

## QUESTIONS AND ANSWERS 1

### IN RESPONSE TO THE USAID BEP REQUEST FOR PROPOSALS (RFP)-2016-03 FOR

#### TEAM BUILDING AND STAFF DEVELOPMENT PROGRAM FOR THE MINISTRY OF FINANCE

1. Our first question concerns the organizational structure of the participants. We would be grateful if you could send us additional information about the organizational structure of the Budget Department with the Ministry of Finance, including as many details as possible regarding their management structure, reporting lines, etc. We would very much appreciate any available information that could help us design a tailored-program that answers to their particular duties and responsibilities

Please note that the Ministry of Finance Budget Department (BD) is fragmented into the following units:

- Budget Division, that has 15 employees who are allocated into the following groups:
  - Group for budgetary analysis
  - Group for budget execution
  - Group for IT support
- Section for the capital projects appraisal (3 employees)
- Group for the budgetary system (1 employee)
- Section for the local self-governments financing (5 employees)
- Group for salaries financing (5 employees)
- Group for social security organizations (3 employees)
- Group for financing political activities and implementation of plans and strategies (3 employees).

Assistant Minister serves as the head of the BD itself, while each unit (division, group, or section) within the Department is headed by a chief who directly reports to the Assistant Minister. The staff employed within a unit report to their respective chiefs.

Even though divided into seven separate units, each unit conducts work interrelated to all the others. Close relation of the work along with the chronic/constant lack of staff members, often results with the situation that one employee conducts work in two units, usually in the Budget Division and some other unit (Section for capital projects, Group for social security organizations etc.). This situation occasionally leads to the loss of clear superior chief and difficult prioritization of tasks.

In the recent period there has been significant change in the structure of the BD staff, so nowadays it consists of equal shares of young staff, entry level employees without much professional experience, and experienced staff soon to retire. Joint characteristics of the work performed within the Department include great importance and high responsibility of tasks, often short deadlines, and chronic understaffing. These factors, along with the inconsistent communication channels and diversified personality types, occasionally dampens the coordination and collaboration among team members.

2. The second question we would like to address is more of a technical nature. Would you be so kind to explain to us in a more detail what is meant by the specific instruction no.1 in the technical guideline that goes as follows: An identifiable tab sheet shall precede each section for easy reference.  
Please note that "an identifiable tab sheet shall precede each section for easy reference" refers to single blank paper sheet with printed name of the section to which it precedes. This way all sections of the proposal will be transparently divided and easily referred.
3. Does the amount of \$9,000 USD should cover all expenses, other than organization and realization of the program such as transport, hotel accommodation during team building, the venue for trainings and follow up workshops and refreshments?  
Please note that awarded amount of 9,000 USD is not intended to cover logistical costs such as transport, venue, accommodation, meals and refreshment for the Ministry of Finance staff who participate in the program. These costs will be separately covered by USAID BEP.
4. Since USAID is excluded from Serbian VAT system, can we assume that the given budget of \$9,000 USD is considered as amount without VAT?  
Please note that the budget of 9,000 USD is a net amount, meaning that it excludes VAT. In that sense, a total amount of up to 9,000 USD might be awarded to selected offeror under this subcontract. Each finalized deliverable will be preceded by pro-forma invoice from a contractor sent to USAID/BEP. USAID/BEP will provide VAT exemption for every milestone.
5. Do we need to translate all the documents obtained by Serbian institutions/organization in English?  
Please note that the documents obtained from Serbian institutions evidencing some legal/economic aspects of your organization do not need to be translated in English.
6. We will include in our offer all logistical support for organization of team building event (hotels, food...). If we need to provide these costs in our proposal could you please provide us with the desired hotel standard and distance from Belgrade?  
Please note that logistics for the two-day team building retreat must be undertaken by USAID BEP, since USAID BEP will be covering the costs for the Ministry of Finance Budget Department staff during the retreat. However despite this, offerors should calculate costs of transport, accommodation, meals and refreshments for their staff during the entire Program (including the retreat) into the Cost Proposals. The two-day retreat that USAID/BEP will organize and pay for the participants (without offerors staff) will take place at the hotel with the rates under US Government Rate ([https://aoprals.state.gov/web920/per\\_diem\\_action.asp?MenuHide=1&CountryCode=1367](https://aoprals.state.gov/web920/per_diem_action.asp?MenuHide=1&CountryCode=1367)), up to 100km away from Belgrade. Offeror may decide to stay at the same hotel with the group, or to choose different lodging.