasis on the time of their return as that was the main focus on the research.
3.0 User Stories

The research provides not only insights and valuable understanding of users’ motivation, but a complete picture of their journey. This allows for creating a sense of connection and empathy which empowers further confidence in creating meaningful, human-centered solutions to the problems or tensions the users are facing on the way home.

In this chapter, thirteen user stories provide information and insight into the lives of the repats who were interviewed. Even though eight out of thirteen users expressed concerns regarding their identity being publicly revealed, four of them changed their mind and decided to be presented by their real names. This made the total count of the users presented by their real name a total of nine. The users titled with the full name are named by their real names. Those who are titled by a first name only go under a pseudonym. Each story begins with a basic set of demographic information about the user and is followed by information about the time they have lived abroad, the event that made them start considering returning to Serbia, so-called “turning point”, motivations and life events crucial for deciding to move back to Serbia, post-return experiences and thoughts of the future. The post-return experiences are depicted by pain points and happy moments.

The user stories are going to be publicly available as a web presence. Each story will be individually presented as a one-page presentation including basic information about the user, their journey map, snippets of the interview focusing on their experience with the professional life and career, dealing with public institutions, socio-cultural integration, and personal and family life, and an audio file with the highlights from the interview. In the audio format, there will be captured pieces of the story that are not the focus of the journey map, such as an introduction to who they are, the reason to why they left Serbia, a bit about their experience abroad, and statements in which they express their views on personal self-development, evolution of life in Serbia, and recommendations to other Serbian expats pondering possibilities for returning to Serbia.
Stefan was born in 1982 in Belgrade. He was raised in Zemun. When he was sixteen years old, he moved to the USA and lived with his father. He holds a bachelor and masters degree in finance from the universities in New York. After completing the studies, he started working for a corporation that he refers to as “the leader in the financial sector”. During this period, he got married and had two children. After twenty-two years, he moved back to Belgrade with his family, where they have been living for six months now.

MOTIVATION

analyzing positive changes in Serbia
Stefan was visiting Belgrade with his family almost every year, when he started to perceive certain positive changes. The life in Belgrade started to look more and more plausible as the city started to look even more like a western capital. As he says, there were more amenities for people that got used to living in western urban areas. Being a family that loves to travel, Belgrade’s flight connection with all major European cities was a great motivation.

raising children in Stefan’s native culture
About three or four years ago, he started thinking how nice it would be for his kids to have an opportunity to live close to their grandparents and experience their culture “from inside”. He saw this as a chance for his kids to develop “out-of-the-box” way of thinking.

private business opportunities
He was sure he wanted to start his own business that would provide him a certain business autonomy and more time for his family.

POST-RETURN EXPERIENCES

HAPPY MOMENTS

• Feeling of belonging, being able to speak in his mother tongue

PAIN POINTS

• Exhausting, never-ending administration

STARTING AN IT COMPANY

• Highly qualified and well educated pool of IT experts
• Many opportunities for learning and career development
  - Being able to exchange knowledge, both ways
  - Global market is easy to access from here

• Smoking in indoor public places demotivates him to go out with his friends
• Belgrade is dirty, too much traffic, not safe for pedestrians

SOCIAL AND PUBLIC LIFE

• Feeling of belonging, being able to speak in his mother tongue

CHILD INTEGRATION

• Being able to play outdoors, spend time with friends in parks
• Making deep, more genuine and meaningful relationships with peers

THOUGHTS ON FUTURE

Stefan is happy with his decision to move back and how everything turned out. He loves seeing his family more often and people he spends time with. The fact that he can always return to the US and continue working in finance gives him comfort.
Stefan hosted the researchers in the premises of his recently founded start-up, where he works with his team. The workplace looked much like a home and yet very professional. Being in a living room alike place made him more comfortable, which consequently allowed the researchers to reach more intimate stories about his return. Moreover, this provided an opportunity to reflect in a more detailed way on Stefan’s professional life. The nature of the environment was structuring the flow of the interview subtly by inspiring questions on various business-related topics. Having that in mind, it becomes clear why administrative, and bureaucratic issues were permeating most of his stories.
Maja Djordjevic de Solis was born in 1979 in Jagodina. She holds a master’s degree in communicology. She was building her career as a PR in Belgrade when she met her husband at the age of thirty-two. At that time, his job was located in Mexico City, but he was often coming to Europe for study and business purposes. After nine months of dating, Maja decided to travel to Mexico. She spent two months there and decided to quit her job and stay permanently. She enjoyed exploring Mexican culture and learning the local language. She also worked a lot. Three years ago she gave birth to a baby girl.

**MOTIVATION**
- husband’s absence is everywhere the same
  - Maja’s husband is often absent for work
  - The nature of Maja’s husband’s job requires him to spend significant time away from home and his family. For around half a month, he lives in Chicago and Maja stays alone with their daughter.
- raising daughter in better conditions
  - Serbia seemed like a much calmer place to raise a child. The daily routine is much more relaxed and stressless compared to the one in Mexico.
  - Considering the age of her daughter, they wanted to provide her a way to grow up close to other kids, and more importantly, close to nature. Since every month they would spend nearly two weeks alone, speaking the native language, living in native culture as well as being close to family and friends would be a great advantage for “getting things done”.
- seldom earthquakes
  - Additional motivation to come to Serbia was the fact that the number of earthquakes is not even near to the one in Mexico.

**POST-RETURN EXPERIENCES**

**HAPPY MOMENTS**
- They are not financially dependant on job and business opportunities in Serbia. They have achieved financial autonomy in Mexico and US
- Maja was able to form a microcosmos refined from negative influences

**PAIN POINTS**
- The fact that your vote doesn’t count and that as a citizen you have no reliable protection seems disappointing
- The corruption in Serbia is “snobbier” than in Mexico. People there have more opportunities to climb the social ladder

**SOCIO-ECONOMIC CONDITIONS**
- Only Belgrade as the capital functions normally while the rest of the country doesn’t
- Smoking indoors is a big problem for her family
- People are grumpy and dissatisfied, she feels like she misses the heartwarming and welcoming personality that Mexicans have

**PERSONAL SATISFACTION AND PUBLIC LIFE**
- Having a relatively stable living routine in Belgrade allows Maja to relax from excessive traveling she had to do in previous years
- Belgrade feels like a tourist place with a growing diversity of restaurants, places to go out and meet friends and family
- It is simple to hire an accountant to help with most administrative problems such as money transfers

**CHILD WELFARE**
- Her daughter went to two (private) kindergartens, where she socialized with her peers
- Private health insurance was easy to obtain
- Public health institutions are places to avoid
- They had negative experiences with international private preschool, the staff was unprofessional

**FAMILY AND FRIENDS**
- Maja has a small core of friends that provide emotional support for each other, that she calls her microcosmos
- Serbian parents worry too much, act restrictively, and tend to put pressure on their children

**THOUGHTS ON FUTURE**
- Maja perceives herself as a passer by in all of the countries where she used to live. She says that this lifestyle in a way prevents her from building stronger empathy and deeper emotions with a certain social context. They as a family are aware of the fact that they are not going to stay in Serbia forever. It is that the current conditions support their lifestyle.
Maja invited the team to meet her at the hotel Metropol, not far away from her home. She often goes there with her daughter for swimming and resting. She was already familiar with space which is a certain symbolic way rendered the researches her guests. The conversation had a relaxed flow and the fact that the interview happened in a place of her daily routine provoked some interesting discussions about her family’s habits and allowed reflection on other places that take a significant place in her map of Belgrade.
Vojin Vasovic was born in 1985 in Kragujevac. He emigrated from Serbia right after finishing his bachelor studies in film directing. He describes the experience of making his bachelor movie as overall exhausting and sees it as a great indicator of everything that is wrong with the Serbian society - from corruption and dysfunction to envy. He moved to Canada where his mother lived at the time. There he enrolled in a master’s program. Throughout the years he was visiting Serbia to work with his friends and colleagues on different projects in movies, theatre, and animation.

MOTIVATION

flexible workplace
The fact that his partner had a stable job, well-established career and business strategy in Serbia was probably the most important factor in Vojin’s decision to return. The nature of his job and its strong reliance on technology allowed Vojin to continue existing collaborations with his studio in Canada and expand it in Serbia.

friends and family
It was significant for Vojin that he would be able to live close to his family and friends. Living in Serbia would make sustaining and nurturing relationships with his sisters and nephews easier.

POST-RETURN EXPERIENCES

HAPPY MOMENTS

· Available possibilities for co-productions supported through different national and international funds with other animation studios from Europe
· The fact that the work can be done from anywhere makes coproductions with the studio in Canada easier
· Exploitation of the “exotic character” that Serbian animation has in the global animation industry
· It is inspiring that there are many people here devoted to achieving their goals, despite difficulties the system confronts them with
· Nurturing personal and professional relationships with people from Serbia while living in Canada opened many opportunities for future collaborations
· Vojin got a position at the Academy of Arts in Belgrade where he teaches directing in animation
· Opportunities to influence change on a policy level - as a member of Union of Film Animators of Serbia he participates in lobbying for new funding opportunities for animated film production on the national level

BUSINESS OPPORTUNITIES

· Cultural programs in Serbia is severely underfinanced

PAIN POINTS

· Being in Serbia often made administrative procedures such as getting an ID easy to handle

ADMINISTRATION

· Frustration for seeing corruption existing on all levels. Institutions work on the principles of “exchanging favors” or “getting things done for the close connections only”
The use of a stamp creates an enormous waste of time. Bureaucracy is severe and exhausting
· Accessing the account of the company is complicated for people whose business is registered in a city other than the one where they live because it requires often personal visits
Through the funds received in public open calls for co-financing film (co)productions, people cannot be paid through salaries but only through fees. Therefore, taxes are higher and it is harder to keep people on projects that last for a long period of time.

People in Serbia count on the patronage of the state and often behave unkindly.

Vojin has a group of core friends that he enjoys spending time with. They organize a variety of joint activities on a regular basis and on the day of the interview they went to the cinema together.

Vojin is very satisfied with all the work opportunities that emerged in the cross-national context, which are supported by digital technologies and funding opportunities. His goal is to stay focused and work hard on building a better future for his family and friends. The only reason that would make him consider back to Canada would be serious safety threats such as war.

The meeting point was Vojin’s studio where he works with his team on animation projects. Walls and desks were covered with character illustrations and theatre production posters. Looking at them Vojin would often remember a project or a person who were great associations and conversation triggers that generated prolific narration.
Jelena was born in 1991 in Belgrade. She finished Philological High School in Belgrade and was looking for bachelor’s studies abroad. She was advised to try a new program about creative communications at the Lomonosov Moscow State University. She spoke Russian proficiently. She passed the exam and move to Moscow where she spent the next four years of her life before she moved to Italy, Milano, for another year of master’s studies.

**MOTIVATION**
- **friends and family**
  Jelena was visiting Serbia often as she was missing her friends and family. The sense of belonging was a strong point for her.
- **career development**
  She saw Serbia as a better place to build her career to the point where she would be an established professional who would then easily get a job abroad if she wanted.

**POST-RETURN EXPERIENCES**

**HAPPY MOMENTS**
- Working in an international environment she developed a feeling of belonging to a global business network, so she is happy that she found an international workplace in Belgrade
- Being able to walk from home to work makes her happy for avoiding Belgrade’s frustrating traffic
- Internet and digital technologies allow Jelena to stay in contact with her friends from other countries
- Belgrade’s developed flight network supports her love for traveling

**WORK**
- Jelena describes looking for a job as the worst experience ever since she was being recognized as “a potential” (talent) for her education but employers were not engaging her because she had no work experience in Serbia
- Lack of business contacts with Serbia made her feel discouraged

**FRIENDSHIP**
- Because her friends were building new friendships while she was abroad, there is a certain feeling of disconnect as if she doesn’t belong to their new networks

**ADMINISTRATIVE ISSUES**
- Diploma nostrification process that allowed her to work but not continue studying in Serbia went fast - it took only three months
- She was left to her own devices after the return. There was no one to help guide her regarding administrative procedures.
- Upon return, Jelena didn’t fit into any category of citizens, which caused her problems with getting a monthly transportation ticket and health insurance
- The bureau for unemployment didn’t recognize her professional title, so she had to register under another professional title.

**THOUGHTS ON FUTURE**
Almost three years after returning to Serbia Jelena feels good about her decision. She is ready to adapt to new challenges and anticipates changes in her expectations in years to come. Thoughts of moving to other countries today seem like a distant possibility but she is open to moving to a warm, vibrant country like Portugal once she becomes an expert in her industry and increases her professional mobility.
Interview with Jelena was conducted on a Saturday morning at a quiet coffee place in one of the Belgrade’s parks, right before her scheduled visit to the gym. From the beginning, she was curious, optimistic, and open to sharing her experiences of traveling and living abroad.
Ivana Pantovic was born in 1975 in Belgrade. In her early twenties, she started working at Radio Television of Serbia (RTS) at a technician. In 1999 it was her shirt when the RTS building was bombed. She was sent out to make a reportage when the bombs fell and her best friend died. Ivana developed a severe post-traumatic stress disorder. She couldn’t get back to work and decided to leave the country. The only country that didn’t require a visa was Argentina, so she moved there. She immediately found a job there and built a successful career working for an international company. She got married in Argentina and lived with her husband and two cats.

MOTIVATION

deteriorating economy
As a result of the poor economic politics of the state government, inflation in Argentina became rampant in the last few years. Ivana recalls that the rates of inflation are worse than those in Yugoslavia during the nineties. As a result, she and her husband are now facing problems with selling their real estate.

Serbia as a safe place
After twenty years after she left, Serbia seemed in much better conditions. With a growing economy and increased safety, it looked like an attractive place to return to. Also, knowing that her four best girl-friends were there gave her the courage to make the decision to return.

POST-RETURN EXPERIENCES

HAPPY MOMENTS

- The process of issuing an ID card was smooth and fast

SAFETY IN BELGRADE

- Ivana feels relieved with the fact that she can move freely and fearlessly. She can go out as night or go jogging at 4 AM without any concern or a gun under her jacket

FRIENDS AND FAMILY

- One of her sisters who lives in Belgrade offers her great emotional and logistical support
- She finds her friendships from childhood being a lot deeper and more genuine than any friendship she has ever made while living abroad. She also attributes that to cultural differences
- She joined Facebook groups for repats and expats in Belgrade so that she can build a social network, share her experience and seek advice
- There are language cafes where she can speak Spanish

JOB SEARCH

- She did not come prepared for the job search as her main goal was to leave Argentina
- Ivana doesn’t have connections in her sector after living abroad for twenty years
- Applying for many open positions without receiving feedback feels discouraging

ADMINISTRATION

- People complain too much about Serbia without having any real point of reference in living abroad. They don’t understand that Serbia is relatively well developed
- She misses her husband and cats a lot

safety threat
Crime rates were rapidly increasing over the last 10 years as the economy was being destroyed. She remembers that only in June, there were more than 30 heists in their neighborhood. The breaking point was when her eighty years old neighbor and her son got severely beaten while the robbers were trying to steal money from their house. Ivana decided that she couldn’t allow herself to be the next target, so she decided to leave.

preparations
Ivana couldn’t do much to prepare herself for the return as she abruptly decided to return. She quit her job and the next month she was in Belgrade. Her sister helped her rent an apartment. Her husband is staying in Argentina until he sells their house.

MOVED TO ARGENTINA

May 2019

June 2019

August 1st, 2019

return

turning point
THOUGHTS ON FUTURE

Ivana is very happy about being back in Belgrade. She sees problems but she doesn’t perceive them as obstacles since she is grateful for what she already has. She is focused on finding a job and doing the paperwork required for her husband to move to Serbia. She is satisfied with her decision to move back and the only reason for her to leave would be an excellent job opportunity abroad, especially if she can’t find a job here.

CONTEXT

Ivana welcomed the research team in the apartment that she has been renting since she returned. She was eager to share some items of important emotional value such as her RTS ID, her marriage certificate from Argentina, and a picture of her husband. She also video-called him to share the moment of the interview visit. While talking about the bombing and her neighbor who got attacked her eyes were full of tears. Parts of the interview concerning the period before returning were narratively richer, which seems logical having in mind how recently she returned.
Gordana was born in 1970 in Belgrade. Together with her family, she left Serbia during the crises in the nineties. They moved to the South African Republic where she gained a university degree in economics. Her professional life was quite dynamic and very successful. She never did one job for more than three years, because as soon as she mastered a job, or how she puts it, learned how to perform it “with her eyes closed,” she looked for a new challenge. She got married in South Africa and had a daughter. She had a happy family life. The only downside to living in SA was a decreasing safety so wearing a panic button and super-tight safety regulations become an inevitable part of everyday life.

Gordana reminisces that just a year before moving back she thought that she would never come back. The moment when she and her family changed their minds was when her brother in law got shot in the head while someone tried to steal the company car he was driving. It happened on the street, while he was waiting for a green light to go.

She remembers that a police officer at customs was giving here negative comments about her daughter not speaking Serbian at the moment of the return. She spends great amounts of time waiting in banks, tax offices, etc. Digital optimization of administrative processes is not implemented in a way it was in South Africa. Bureaucracy is time-consuming. She had problems with trying to enroll her daughter in school, as officials in the Ministry of Interior did not know which papers were necessary. Her husband had problems with signing papers in the Serbian Embassy in South Africa. Transcription of foreign names in documents is not standardized, so they faced problems with ID cards and passport issuance. People are in general very unkind, grumpy and not willing to help. Business inspectors are corrupted and asked her for a bribe. A corrupted public health system, doctors tried to deny her mother services without a bribe.

Gordana worried a lot about how her daughter would make good connections with children since she did not speak Serbian well in the moment of the return. Her daughter was bullied at school and teachers did nothing to take responsibility and work on solving the problem.

**Motivation**

_education opportunities for the child_
Gordana thought of Serbian public schools as institutions that deliver high-quality education.

_life in Serbia is much more relaxing_
It is important for Gordana that her child in Serbia could walk to and from school on her own, without any fear of being kidnapped or attacked. “Nobody can put a price on freedom of movement,” she states.

**Post-Return Experiences**

**Happy Moments**
- The public transportation system works well

**Pain Points**
- She remembers that a police officer at customs was giving here negative comments about her daughter not speaking Serbian at the moment of the return
- She spends great amounts of time waiting in banks, tax offices, etc. Digital optimization of administrative processes is not implemented in a way it was in South Africa
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**Child Integration**
- Gordana worried a lot about how her daughter would make good connections with children since she did not speak Serbian well in the moment of the return
- Her daughter was bullied at school and teachers did nothing to take responsibility and work on solving the problem
She misses friends from South Africa.

Gordana has learned how to be independent.

There are organizations and clubs for repats and foreign expats in Belgrade where she spends time with people that share similar life experiences.

She is completely financially independent from the economic conditions in Serbia.

There are opportunities for business development.

She is very successfully running a kindergarten that she’s been dreaming for many years.

When someone asks her if she plans to stay in Serbia, she answers that she doesn’t think much about it. She has plans on buying a house here and is willing to stay here as long as she feels good. As soon as this her peace is threatened she is going to find a way to move to a place that offers her and her family better conditions.

The interview with Gordana was held at a coffee place next to her kindergarten. She has her table there. Everyone knew her and it was obvious that she has developed genuine, friendly relationships with the local community. It was a great opportunity to develop a conversation on administrative aspects of being a business owner in Serbia.
Lazar Dzamic was born in Smederevo in 1960. In the nineties, he was having a successful career in the domain of marketing. However, the regime was oppressive, economy weaker by the day, and as someone who was deeply disagreeing with the politics of the regime, he felt it was time to leave the country. Via Hungary, Lazar moved to the UK with his wife. They were open to taking simple jobs until they find better professional opportunities, but he immediately found a job in the marketing domain in the IT industry. He’s built a very successful career and lived with his wife and children in the UK until they moved back to Belgrade in 2016.

### Motivation

**Political and economic conditions in London were changing**

At the time of pondering the return, Brexit was rising as a political idea as well as British nationalism. The cost of living was increasing while the standard of living in London was declining. Despite a well paying job, his family was not able to make savings.

**New prospects in Serbia**

Belgrade was changing. The infrastructure was getting significantly better. New business structures that didn’t exist before were emerging. It was clear that Serbia is going towards the EU.

### Finding balance in life

The pace of living in Belgrade seemed a lot more balanced compared to the hectic, busy rhythm of London. Lazar knew that he would have a lot more time for his family. Also, the social circle in Belgrade was much more of a type that he and his wife preferred - interested in art, culture, and philosophy.

### Post-Return Experiences

**Happy Moments**

- Lazar has more time to spend time with his family and friends
- Old friendships were revitalized easily. It's easy to connect as one doesn’t have to plan meeting people days or even weeks in advance
- Achieving an optimal work-life balance is not difficult
- His family managed to build a routine in a way that minimizes possibilities for being influenced by the distress and negative information coming from the system
- Having close people that would help when in need is comforting

**Beltgrade**

- Most things are located in the walking range
- Belgrade offers a great variety of restaurants and coffee shops. Having different eating habits now is not such a difficult endeavor
- Healthcare is better - diagnostics accessible, at least in private practice

**The Banking System and Businesses**

- The system is complicated for people who are used to optimized administration and easy business paperwork in foreign countries

**FAMILY AND SOCIAL LIFE**

**Getting a job in Belgrade**

Lazar’s family was following the development of socio-political conditions in Serbia for a few years before the return. It was important for them to know exactly where they were coming - buy an apartment, find schools for children, and secure financial stability. Lazar found a teaching job at a Faculty that was aligned with his values and standards of high-quality education. He was also planning to open a consulting agency.

### Motivation

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### The Banking System and Businesses

- As a sole proprietor, one cannot transfer money easily from their business account abroad to their business account in Serbia.
- Wherever one has touchpoints with “the system” problems emerge.

### Paperworks

- Serbian Business Registers Agency works as well as similar public agencies in developed countries.
- Lazar remembers he had to wait for ten hours in his hometown just to submit documents for issuing a new ID card.
- There is no difference between paper and information. One has to do all administrative work in person and with a stamp.

### Thoughts on Future

Lazar and his family do not spend much time thinking about the possibilities of leaving the country again. Lazar believes that many factors that are out of their hands would influence making such a decision again. One of the possibilities for leaving again would be if their daughter decides to continue her education abroad.

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**Context**

The interview was conducted in the building of the Faculty where Lazar currently teaches. The teachers’ assembly hall where the researchers met him was designed as an open space working and meeting area. Unlike other Faculties, this open space suggested transparency and innovation, the values important to Lazar.
Srdjan Garcevic was born in 1988 in Belgrade. He went to Mathematical Grammar School for talented young mathematicians. He continued his education in the United Kingdom at one of the best universities for economic studies. There was a permeating stance in his family that if one wants to succeed in life, they must go abroad. After taking bachelor’s and master’s diplomas, Srdan returned to Serbia for a short period of time. His return coincided with the peak of the big global financial crisis. After realizing the scarcity of career opportunities in the Serbian financial sector he returned to London and started working at a consulting firm.

At some point, he realized he needed to change his profession and decided to find a way to become a writer, something he's been wanting since his youth. Since he did not have any connections within the world of media in the UK, it was going to be hard to change his career path. Srdan would have started from scratch which was unsustainable in terms of the finance needed for a living. In Belgrade, it was much more affordable to work and have more free time, travel and invest time in discovering new career prospects.

For some time after moving back, he was questioning his decision to return because Serbia offers limited business opportunities. Grumpiness and negativity is permeating all aspects of people's everyday lives in Belgrade. People have lost their hope in entrepreneurship and not many people dare to follow their dreams. It is easy to get together and go out with friends. There is no need for excessive planning. Srdan still spends time with friends from high school and makes new friends through work. In Belgrade, he feels he has close people he can turn to (parents, friends) in case he needs help - for example when he is ill.
THOUGHTS ON FUTURE

Srdjan sometimes thinks about leaving again. Visiting friends who live abroad evokes ideas about exploring new countries, but somehow, every time he returns to Belgrade he realizes that he is very satisfied with the decision to move back home. He evaluates what he has accomplished on annual bases and every year he feels that he learned something and made progress which keeps him going. He believes that someday, in case he has to leave Serbia, it would not be so difficult to do that because of his previous experience of living and working abroad.

CONTEXT

The atmosphere at the beginning of the interview was formal, but good rapport was developed quickly and Srdjan started sharing little stories with the researchers, which helped break the ice. The conversation quickly became casual and friendly.
Ana was born in 1972. Because of her father’s work, Ana and her family relocated a few times. First, while she and her sister were still young, her family moved to Peru where they spent three years after which they moved back to Yugoslavia. Soon afterward, they moved to Vienna and after six years she finally moved Lyon where she completed her studies of the law, lived and worked until she returned to Serbia.

Ana’s father passed away in 2011 and about a year later she passed through a deep emotional crisis. After his death, she started visiting her mother in Serbia more often. Sometimes even three times every two months.

She finds it emotionally very hard when her friends decided to leave the country. Public transportation is “falling apart,” as she states. That is why Svetlana chose to move around the city with a taxi or other private transportation providers (Car:GO).

The experience with the Serbian Business Registers Agency was positive. She managed to register her business in three days. At the time, there was no option to do it online. It took about a day more to arrange tax payments, health insurance, etc. She had the advantage of having a law degree and years-long experience of accounting, so she was used to red tape, so it didn’t feel like a problem for her.

Cultural life in Belgrade are flourishing. Theatres and museums are active and offer interesting programs.

It wasn’t sudden but a gradual, slow decision to return and all along Ana was exploring possibilities for securing the financial well being upon the return. She had a very good relationship with the director of the company she worked for, so she received an offer to continue working with them as a remote consultant. Reduced work hours would leave her enough spare time to develop a freelancing job as a translator.

Coming home from work, Ana was robbed on the street. Fears about her own safety were becoming stronger. Gender-based assaults were happening more often and she had to be extra careful about what she’s wearing and when she was going out which significantly limited her mobility. Belgrade, on the other hand, was feeling very safe.

Frequent visits resulted in making tighter bonds with people and life in Serbia. Soon she started missing people with whom she had made very deep bonds during the elementary and high-school period spent in Belgrade. These people were an important emotional support network for her. Friendships in France in comparison were very shallow.

It is easy to schedule an appointment for issuing an ID card online.

Childhood friends, as well as family, provide great emotional support.

Meeting with friends, and going out happens much more spontaneously than in France.

She has a fulfilling relationship with her mother.

Staying in touch with sister and friends abroad is not complicated, thanks to the internet.

She finds it emotionally very hard when her friends decided to leave the country.

• Public transportation is “falling apart,” as she states. That is why Svetlana chose to move around the city with a taxi or other private transportation providers (Car:GO).
**THOUGHTS ON FUTURE**

Ana does not have a plan to move again as she has finally settled into the feeling of joy and relief for being back home.

**CONTEXT**

Svetlana’s home wasn’t available as an interview venue. She returned recently and she was very open to meet anywhere, so the cafe where the interview took place didn’t have any significant impact on the conversation flow.
Vesna Djuraskovic was born in 1947 in Belgrade. She was working at a state company when a sudden embargo was imposed on Yugoslavia in 1992. Economic chaos causes the company severe losses and the director who she was working closely with advised Vesna to leave the country. She thought that the crisis wouldn’t last for a long time, but a maximum of three months, so she and her husband decided to temporarily move to her brother’s in the USA. They took their twelve years old daughter and the family dog.

In the USA Vesna was working closely with the director of the company and the company’s losses increased. She thought that as she was getting older the quality of living would significantly decrease if they stay in the States. They wondered what would have happened if they were not able to drive a car. Their daughter moved out of the USA, and there was little to keep them there.

People which she refers to as bullies (men driving a big black car in the pedestrian zone) in Belgrade make people feel unsafe. The official politics of the state do not respect the country’s history by destroying the city heritage. The city is being destroyed with unplanned and careless reconstructions. The pedestrian zone in the heart of Belgrade is expanding and thus public transportation is moving further away leaving elderly people far from means of transportation. Politicians with no qualification are destroying the educational system. Banks in Serbia are not willing to give her a loan for a car because of her age.

Vesna was maintaining and nurturing friendships with people from Serbia, so she had a wide social network when they came back. She is happy with her daughter living abroad. She is content for having provided an opportunity for her daughter to get an education and work in countries where her potential is realized and excellence recognized.

Available monthly income and pensions, they are financially independent of the economic conditions in Serbia.

Living in the center of Belgrade makes culture and art events easily accessible.

Preparations lasted for a year. Vesna remotely organized their apartment renovation in Belgrade and listed their house in the USA for sale. They hired a moving company to transfer their stuff.

Vesna was forty-five at the time. She knew very little English and had to restart her career all over starting as a salesperson at a store to working in financial administration for pharmaceutical companies. She and her family received the green cards shortly upon arrival and had a good, stable life.

Vesna retired at the age of seventy. Her husband and she felt that as they were going to be getting older their quality of living will significantly decrease if they stay in the States. They wondered what would have happened if they were not able to ride a car. Their daughter moved out of the USA, and there was little to keep them there.

With a foreign monthly income and pensions, they are financially independent of the economic conditions in Serbia.

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<thead>
<tr>
<th>HAPPY MOMENTS</th>
<th>PAIN POINTS</th>
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<tbody>
<tr>
<td>Vesna was pleasantly surprised that post-return administrative procedures were completed promptly.</td>
<td>Customs procedures take a long time. They waited for two weeks for their paintings to be cleared.</td>
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<td></td>
<td>People in the Ministry of Interior unkindly refused to help Vesna get necessary papers for issuing citizenship documents for her grandchild.</td>
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<td></td>
<td>Different employees at the Serbian embassy in the USA often give contradictory information.</td>
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<tr>
<td></td>
<td>Documents are issued only in Cyrillic; this is possibly a big problem for Serbs raised abroad.</td>
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<tr>
<td></td>
<td>Healthcare in Serbia is substandard. Hospitals are in poor condition. Toilets are not clean. Information system does not work properly which causes unnecessary waiting.</td>
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</tbody>
</table>

**THOUGHTS ON FUTURE**

Vesna is proud and happy about all of her life decisions. She is fully aware of both positive aspects and all of the disadvantages of living in Serbia. Still, she doesn’t want to start another big life adventure, to learn a new language or move anywhere else as long as she can have a dynamic relationship with her daughter and rich social and cultural life. After so many years she believes that coming back home was the right choice for her and her husband.

**CONTEXT**

Vesna grew up in Belgrade downtown and spent the entire life there before moving to the USA. She had a rich social and cultural life. Her feelings about downtown Belgrade as a place closely related to her identity were prominent. Meeting her at a cafe nearby was like meeting her at home. She was very open to sharing her views and experiences.
Marko Panic was born in 1988. He studied biology at the University of Belgrade. Right after taking a bachelor’s degree he moved to Germany where he continued his education. He obtained masters and PhD degrees in Heidelberg and shortly afterward found a job in Stuttgart where he stayed for a few years. Marko recalls that ideas about returning to Serbia appeared in the middle of doing the PhD program.

Motivation

Job opportunity at the University of Belgrade
The state simplified the process of hiring young scientists returning after studying abroad. The fact that he obtained his PhD diploma at a well established foreign university would secure him a teaching position at the University. This sounded like an exciting and meaningful idea since he was wanting to support enhance quality of education in Serbia. However, Marko was wondering if coming from a top university to one of a lower rank is a smart choice.

Close to friends and family
Marko was enjoying the idea to work and live close to his family and old friends.

Post-return experiences

Happy moments
- Developing business and products is much simpler and faster for small and mid-size businesses in biotech here than in Germany
- Registering a company in Serbia is fast and easy
- After one year, Marko’s startup provided his financial stability
- His company did not have competition in services that they offer in Serbia.
- There is an open call for young Serbian scientists who finished their PhDs at foreign universities
- There is a positive feeling that he contributes back to the system
- In Serbia, it is possible to stay in one scientific institution for a lifetime, while in Germany it was not as professors there usually

Worklife
- Diploma nostrification takes almost a year, which significantly prolongs the procedure of getting hired at the University
- The current way of funding through projects makes keeping up with scientific development at the Faculty of Biology very difficult

Administration
- Serbian Business Registers Agency and Innovation fund function efficiently
- Taxation is complex and requires extra liquidity. His company is free from paying VAT but it has to be paid initially. The state sends a refund at the end of the year. Waiting for the refund can jeopardize some aspects of the business
- Import and export taxes are catastrophic. For example, when he was moving to Serbia, Marko had to pay extra money for a paper that would allow him to bring his belongings without having to pay taxes. Complicated procedures make moving back difficult and unpleasant
- Lack of clear guidance on what legal procedures and paperwork one has to get done when returning to Serbia
- Information on how to conduct businesses within the legal framework are often contradictory
PRIVATE LIFE

- Often visits to Serbia made maintaining friendships easier
- Living close to family is important for Marko
- Renting an apartment in Belgrade is significantly easier than in Germany
- Belgrade has a dynamic cultural life

THOUGHTS ON FUTURE

Although some of Marko’s friends moved back to Serbia, weren’t happy here and left, Marko doesn’t perceive leaving as an option for now. One of the possible reasons why he would consider moving again is if his partner got a great business opportunity abroad or if someone pressured him, for example politically, into compromising his integrity at work.

CONTEXT

The researchers were supposed to meet Marko at the Faculty where he is currently teaching but till the day of the interview schedule of all the classes remained unknown. Marko was not upset about this and he only shared that faculties can be unorganized here compared to the ones abroad. Instead, they met near the school, at a local restaurant after the classes for the practical work of students that he is mentoring. Being a very focused and precise person Marko shared many concrete facts about his experience of return to Serbia but at the beginning it was challenging to get to the stories and feelings behind. However, after establishing trust and sharing a few stories while the voice recorder was off, Marko was more open to share details and personal view on the process of returning to Serbia.
Nebojsa Djurdjevic was born in 1965 in Belgrade. The Yugoslavian civil war was raging in 1993 when inflation and economic sanctions started affecting daily lives. Nebojsa was at the beginning of his career when job opportunities in the IT field started to seize. The chaos in the country and the feeling that no one needs him as a young talented professional were some of the reasons why he and his wife applied for a visa and fled to Canada. They have lived a cozy life there for over twenty years. Nebojsa had a few successful startup exits that created financial freedom for him to work only on projects with stronger social impact and work-life balance. The work flexibility he had gave him the possibility to visit Serbia every two to three months.

Nebojsa unexpectedly received a message from a foreign executive search consultant via LinkedIn who introduced him to a new initiative, a non-profit, non-governmental organization with the strategic goal of developing a strong, globally competitive digital economy in Serbia. Nebojsa was offered to work for Digital Serbia Initiative (DSI) as a director.

### Social and Public Life

#### Happy Moments
- Opportunity to meet new people through his job
- Possibility to create his own world - avoiding news and TV makes his routine less stressful
- Serbian theaters and culture places responded well to his needs

#### Pain Points
- Smoking in public places is a big problem
- People are grumpy and deeply unsatisfied
- People do not have a feeling of responsibility for keeping intact public and communal places
- Hospitals are in poor condition. He had an opportunity to experience it while his mother was ill and he would rather avoid visiting public health institutions

#### Transcontinental Relocation
- A private company had arranged and executed the moving process, from packing his stuff up to unpacking them in his new apartment in Belgrade
- The moving agency did all related paperwork as well

#### Professional Engagement
- The filling of fulfillment for being able to participate in policy creation that has a positive impact on business development in the domain of IT
- Possibility for knowledge sharing
- Feeling motivated and devoted to a good cause. Feeling that someone needs his talent unlike when he left the country

### Decision to Return
Nebojsa was anyway coming to Serbia, so he accepted to meet with the DSI team. He appreciated the initiative’s purpose and plans and the people behind it, so he felt motivated to devote his time and skills to this project. He felt emotionally connected with Serbia and wanted to contribute to its development.

### Return
Nebojsa tried to develop a professional relationship with an IT outsourcing company in Serbia. He had projects in Canada that he wanted to outsource solutions for in Serbia. Unfortunately, in the first meeting he spotted corruption and refused to collaborate any further.
**PROFESSIONAL ENGAGEMENT**

- Having an opportunity to bring more Serbian professionals who live abroad back to Serbia to contribute their knowledge and expertise to the development of the country

**THOUGHTS ON FUTURE**

<table>
<thead>
<tr>
<th>HAPPY MOMENTS</th>
<th>PAIN POINTS</th>
</tr>
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<tbody>
<tr>
<td>His personal and professional life brings great satisfaction to Nebojsa. After many years of living abroad, he stopped making long-term plans. He wants to stay in Serbia as long as he feels fulfilled. He does not know if he is going to stay for two years or a lifetime, but he believes that it is important that he feels at peace with all possibilities.</td>
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</table>

**CONTEXT**

We met Nebojsa at a cafe near his apartment but soon after we talked about the purpose of the interview he proposed to move to his home so he can have more focus and better sound quality of the recording. On the way to his apartment, we passed by the pastry shop he loves because there he can get “one of the best macarons in the world”. This inspired him to share a story about a French chef in Canada and to point out a high-quality lifestyle in Belgrade. Upon arrival, we continued the conversation in a more peaceful/cozy atmosphere where Nebojsa shared his story with a focus on the professional aspect of life and also gave us glimpses into his personal life. He’s got a modern apartment and it was interesting to spot two suitcases in the living room and the bicycle. Nebojsa shared that even though Belgrade is much more developed now compared to when he had left, the traffic is equally bad.
Vladimir Dumovic was born in 1987 in Belgrade. He emigrated with his family to Australia at the age of three during the beginning of the Yugoslav war. He studied economics and education. He started working as an accountant for a mid-size company after which he decided to work as a business analyst for BMW. After realizing that he doesn’t like working in the corporate world, he decided to shift towards teaching. He held a position in a high school teacher of business and economics, where he worked for six years until moving to Serbia. During his career in education, he published seven textbooks.

**Feeling of belonging**

Vladimir believes that no matter how long one lives in a foreign country, feelings and affection one has for that country cannot be so fulfilling as those one has for his/her homeland. He is aware of the romanization this story entails. He felt the need to stress that his feelings differ from the nationalistic stances of other people who fled Yugoslavia because of the war. He appreciates being raised in a multicultural environment, and yet yearns for his homeland.

**Connection with family, language, and nature**

Spending vacations in Serbia were very emotional for him. He was missing spending more time with his extended family. He was feeling very emotional when hearing children speak Serbian in the kindergarten in Belgrade he went to. Vladimir felt a deep sense of connection with nature in Serbia and missed being close to the Serbian culture of hospitality and intensive social relationships.

**Motivation**

Vladimir’s return started as a vacation. He was traveling Europe with his friends and stayed in Serbia for a while. He had a feeling that the time might be right. He looked for a job and the stars aligned the day he got a teaching job in Belgrade and sold the property he was having back in Australia. He felt like it was a victory. He quit his permanent job in education where he built a reputation and published handbooks in Australia but he kept a remote work relationship.

**Post-return experiences**

**Happy moments**

- Living in Belgrade, he can often go to matches of his favorite football team.
- He has strong bonds with his niece and nephew who live in Belgrade.
- He meets good and sincere people he easily became friends with.

**Pain points**

- He misses his father and brother who stayed in Australia.

**Social and private life**

- Smoking in indoor spaces, restaurants, and cafes.
- Engaging in existing local initiatives, for example helping Roma people get access to education, is an opportunity to make a positive impact.
- Lifestyle in Belgrade is better. People go out together often.
- Other European cities are much closer which makes traveling easier.
- It is easier to go out with friends for a coffee.
- Serbian hospitality and generosity.

**Lifestyle in Serbia**

- Vladimir still works remotely, as a freelancer which gives him great freedom.

**Business activities**

- His experience tells him that if he develops a business that becomes a competition to people who are close to the governing structures, they can easily shut him down.
- Corruption suppresses open market principles of fairness and obscures real business opportunities.
- Workers’ rights in Serbia are poor, especially in the private business sector. The exploitation of workers is omnipresent.
- Serbia is by Western economies perceived as a source of the cheap labor force.
THOUGHTS ON FUTURE

Vladimir loves the nature that surrounds him in Serbia. He feels fulfilled with his life in Belgrade and doesn’t think of leaving but is feeling good about knowing that he has an opportunity to leave whenever he wishes.

BUSINESS ACTIVITIES

- His employer in a private school in Serbia was not paying him according to what he signed, so he quit
- Business managers do not recognize the impact of nurturing good relationships with their employees has

POLITICS OF DAILY LIFE

- Serbia has become a society of social extremes. Social injustice is huge and painful to witness
- Corruption rates are high and partisanship is the dominant governing principle
- Policemen still expect a bribe
- There is no possibility to change the system
- Seeing racism towards Roma

CONTEXT

The interview with Vladimir was conducted at a quiet coffee place and lasted for about three hours as interesting topics for the talk were emerging throughout the interview. Although he felt reserved talking about specific events connected with state oppression, he still tried to illustrate his opinions with other, widely known events.
4.0. Main Findings

Based on the interview, the information discovered in user stories, the research team framed problem statements, Points of View, that frame specific challenges that the users are facing. These Points of View will be crafted as “How might we” questions that can be used as the basis for the following three phases: Ideation, Prototyping, and Testing.

Besides the Points of View, the most important insight and recommendations for the continuation of the research will be presented in this chapter.

4.1 The Points of View

Problems/Pain Points and Insights

Given that_______________________ (context / situation)
How might we help ____________________ (users)
Do / Feel / Be / Achieve __________________ (immediate goal)
So that he/she can ______________________ (deeper / broader / emotional goal).

General Points of View:

1. Given that the decision-making process on return takes up from two to seven years even though the interviewed repats visit Serbia at least once a year, how might we help them make a quicker decision and better strategy to return to Serbia?

2. Given that the children of repats that are born abroad have language and cultural barriers upon the return, how might we help them integrate more easily into peer groups so that they feel supported and accepted?

3. Given that our users are experts with specific professional knowledge and experience, and that they see life in Serbia as being a current phase but not definite, how might we create opportunities for them to share the knowledge and experience and make more meaningful impact for the community so they can find a purpose here and see Serbia their permanent home?

4. Given that highly educated repats have had successful careers abroad, how might we help them share their contacts and experience so they can actively participate in economic and (or) social development of Serbia and feel more fulfilled?

5. Given that the public administration involves a lot of procedures that require going to institutions, how might we use the first contact of repats with institutions and encourage them to share the invaluable feedback to spot problems and room for improvement?

6. Given that most of the users stated that the public healthcare system is not well functional and reliable and that they use private insurance but even that might not make them safe, how might we make the healthcare system better so that repats have more trust in it?

7. Given that repats who lived abroad for more than 3 years have experienced a certain personal transformation, how can we help them to stay true to the new sets of values and easily (re)integrate into society?

8. Given that children’s welfare plays an important role for parents when choosing a place to live with the family, how might we help them recognize the advantages of raising children here so they can perceive Serbia as a home?

9. Given that separation due to the permanent moving to distant places in a meaningful relationship can cause a lot of distress and trauma, how might we redesign the experience of separation, so that it feels more acceptant?
10. Given that pre and post-return legal administration are complex and there is no clear holistic guidance to going through it, how might we help repats have a smooth experience making systematic touchpoints with public administrative institutions in Serbia so that they can develop a more trusting relationship with public institutions?

11. Given that most repats in this research have a strong drive for contributing to society through volunteering and activism, how might we help them navigate volunteering opportunities so that they engage with the cause that they contribute to the most?

12. Given that navigating complex pre and post-return administration and paperwork is time-consuming, how might we help repats get all needed information in the most efficient way so that they have more time to focus on other relevant activities?

13. Given that the negative propaganda about Serbia makes decision making to return more complex, how might we help repats get a balanced picture of the real situation in Serbia so that they can make a well-informed decision?

14. Given that most repats need to rebuild their old and / or make new social connections, how might we help them develop a new social circle more efficiently so that they find friends and professional connections fast?

15. Given that most repats culturally resonate well with other repats, how might we foster closer networking and collaboration among them, so that they can achieve faster integration and have more opportunity for co-creation?

4.2 Conclusions

4.2.1 Important Insights

Three-quarters of the users were excited about the opportunity to share their stories. All users were content about participating in the initiative that has the final goal of improving the experience of returning. Four users were proactively recommending their friends as prospective interviewees.

All users had distinctively different return strategies, but all share one single point which is striving to be financially independent of the Serbian economy and independent from non-favorable government policies and regulations. Also, most users live in small social circles, so-called “social bubbles” and mindfully protect themselves from significantly negative narratives present in the media and among people. They miss independent media reporting and tend to consume none, or very selected, traditional media.

Mapping positive experiences create a base for developing programs and campaign aiming to affirm the trend of returning to Serbia.

Most prominent pain points for all users revolve around complex and fairly inefficient administration and bureaucracy in Serbia. There are three strategies for dealing with this challenge that was recognized:

1. Avoiding and having the minimal required contact with public administration and public institutions,
2. Outsourcing dealing with the administration as much as possible,
3. In case of ambiguity, persistent acquiring of the information regarding the specific issue from multiple sources.

By identifying pain points of the returnees with high qualifications who are more likely to be financially secure and can afford all available professional assistance in their returning process, we can get recommendations for policy improvements that go beyond availability and accessibility of different state provisions and services but tackling the issues of their quality and efficiency.
Some of the concrete, very specific problems that can be addressed are as follows:

- Smoking indoors and in public places is a huge pain point for all users.

- Grants approved for international co-productions by national institutions require the representative of the legal entity to sign approval for every single money transfer and go to the public treasury located in a municipality where the organization is registered. This rule is very inefficient and requires an enormous amount of time that can be invested more productively.

- Through the funds received in public open calls for co-financing film (co) productions, people cannot be full time employed but only engaged temporarily. Therefore, taxes are higher and it is harder to keep people on projects that last for a long period of time.

- Transcription of foreign names in documents is not standardized, and therefore one person can have their name written differently in different personal ID documents.

- Transferring household goods is limited to 5000 EUR per person, which is absurdly small for people who lived abroad for many years.

- The state laws limit the use of one’s own money after transferring it from a foreign country to Serbia.

- All forms in Serbian embassies abroad are written in Cyrillic alphabet which is not necessarily understandable to all Serbs.

- When starting the legal procedure of moving personal belongings to Serbia, the first form that needs to be filled in at the Serbian embassy abroad costs 150 EUR. This leaves a negative impression on the returnees as it makes them fear that the process will be difficult, long and costly as most of the administration in Serbia.

### 4.2.2 From Learning to Action

The insights generated through this research have multiple purposes and use-value. Besides serving as a base for creating new policies and measures that will improve the experience of returning to Serbia, the materials gathered can serve as inspiration and information in communication and campaign creation toward the Serbian diaspora. With this report we are finalizing the first iteration of the first three phases of Design Thinking methodology workflow: Understand, Observe and Define Point of View.

In order to get a more complete picture of the experience that is the subject of the research and that can lead to innovative solutions, Design Thinkinkers research team recognizes further research directions:

- Interviewing Serbian expats who are in pondering whether to return to Serbia or not,
- Interviewing those who have returned to Serbia but left after not being able to successfully integrate,
- Interviewing other stakeholders directly and indirectly involved in the process of returning such as staff members at Serbian embassies abroad, state policymakers in charge of policies defining the legal framework for returning to Serbia, members of organizations gathering Serbian diaspora, etc.
- Interviewing repats living out of Belgrade intending to include both urban and rural environments.

Having in mind that the final goal is to redesign the experience of returning to Serbia, the next step would be to focus on a very specific Point of View, challenging experience, that needs to be redesigned.
To design innovative solutions for these challenges, the entire cycle of Design Thinking should be implemented. It would start from understanding deeper the specific challenge and then observing roles and experiences of all stakeholders involved to be able to gain empathic insights that will inform fresh Points of View. These very specifically framed challenges gathered through exploring the “problem space” will be taken to the following phases of “solution space” - Ideation, Prototype, and Test.

This methodology can be used for any number of challenges that need to be solved by putting humans into the very center of the design process. When done well, a human-centered approach fuels the creation of products that resonate more deeply with an audience — ultimately driving engagement and growth.

“When you understand the people you’re trying to reach - and then design from their perspective - not only will you arrive at unexpected answers, but you’ll come up with ideas that they’ll embrace.”

— IDEO, The Field Guide to Human-Centered Design

5.0 Annexes

5.1 Annex 1: Call for Participants

**Invitation to Participate in the Research on Circular Migrations**

*Have you returned from abroad within the last three years? UNDP Accelerator Lab Serbia and Design Thinking Lab are launching research about the experience of returning from abroad of our fellow citizens and are inviting you to share your story.*

*We want to understand what it is like to return to Serbia from the perspectives of work, personal and family life, as well as meeting institutions. Everything that we learn we will use to improve experiences to those who returned and those who remained living abroad.*
We invite you all who have spent abroad at least two years and have returned to Serbia in the last three years to apply for the research: (link).

After signing up, we will invite You to an interview that will last for no longer than an hour and a half. We will adjust the time and place of the interview according to your preferences. If you prefer so, your story can remain anonymous.

5.2 Annex 2: Legal Consent

Istraživanje o povratnicima

Istraživanje o povratnicima je naručio UNDP, a sprovodi ga organizacija Design Thinkers. U okviru istraživanja će biti sprovedeno dvanaest intervjua koji će biti snimani u audio zapisu, pisanoj i grafičkoj formi. Podaci će biti prikupljeni i interno obradjeni, i biće korisćeni za objave u formi tekstualnih članaka, audio i video prezentacija.

Osoba koja učestvuje u intervjuu se slaže da materijali budu korisćeni za potrebe istraživanja, pri čemu može izabrati da li želi da bude anonimna ili ne.

UNDP i Design Thinkers se obavezuju da neće deliti materijale prikupljene kroz intervjua sa trećim stranama, odnosno licima, kao i da će prikupljeni podaci biti čuvani godinu dana od dana intervjua, nakon čega će biti izbrisani.

Podaci osobe koja učestvuje u intervjuu:

Ime i prezime: ________________________________
Da li želite da budete anonimni
Da:__ Ne:__

Potpis: