

DELEGATION OF THE EUROPEAN UNION

TO THE REPUBLIC OF SERBIA

FREQUENTLY ASKED QUESTIONS 1

Support for de-institutionalisation and social inclusion of persons with mental disability and mental illness

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Contents

A.	ELIC	GIBILITY	A-2
	A.1	Applicants	A-2
		Co-applicants and affiliated entities	
		Associates	
		Actions	
		Activities	
		Costs	
		Miscellaneous	
B.	PAR	TNERSHIP	B-7
C.	FINA	ANCIAL CONTRIBUTION	C-8
D.	PRE	PARATION AND SUBMISSION OF PROPOSAL	D-9
	D.1	Application form	D-9
		Logical framework	
		Budget of the action	
	D.4	PADOR registration	D-11
	D.5	Miscellaneous	
E.	EVA	ALUATION OF PROPOSALS	E-11
F.	IMP	LEMENTATION OF SUPPORTED ACTIONS	F-12
	F.1	Start of the implementation	F-12
	F.2	Payments	
		Procurement	
	F.4	VAT-exemption	
	F. 5	Miscellaneous	F-13

A. ELIGIBILITY

A.1 APPLICANTS

No	Question	Answer
	Our organization is Health Care Institution ("Dom zdravlja"), can we apply as project applicant?	Any organisation meeting the criteria defined in sections 2.1.1 of the Guidelines for Grant Applicants (GfGA) (p. 7) is eligible to apply as applicant.
1.		"To ensure equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of applicants, affiliated entity(ies), an action or specific activities." (Guidelines for Grant Applicants, section 2.2.4, p.17).
2.	We are a Health Care Institution ("Dom zdravlja") which is at the moment a part of regional Health Centre and does not have legal personality yet, so we cannot register in PADOR. How can we participate in the CfA?	Each applicant must comply with the eligibility criteria for applicants, among which one is "to be legal persons". Please consult the Guidelines for Grant Applicants (p.7) – eligibility criteria. This is also a criterion for PADOR registration.

A.2 CO-APPLICANTS AND AFFILIATED ENTITIES

No	Question	Answer
	Our institution is an establisher of some health care institutions as well as residential institutions; can we apply as an affiliated entity in the project?	Any organisation meeting the criteria defined in sections 2.1.2 of the Guidelines for Grant Applicants (p. 9) is eligible to apply as affiliated entity.
3.		"To ensure equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of applicants, affiliated entity (ies), an action or specific activities." (Guidelines for Grant Applicants, section 2.2.4, p.17).
4.	Can you please explain the role of affiliated entities — is it allowed to contribute to the project with their own funds, is it allowed for them to use project funds?	Yes, it is allowed for affiliated entities to be involved in the project and the costs they incur may be accepted as eligible costs provided if they comply "with all relevant rules already applicable to the Beneficiary (ies) under the Grant Contract".
		For detailed information please refer to the section 2.1.2 of the Guidelines for Grant Applicants (p. 9).

A.3 ASSOCIATES

No	Question	Answer
5.	Are there any limitation concerning the number of associates per a project?	There is no limitation on the number of associates per project, as provided in section 2.1.3 of the Guidelines for Grant Applicants (page 9).

A.4 ACTIONS

No	Question	Answer
6.	In the case that we, as a Health Care Institution ("Dom zdravlja"), apply together with LSG, with the project that develops services of primary health care in an already established institution, would this project be eligible for financing under this Call for proposals?	Any action meeting the requirements as provided in section 2.1.4 of the Guidelines for Grant Applicants (p.9) may be awarded with a grant under this Call for proposals. "To ensure equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of applicants, affiliated entity(ies), an action or specific activities." (Guidelines for Grant Applicants, section 2.2.4, p.17).
7.	As I understood, the only mandatory activity of this Call is 'delivery of community based care', however it is unclear to me, does mandatory activity include de- institutionalisation of persons from one or several social protection residential care institutions and special psychiatric hospitals (that are focus of this Call) back to their home town? Or that is optional activity?	Please note that the specific objective of this Call for Proposals is: "To support development, launch, improvement and/or sustainable functioning of available, affordable and accessible community-based services that respect user's rights, have adequate physical infrastructure and • enable de-institutionalisation of persons with mental disability and mental health disorders, that are currently placed in 13 social protection residential institutions and 5 special psychiatric hospitals covered by the project, and/or • support independent community living of people with mental disability and mental health disorders in Serbia and/or • Reduce the need for alternative or residential care of people with mental disability and mental health disorders in Serbia by preventing unnecessary separation from the family care." Please note the list of activities provided within the Guidelines for applicants section 2.1.4 p.12 is not exhaustive and that the applicant may propose activities not listed in line with the specific objective of the Call and its overall objective.
8.	Can we employ persons with mental disability or mental health disorders within our project?	Yes, if it is in line with project purpose and national regulations. Please note that services to be launched, according to the GfGA, Section 2.1.4, page 10 "may include but are not limited to family support services, foster care, respite care, personal assistance, rehabilitation, community-based residential support, independent living schemes (supported living), supported employment and employment related consultations, home care and home nursing, crisis intervention and emergency services (of non-statutory nature), self-help groups, drop in centres and day care."
9.	Can we apply for grant to finance existing service or spreading it onto the regional level?	The eligible types of actions in this Call for Proposals (CfP) are to: "support development, launch, improvement and/or sustainable functioning of available, affordable and accessible community-based services" (p. 10 of GfGA). However, please note the following:

"To ensure equal treatment of applicants, the Contracting
Authority cannot give a prior opinion on the eligibility of
applicants, affiliated entity(ies), an action or specific
activities." (Guidelines for Grant Applicants, section 2.2.4,
p.17).

A.5 ACTIVITIES

No	Question	Answer
10.	Can we plan activities that are profitable in our project?	No, actions envisaging profit-making activities are not eligible to be supported (see also: Articles 17.3-7 of the General conditions, Annex 2 of the Grant contract).
11.	Can we introduce financial participation of the beneficiaries or their families for the project services as one of the project activity?	Yes, but please be aware that national legislation regarding this issue must be followed. Funds gathered through financial participation of beneficiaries may be also reported as project co-financing.
12.	Is personal assistance for people with mental disability and mental disorders eligible as a project activity?	Personal assistance is eligible service under this CfP. For details, please see GfGA p. 10. However, please note the following: "To ensure equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of applicants, affiliated entity(ies), an action or specific activities." (Guidelines for Grant Applicants, section 2.2.4, p.17).
13.	Can training and consultancy of persons with mental disorders and mental disability in order to improve their employability be our main activity?	For details, please see GfGA section 2.1.4, p. 9 which inter alia statessupported employment and employment related consultations are eligible services under this CfP. However, please note the following: "To ensure equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of applicants, affiliated entity(ies), an action or specific activities." (Guidelines for Grant Applicants, section 2.2.4, p.17).
14.	Many persons that are target group of this CfP do not have legal capacity. How do we involve this target group?	To involve persons that have no legal capacity as direct beneficiaries of the activities, you must have official approval of their legal guardians. Take this into consideration when selecting your target group in the project development phase.

A.6 Costs

No	Question	Answer
15.	Can we buy equipment from the project budget?	Costs for purchasing equipment necessary for the implementation of the proposed action are eligible and shall be budgeted under budget heading 3. Equipment and Supplies in the Budget of the action (Annex B). Please note that a maximum of 30% of the EU contribution to the grant can be used for investments (works/supplies) in development of community-based services as stated on page 11 of the Guidelines for Grant Applicants.

16.	Can we calculate currency exchange losses in the budget?	Currency exchange losses are ineligible costs as stated on page 15 of the Guidelines for Grant Applicants.
17.	If local government contracts a person to work as project manager, is it allowed paying for his/her salary from the EU grant.	The salaries of the staff assigned to the action, in general, if in line with local legislation are eligible project costs under this Call for proposals.
18.	In situation where (i) municipality is the developer of the project; (ii) centre for social work is carrying out the project; and (iii) the nongovernmental organisation is a partner of the project, would it be possible/allowed for regular monthly payments made by municipality to employees of centre of the social work (who are at the same time involved in project), to be considered as resources which will be contributed to the project by municipality.	Please see answer 8.
19.	Are contributions and taxes associated with salaries eligible?	"The cost of staff assigned to the Action, corresponding to actual gross salaries including social security charges and other remuneration-related costs" are eligible project costs, as provided by Article 14.2 of General Conditions (Annex II to the Standard Grant Contract).
20.	Our LSG will be an applicant on the project and service provider will be a co-applicant. Can we pay from the project budget the salaries of the co-applicant and in which percentage?	When planning the costs for salaries of the staff assigned to the action, applicants shall consider the provisions of Article 14.1 and 14.2 of the General conditions (Annex II to the Standard Grant Contract). Also, the applicant shall follow the respective national legislation.
21.	If we introduce financial participation of the beneficiaries or their families for the project services, will these funds be considered eligible?	Yes, but please be aware that national legislation regarding this issue must be followed. Funds gathered through financial participation of beneficiaries may be also reported as project co-financing.
22.	Is it possible to finance building of a house/building or buying a building lot?	A maximum of 30% of the grant can be used for investments (works/supplies) in development of community-based services (30% of the EU contribution to the project), but please note that purchase, rent or leasing of land and existing buildings is not an eligible cost (GfGA, Section 2.1.5, p 15).
23.	Is it allowed to purchase prefabricated houses in the project?	Please note that only the construction of prefabricated houses is eligible under the terms of the contract. Purchase of existing buildings (including prefabricated houses) is not eligible.

24.	Could you please clarify is it eligible to plan the reimbursement of the costs for people who will be engaged as care-providers within the project course? Will any type of salary/reimbursement for engaged services providers be considered eligible costs and could be funded from the grant?	Please see answers 17 and 19.
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A.7 MISCELLANEOUS

No	Question	Answer
25.	On how many projects one organization can be applicant or co-applicant?	For detailed information please refer to the section 2.1.4 of the Guidelines for Grant Applicants (p. 12).
26.	Can we apply for a grant, even if we have received already a grant from another EU-program?	Applicants already implementing a different action supported by the EU are eligible to apply under this Call for proposals. The same action cannot be financed to avoid the cumulation of grants (see Art 6.3.7 of the Practical Guide)
27.	Can you please clarify – the project beneficiaries have to be adult persons – is it from age of 18 or 26?	Project beneficiaries have to be adult persons ("punoletne odrasle osobe") according to the national legislation.
28.	Are elderly people with mental disability or mental health disorders eligible target groups of this Call for proposals?	Yes, there are no limitations in the upper age limit of the target group.
29.	As defined in the GfGA, mental disability or mental health disorders can be understood widely. How we can be sure that disability or disorder that will be subject of our project will be considered as eligible?	It is a matter of specific knowledge related to the health sector. However, the definition is wide and allows various types of disabilities and/or disorders to be included, there is no pre-defined list of "eligible" mental illnesses or disorders for this CfP.
30.	Can we involve children with mental disability or mental disorder as our target group?	Primary target group of this Call are adults (in Serbian "odrasla punoletna lica") with mental disabilities and mental disorders, residing in Serbia and in need of social and/or medical support. (GfGA, p. 10). The project must involve beneficiaries from the above target group, but not exclusively. It can also involve beneficiaries from other vulnerable target groups, if this is in line with the purpose of the planned activities.
31.	As a local self-government, are we obliged to implement tender for service providers (to become our partners)?	The selection of suppliers and service providers in general is subject of Annex IV of the Grant Contract.It is not necessary to provide the documentation related to commissioning of local social protection service providers with the grant application.

32.	Having in mind that the services provided through the action are those defined in the Article 40 of the Law on Social Protection, but that there are no licensed legal entities in our city, what shall we do?	MoLSP has recently started licencing of community based services procedures in Serbia. Applicants are advised to familiarise themselves with the procedure and required standards, and also initiate obtainment of a licence. However, possession of such licence, in view of the only recent start of the process, is not a prerequirement in this Call. Successful applicants will receive further instructions regarding this matter during the implementation of their actions.
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B. PARTNERSHIP

No	Question	Answer
33.	Are there any special requirements in cases where applicants are organisations based in EU member states?	Please see section 2.1.1 of the GfGA: "Nongovernmental organizations not established in Serbia that are applying to the Call as applicants must act in partnership with at least one co-applicant established in Serbia."
34.	What is the difference between associates and co-applicants?	The Associates do not have to meet the eligibility criteria referred to in section 2.1.1. They have to play a real role in the action, but may not receive funding from the grant with the exception of per diem or travel costs Please see for details sections 2.1.2 and 2.1.3 of the Guidelines for Grant Applicants.
35.	To which extent is recommended involving educational institutions as copartners?	This call allows to educational institutions to be coapplicants, but not applicants. Any action meeting the requirements in terms of eligibility of the action as provided in section 2.1.4 of the Guidelines for Grant Applicants may be awarded with a grant under this Call for proposals. "To ensure equal treatment of applicants, the Contracting Authority cannot give a prior opinion on the eligibility of applicants, affiliated entity(ies), an action or specific activities." (Guidelines for Grant Applicants, section 2.2.4,
36.	Is it necessary to have as a partner on the project one of the 13 residential institutions and/or 5 special psychiatric hospitals?	p.17). Any organisation meeting the criteria defined in sections 2.1.1 of the Guidelines for Grant Applicants (p. 7 and p. 8) is eligible to apply as applicant and/or co-applicant. Any organisation meeting the criteria defined in sections 2.1.2 of the Guidelines for Grant Applicants (p. 9) is eligible to apply as affiliated entity. Participation of the 13 residential institutions and the 5 special psychiatric hospitals in the project is not mandatory.

C. FINANCIAL CONTRIBUTION

No	Question	Answer
37.	Can we apply for a smaller amount of 50,000 euros, if so it was our part of the project budget, or the strict minimum the above?	Any grant requested under this call for proposals must be at minimum 50,000 EUR. (Guidelines for Grant Applicants, page 6)
38.	Can salaries of the people assigned to the action be considered as co-financing?	Please note that costs to be eligible shall be as specified in Article 14 of the General Conditions (Annex II to the Standard Grant Contract), as stated in section 2.1.5 of the GfGA. Regarding salary costs of personnel of national administrations, please, take into account the Important Notice in section 2.1.5 of the GfGA.
39.	In the case that LSG dedicates the apartment for the project purposes; would this be treated as co-funding of the project?	Under this call for proposal the applicants' contribution may only be financial. Contributions in kind are not eligible and may not be treated as co-financing (Guidelines for Grant Applicants, page 14, section 2.1.5).
40.	Are there any regulations concerning the percentage of co-financing and its distribution amongst applicants?	How the project applicants participate in co-financing of the proposed action is to be decided by themselves before submitting the project proposal.
41.	Do the applicants need to provide entire contribution?	Applicants' financial contribution may be provided by the applicant itself and/or the co-applicants and/or another project supporter — donors, sponsors, private companies, public institutions, etc.
42.	What is considered as in kind contribution?	In-kind contribution is any non-financial contribution to the successful project implementation like: voluntary work, free of charge services and/or supplies, space for an office and/or meetings, etc. Contributions in kind are not eligible and may not be treated as co-financing in this call for proposals.
43.	Do we need to have the 15% contribution at our accounts when the project starts?	Not necessarily, the applicant's financial contribution is to be "invested" in the project activities within the contracted implementation period of the respective action, specified in Article 2 of Special conditions.
44.	Can regular salaries of the applicant's staff, increased by 30%, be considered as contribution?	The costs to be assigned to the Action shall correspond to the actual gross salaries including social security charges and other remuneration related costs (Article 14 of General Conditions- Annex II to the Standard grant contract). Please take into account the answer to question 38 above.
45.	Our organization has incomes from our production and catering services. Can we	Yes, you can use these incomes and do not need to transfer it on the separate account. The applicant's financial contribution is to be "invested" in the project activities within the implementation period of the

	use these incomes as a financial contribution and do we need to transfer them on the separate account?	respective action.
46.	Can we provide necessary financial contribution (15%-50%) from the funds of another project that we are implementing?	•

D. PREPARATION AND SUBMISSION OF PROPOSAL

D.1 APPLICATION FORM

No	Question	Answer
47.	Some questions in the application form are not refereed in the guidelines evaluation grid. Are these questions evaluated? If yes, how? If no, should we still answer them?	The applicant is strongly advised to submit the entire information requested in each of the application form sections. Any missing or non-comprehensive information may influence negatively the project evaluation results.
48.	When filling in the application form, do we need to repeat all the data already filled in when registering in PADOR?	Once having submitted the information requested in PADOR the applicant doesn't need to fill in these data in the application form. However, you may print the PADOR offline form and submit it with the application.
49.	Are the application forms filled in English?	Applicants must apply in English. (section 2.2.1 of the Guidelines for Grant Applicants)
50.	Is it necessary to translate in English justifying documents like statutes of articles, registration certificate and financial reports?	No, in case the requested supporting documents (section 2.4 of the Guidelines for Grant Applicants) are not "in one of the official languages of the European Union or in the language of the country where the action is implemented [Serbian], a translation into English of the relevant parts of these documents, proving the applicant(s)'s eligibility, must be attached and will prevail for the purpose of analysing the application". (GfGA, p.23)

D.2 LOGICAL FRAMEWORK

51. "Actions objective • Nu	g to the GfGA, Section 2.1.4, p 7, have to contribute to the fulfilment of the specific of this call, measured by the following indicators: mber of beneficiaries receiving community based through the implementation of the action, and

 Number of beneficiaries with mental disorders and mental disabilities, and
 Number of beneficiaries transferred from residential care into the community based care."

D.3 BUDGET OF THE ACTION

N-	D.3 BUDGET OF THE ACTION	
No	Question	Answer
52.	Could you please clarify which expenses qualify under the budget heading 4.Local office? Can applicant's office costs (such as electricity bills, cost of communication, rent, etc.) be presented here?	Under budget heading 4. Local office the applicant may plan only costs necessary for the operation of a local office established especially for the implementation of the Action. This local office shouldn't be some of the offices of the applicant and/or the project partner(s) (if any).
		The costs necessary for the operation of these offices are considered indirect project costs and have to be planed under budget heading 10. Administrative costs (maximum 7% of the total direct eligible costs of the Action).
53.	Can you please provide more details regarding indirect costs (overheads). Which costs should be considered as indirect?	The indirect costs are to cover the administrative overheads incurred by the Beneficiary for the Action. The Indirect costs are specified as a flat rate under budget heading 10. Administrative costs and "indirect costs for the action are those eligible costs which may not be identified as specific costs directly linked to the implementation of the action and may not be booked to it directly according to the conditions of eligibility in Article 14.7" (Art.14.7 of Annex II to the Standard Grant Contract)
54.	Regard to the fill in of the Project Budget, Sheet 2 "Justification" - must to be included the budget lines, included in Sheet 1 (for example 1.1.2.1; 1.1.2.2 etc.).?	The budget lines in sheet 2.Justification in the budget of the action shall be identical to the budget lines in sheet 1. Budget.
55.	What is the difference between clarification and justification of costs in sheet 2 of the budget form?	In the Clarification of the budget items column please "provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities in the Description of the Action)." In the Justification of the estimated costs column please "provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs or on simplified cost options if allowed, as described in section 2.1.5 of the Guidelines for Grant Applicants."
56.	Are the costs of audit eligible?	The auditing costs are not eligible costs of the action (expenditure verification will be contracted by the Contracting Authority) as specified in section 2.1.5 of the GfGA.
57.	Should we plan budgets with VAT?	VAT is not eligible project cost (section 2.1.5 of the Guidelines for Grant Applicants, p.15) and applicants shall plan the budgets of the proposed actions without VAT.

	VAT might be considered as eligible expense if following conditions are met: a) the value added taxes are not recoverable by any means; b) it is established that they are borne by the final beneficiary, and c) they are clearly identified in the project proposal.
Where can we list our contribution in the project budget?	Applicant's financial contribution and the sources it will be financed from are to be specified in the third excel sheet 3. Sources of funding of Annex B to the Guidelines for Grant Applicants.
Is it possible to cover by the budget heading 10. Administrative costs the logistic expenses encountered during the process of VAT exemption?	Indirect costs of the action specified under budget heading 10. Administrative costs "may be eligible for flat-rate funding, but the total must not exceed 7% of the estimated total eligible direct costs. Indirect costs are eligible provided that they do not include costs assigned to another budget heading in the standard grant contract" (Guidelines for Grant Applicants, page 14, section 2.1.5).
Are the project costs stated on page 6 of the GfGA minimum and maximum amounts of the grant or of the total project costs? Does that mean that the minimum total costs of the project cannot be less than 50.000 euro plus 15% as the applicant's contribution?	Yes, in the Guidelines for grant applicants the minimum and maximum amounts of any grant requested (i.e. EU contribution) are stated. Any grant requested under this Call for Proposals must fall between the minimum and maximum percentages of total eligible costs of the action as it is defined in section 1.3. of the GfGA.
	Is it possible to cover by the budget heading 10. Administrative costs the logistic expenses encountered during the process of VAT exemption? Are the project costs stated on page 6 of the GfGA minimum and maximum amounts of the grant or of the total project costs? Does that mean that the minimum total costs of the project cannot be less than 50.000 euro plus 15%

D.4 PADOR REGISTRATION

No	Question	Answer
61.	Is PADOR registration obligatory for all the applicant, co applicants, affiliated entities and associates of the project?	Registration in PADOR is obligatory for all applicant, coapplicant(s) and affiliated entity (ies). (section 2.2 of the Guidelines for Grant Applicants, page 15). PADOR registration of associates is not obligatory. All questions related to the registration in PADOR should be addressed to the PADOR helpdesk at: Europeaid-pador@ec.europa.eu.

D.5 MISCELLANEOUS

No	Question	Answer
62.	Is 31 st October 2013 the deadline for submission of the concept note (Part A.) and full application form (Part B.) or just for submission of the Part A?	This is an open call for proposals and both the concept note (part A) and the full application form (part B) shall be submitted by 31 st October 2013 at the address specified in section 2.2.2 of the Guidelines for Grant Applicants (page 16).

E. EVALUATION OF PROPOSALS

No	Question	Answer
63.	Will list of selected projects be published on the web site of the programme?	Yes and it will be also published on the web site of the EUD to the Republic of Serbia, same as other selected projects within other EU programmes.
64.	Is there any evaluation criteria regarding to the duration of existence of the applicant's organization, especially in respect to NGO sector?	No, there are no criteria of this type. However, there are evaluation criteria regarding financial and operational capacities of the applicant and they will be assessed during evaluation of project proposals.

F. IMPLEMENTATION OF SUPPORTED ACTIONS

F.1 START OF THE IMPLEMENTATION

No	Question	Answer
65.	Can we start with some activities before the signing of the contract?	All project activities shall be implemented within the contracted implementation period of the action, as specified in Article 2 of the Special conditions of the Grant Contract (Annex G to the Guidelines for Grant Applicants). Costs incurred outside the implementation period of the action are not eligible.
66.	When is expected the start of the implementation of the projects that receive funding for implementation?	The provisional date of signing contracts with awarded applicants is December 2013/January 2014. (section 2.5.2 of the Guidelines for Grant Applicants, page 24).

F.2 PAYMENTS

No	Question	Answer
67.	We would like to ask for administrative costs that are 7% of the direct eligible cost. Does that mean that during the project implementation we can spend the amount defined in the project budget (e.g. 5.000 euro) or can we only spend the stated percentage calculated from the eligible costs actually spent during project implementation?	Only the amount that will represent the stated percentage of actually spent direct eligible costs of the project will be considered eligible for administrative costs.
68.	Is it necessary to allocate funds of contingency reserve to existing budget lines or it is possible to introduce new budget lines in the project budget?	It is possible to introduce new budget lines, but contingency reserve (budget line 8) can only be used with the prior written authorisation of the Contracting Authority.

F.3 PROCUREMENT

No	Question	Answer
69.	What procurement procedures should be used?	The procurement procedures to be used by successful applicants are specified in Annex IV to the Standard Grant Contract (Annex G to the Guidelines for Grant Applicants).

70. we subcontract some private company or do we have to contact public utility They pr	Its are specified in Annex IV to the Standard Grant (Annex G to the Guidelines for Grant Applicants). Esume equal treatment of all tenderers. See also wer to question number 22.
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F.4 VAT-EXEMPTION

No	Question	Answer
71.	Will we be able to obtain VAT exemption for the project funds?	As specified on page 15 of the Guidelines for Grant Applicants, VAT is an ineligible project cost. Successful applicants will receive special instructions on VAT exemption procedure applicable in Serbia. See also the answer to question number 57.

F.5 MISCELLANEOUS

No	Question	Answer
72.	What procedures do we apply for staff recruitment?	There are no specific procedures envisaged for recruiting the staff for the positions listed under budget heading 1. Human resources. When assigning individuals to the action, applicants, coapplicants and affiliated entities have to follow the respective national employment legislation.
73.	Can we employ people on full time basis to implement the project?	Considering the specifics of the respective project, it is up to the applicant to decide about the form of assigning the project staff. When assigning individuals to the action, applicants have to follow the respective national employment legislation.
74.	If we employ new staff for this Action. What happens with them when the Action is over?	Sustainability of the Action activities is one of the most important aspects of the selection of the applications and their implementation. It is up to the Action partners to provide this and to plan it at the beginning of the project development.