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Chambéry, 22 December 2016

Subject: Ref. no. LA/2016/12/125
Invitation to tender for transnational project management services for Alpine region project “YOUrALPS – Educating youth for the Alps: (re)connecting Youth and Mountain heritage for an inspiring future in the Alps”

ALPARC - The Alpine Network of Protected Areas is a French association governed by the national law (Loi 1er Juillet 1901) with a clear international alp wide mission. ALPARC is lead partner of a recently approved EU-financed (under the Interreg Alpine Space Programme 2014 – 2020) multi-country project **no. 384 “YOUrALPS – Educating youth for the Alps: (re)connecting Youth and Mountain heritage for an inspiring future in the Alps”** which is scheduled to start in November 2016 and end in October 2019. The project will be implemented collaboratively by 13 partner institutions from six Alpine countries.

The tender dossier includes:

- A. Instructions to tenderers and procurement notice**
- B. Terms of Reference**
- C. Other information:**
 - I. Organisation and Methodology (To be submitted by the tenderer according to the template provided)
 - II. Key experts
 - III. Key experts CVs
 - IV. Evaluation grid

Annex1: Budget break-down form

We look forward to receiving your tender by the **15th of January 2017** to letizia.arneodo@alparc.org. If you decide not to submit a tender, we would be grateful if you could inform us in writing, indicating the reasons for your decision.

TENDER DOSSIER

A. Instructions to tenderers and procurement notice

Invitation to tender for transnational project management services for the INTERREG Alpine Space project “*YOUrALPS*”

In submitting their tenders, tenderers must respect all instructions, forms, Terms of reference and specifications contained in this tender dossier. Failure to submit a tender containing all the required information and documentation within the deadline specified may lead to the rejection of the tender.

1. Services to be provided

The services required by the Contracting Authority are described in the Terms of Reference. These are contained in Part B of this tender dossier.

2. Timetable

	DATE
Deadline for request for any clarifications from the Contracting Authority	4 January 2017
Last date on which clarifications are issued by the Contracting Authority	10 January 2017
Deadline for submission of tenders	15 January 2017
Completion date for evaluation of offers	16 January 2017 ³
Notification of award	17 January 2017

³ **Provisional date**

3. Participation and sub-contracting

a) Eligibility and candidature

Participation is open to all legal persons which are established in a Member State of the European Union or in a country or territory of the regions covered and/or authorised by the specific instruments applicable to the programme under which the contract is financed. Participation is also open to international organisations. The participation of natural persons is governed by the specific instruments applicable to the programme under which the contract is financed. All eligible natural and legal persons or groupings of such persons (consortia) may apply. A consortium may be a permanent, legally-established grouping or a grouping which has been constituted informally for a specific tender procedure. All members of a consortium (ie, the

leader and all other members) are jointly and severally liable to the Contracting Authority. The participation of an ineligible natural or legal person will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

b) Number of applications

No more than one application can be submitted by a natural or legal person whatever the form of participation (as an individual legal entity or as leader or member of a consortium submitting an application). In the event that a natural or legal person submits more than one application, all applications in which that person has participated will be excluded.

c) Subcontracting

Sub-contracting is not allowed. For this purpose individual experts recruited for the project as key or non-key experts are not regarded as subcontractors.

4. Content of tenders

The offers, all correspondence and documents related to the tender exchanged by the tenderer and the Contracting Authority must be written in **English**.

Supporting documents and printed literature furnished by the tenderer may be in another language, provided they are accompanied by a translation into the language of the procedure. For the purposes of interpretation of the tender, the language of the procedure will prevail.

The tender must comprise of a Technical offer and a Financial offer.

4.1 Technical offer

The Technical offer must include the following documents:

(1) **Organisation and methodology**

The 'Estimated number of working days' worksheet (in the budget breakdown spreadsheet) must be included in the Organisation and methodology.

(2) **Key experts.** The key experts are those whose involvement is considered to be instrumental in the achievement of the contract objectives. Their positions and responsibilities are defined in the Section 6 of the Terms of reference and they are subject to evaluation according to the evaluation grid in Part C of this tender dossier.

It contains the templates which must be completed by the tenderer, including:

- a) a list of the names of the key experts;
- b) the short CVs of each of the key experts. Each CV must be confined to 3 pages and only one CV should be provided for each position identified in the Terms of Reference. Note that the CV's of non-key experts must not be submitted.

The qualifications and experience of each key expert must clearly match the profiles indicated in the Terms of reference.

4.2 Financial offer

The Financial offer must be presented in Euro and must include the following documents:

- Budget breakdown

- Working days

To complete the spreadsheet:

- 1) Enter the fee rates for each category of expert in the first worksheet ('Budget breakdown')
- 2) Enter the estimated numbers of working days for each category of expert during the period of implementation of the tasks in the second worksheet ('Working days')
- 3) Enter the Provision for incidental expenditure given in Section 6.5 of the Terms of Reference in the first worksheet ('Budget breakdown')
- 4) Enter the Provision for expenditure verification given in Section 6.6 of the Terms of Reference in the first worksheet ("Budget breakdown")

The estimated budget for incidental expenditure and expenditure verification are to be pre-filled in the template budget breakdown in the tender dossier.

Tenderers are reminded that the maximum budget available for this contract is **33,000** EUR. Payments under this contract will be made in Euro.

5. Additional information before the deadline for submission of tenders

The tender dossier should be clear enough to avoid candidates invited to tender from having to request additional information during the procedure. If the Contracting Authority, either on its own initiative or in response to the request of a short-listed candidate, provides additional information on the tender dossier, it must send such information in writing to all other short-listed candidates at the same time.

Tenderers may submit questions in writing to the following address up to 4 January 2017, specifying the publication reference and the contract title:

Letizia Arneodo
Alpine Network of Protected Areas ALPARC

E-mail letizia.arneodo@alparc.org

The Contracting Authority has no obligation to provide clarifications after this date.

Any clarification of the tender dossier will be communicated simultaneously in writing to all the tenderers at the latest the 10th of January 2017.

No information meeting is foreseen.

No site visit is foreseen.

Visits by individual prospective tenderers during the tender period cannot be organised.

6. Submission of tenders

Tenders must be submitted via Email before **15 January 2017**. They must include the requested documents and be submitted:

ALPARC – The Alpine Network of Protected Areas

Attention: Letizia ARNEODO

letizia.arneodo@alparc.org

7. Costs for preparing tenders

No costs incurred by the tenderer in preparing and submitting the tender shall be reimbursable. All such costs shall be borne by the tenderer. In particular, if proposed experts were interviewed, all cost shall be borne by the tenderer.

8. Ownership of tenders

The Contracting Authority retains ownership of all tenders received under this tendering procedure. Consequently, tenderers have no right to have their tenders returned to them.

9. Evaluation of offers

The quality of each offer will be evaluated in accordance with the award criteria and the associated weighting as detailed in the evaluation grid in Part C of this tender dossier. No other award criteria will be used. The award criteria will be examined in accordance with the requirements as indicated in the Terms of Reference.

The best value for money is established by weighing technical quality and qualification against price on an 80/20 basis.

14.1 Notification of award

The successful tenderer will be informed in writing that its tender has been accepted

The Contracting Authority will furthermore, at the same time, also inform the remaining unsuccessful tenderers and the consequence of these letters will be that the validity of their offers must not be retained.

B. TERMS OF REFERENCE

1. BACKGROUND INFORMATION

Beneficiary countries

Austria, France, Germany, Italy, Slovenia, Switzerland

Contracting Authority

ALPARC – The Alpine Network of Protected Areas, Chambéry (France)

Relevant country background

The Consultant may obtain any relevant background on country characteristics relevant to the operation through its own networks and research. Familiarity with the region is a pre-condition for successful tendering.

Project summary

Worldwide, specialists diagnose a lack of contact from young people to their living space. Among Alpine youth, it leads also to the dying out of Alpine identity and mountain-related know-how. Mountain-oriented education (MOE) plays a key role to instil in young generation the sensibility and knowledge of Alpine cultural and natural heritage, highlighting opportunities for their future. Various educational programs already take place especially in the non-formal education realm, but a strong development of MOE approach in the formal education is a challenge in the whole Alps. YOUrALPS tackles the challenge to raise Youth awareness on Alpine heritage by supporting MOE process via better interconnected formal and non-formal educators, supporting alp-wide inclusion of MOE in the educational curricula and practices. YOUrALPS' innovative approach is twofold: on one hand by bringing together for the first time stakeholders of different sectors within an alpine cooperation structure, on the 2nd hand by elaborating and testing a transferable "Alpine school" model, in a bottom-up approach including youth participation and involving directly decision-makers. A comparative report on MOE practices and strategies of formal and non-formal education in the alpine countries will be the basis, in parallel of a participatory web-platform, for the development and transfer of the model. This will be tested via several pilot field activities encouraging transalpine youth participation, involving classes from e.g. vocational high schools and universities in cooperation with non-formal education. The project has direct and long-term impacts, as the model will directly benefit to the students, educators and decision-makers involved, as well as to the future generations of pupils. Decision makers will dispose of a transferable model. YOUrALPS will create new opportunities for youth and increase their empowerment and engagement in the Alpine territory, to better shape their future

Related programmes and other donor activities:

The project follows on from the ECONNECT project, which dealt with ecological

Project partners and project leader ALPARC have participated in other relevant EU INTERREG Alpine Space, EU Life and EU Youth in Action project including:

- GreenAlps, ECONNECT, recharge.green, Opel-Alps, ALPSTAR, ALPENCOM, Habitalp, GESTIRE 2020, YAD - Youth Alpine Dialogue, Eco-nautilus.

will strongly build on results and experiences achieved by previous and ongoing international projects focused on environment education, in particular by YAD - Youth Alpine Dialogue, Youth at the Top, the Austrian experience of the “Naturparkschule”.

YOUrALPS contributes to EUSALP Action 3, promoting youth alpine mobility, alpine trainings and improving an educational model. The project will enhance youth’s feeling of belonging to the Alpine community and support youth commitment to build their lives in their communities and engage in the Alpine territory. YOUrALPS contributes to both EU YOUTH 2010-18 and Europe2020 Strategies, e.g. by testing an innovative model of “Alpine School”. The model will help young people to develop new skills for new (green) jobs. Various policy-makers and youth organizations are observers.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

Overall objective

The overall objective of the project of which this contract will be a part is as follows:

To raise youth awareness on the entire Alpine natural and cultural heritage, by supporting youth environmental educational process via interconnected formal and non-formal education considering the Alps as natural, cultural, living and work space beyond borders. The project contributes to the 6.c1 objective by an international approach in education enhancing the inclusion of sustainable mountain-oriented education in the educational curricula and practices.

Purpose

The purposes **of this mission** are as follows:

- Financial Management co-ordination (including financial administration, financial report and final report) and smooth support for project administrative co-ordination (including support for the regular reporting) including support in events and meetings.

Results to be achieved by the Consultant

The External Consultant (hereinafter – Subcontractor) is invited to develop and present the most appropriate tools and ways to deliver the support needed and to guarantee a smooth implementation of the project until the end of the project in October 2019. The services are thus process-oriented as well as results-oriented, as described in the specific activities section below. All project results depend critically on the efficient and effective provision of services by the Subcontractor.

3. ASSUMPTIONS & RISKS

Assumptions underlying the project intervention

The project structure explicitly wants to achieve a wide dissemination of its results by involving a big number of observers from the administrative sector, covering all relevant

technical sectors at regional and national level (educational sector, environment education sector, nature conservation and also municipalities).

It is assumed that all project partners will actively participate and deliver their inputs, and that pilot areas will co-operate with the project.

Risks

During implementation: Effective collaboration of different interest groups and internal, transnational, trans-sectoral communication is needed to reconcile different points of view. If this is not forthcoming, it could delay or jeopardise project activities and results.

After project completion: External risks relate to political and economic pressures potentially overriding educational concerns. Depending on the number, quality and scales of data available from the PP involved data gaps may occur which could impede tasks of the Work packages. The communication and cooperation channels developed during project implementation will have to be kept open to continue dealing with conflicts of interest.

4. SCOPE OF THE WORK

General

Within the scope of the above mentioned INTERREG Alpine Space project “*YOUrALPS*” the Lead Partner (LP), ALPARC - the Alpine Network of Protected Areas, requires management support for all tasks of the overall transnational financial management including financial administration, financial reporting and controlling, support for events and meetings.

Furthermore it is required a support in the technical report co-ordination.

Project description

The project was approved for financing under the call 2 of the [Alpine Space Programme](#) (European Transnational Cooperation Programme 2014 – 2020).

Territorial challenges that will be tackled by the project

Experts acknowledge a "nature deficit disorder"(R. Louv), affecting also the alpine young generations. A lack of a relationship to the environment entails a loss of Alpine identity and know-how, with a distorted perception of the mountains. In this sense, young generation has difficulties on living and establishing in the Alpine area because not aware on the opportunities and value of the alpine heritage. There is a need to raise youth's environmental awareness on what the Alps can offer them also in terms of sustainable social and economic opportunities. Mountain Oriented Education is a challenge for the Alps and needs to be better integrated in the formal education. A stronger coordination between formal and non-formal education represents a big potential for the sustainable valorization of the Alps. Thus, the project takes up the challenge to increase the sensibility

and value of the alpine heritage especially among youth by better integrating related topics into the educational curricula and practices

Project main results

- Increased youth awareness and sensitivity about the value of the alpine heritage in pilot areas and via educational approaches
- Enhanced sustainable cross sector cooperation between the schools' system and mountain stakeholders.
- Strengthened international coordination of educators disposing of innovative pedagogical methodologies to valorize the alpine space to their students
- Decision makers informed and aware on Mountain Oriented Education innovative approaches to implement it in the curricula

Project activities (work packages)

Obligatory work packages:

WPP – Preparation

WP M - Management

WP C – Communication.

And other 4 WP

WPT1: Mountain Oriented education network

- Development of the Alpine Mountain Oriented Education (MOE) Network's common framework and approach with meetings, charter, thematic international list of discussion, network's flyer
- Database modelization and development of the alpine database and web-platform dedicated to MOE

WPT2: MOE best practices

- Collection and analysis of existing MOE (Mountain Oriented Education) practices and approaches
- Analysis of political strategies in the field of environmental education in Alpine countries and regions
- Concepts and guidelines for the establishment and leading educational field activities with a practical handbook
- Infodays for diffusion of policy recommendation

WPT3: Pilot sites activities for an Alpine School Model

- Selection of the pilot sites and expertise capitalization
- Training for educators via a summer school
- Pilot sites activities for the implementation of an Alpine School Model
- Evaluation of the pilot test activities led in the pilot sites

WPT4: Alpine School Model development and transfer

- Alpine School Model development with common document and shared principles
- Joint Pedagogical Tool with learning toolkit
- Alpine School Model certification with a charter, a logo and a certification toolkit
- Transfer of the model via web site, public conference and policy recommendations

Geographical area to be covered

Alpine region, see countries above.

Target groups

- Young people (age 8-30): pupils and students in school classes and young public addressed by protected areas, educations canters and youth associations.
- Formal education sector: professors, researchers, managers and teachers of Universities, Vocational and High schools, primary & secondary schools.
- Non-formal education sector: staff of protected areas and other organizations competent in mountain education.
- Decision-makers involved in the model's elaboration, transfer and long-term use: relevant regional & national public authorities from Alpine Regions and Macro-region responsible for educational and environmental issues

Specific activities under the contract

The subcontractor will be responsible for the following tasks:

1. *Transnational financial management*

1. Regular monitoring and controlling of Certificates of Expenditure and financial reporting of the LP and the PP
2. Compiling of overall transnational financial report (based on PP reports)
3. Monitoring of budget flow according to spending forecast of the Application Form (AF)
4. Communication and preparation of budgetary changes with all involved parties
5. Preparation of documentation for budget shifts for the LP and the programme bodies
6. Optimizing project spending in order to achieve the spending forecast
7. Support for financial questions concerning the PP consortium of the LP (advice on procedural aspects, gathering of information, etc.)
8. Coaching of and advice to team members if needed
9. Proactive communication on required inputs for reporting with partners as needed

2. *Project reporting: occasional support on the overall project progress report*

1. Smooth support of the LP and the complete management team on the regular project report
 2. Integration of aspects from financial data into the technical report
3. *Project communication activities: support on the project events and meetings*
1. Development and co-ordination of meeting agenda with LP
 2. Active input through agenda development
 3. Conceptual and organizational preparation and moderation of regular Project Steering Group (PSG) meetings, including preparation of documentation, minutes and monitoring of follow-up processes
 4. Presence and in some cases moderation of regional and transnational project events at steering group level and plenary partner sessions

Overall project management

- Responsible body

ALPARC- The Alpine Network of Protected Areas, France

- Management structure

The project will be led substantively by the Contracting Authority. As it is a multi-country project, multiple project partners (13) are engaged in different aspects of implementation. The Consultant must refer decisions to the Contracting Authority, but will have to consult with all partners on a regular basis. The partners are:

- Educ'alpes, Réseau d'éducation à la montagne, France
- ASTERS, Conservatoire d'Espace Naturels de Haute- Savoie, France
- EPLEFPA, Etablissement Public Local d'Enseignement et de Formations Professionnelles Agricoles de Chambéry, France
- Regione Lombardia – Direzione Generale Ambiente, Energia e Sviluppo sostenibile, Italy
- Fondazione Lombardia per l'Ambiente, Italy
- Regionalmanagement Burgenland GmbH, Austria
- Association of Austrian Nature Parks, Austria
- Institute of Geography, University of Innsbruck, Austria
- University of Ljubljana, Institute of Geography, Slovenia
- Biotechnical center Nacklo, Slovenia
- Berchtesgaden National Park, Germany
- Swiss Parks Network

In addition to the project partners, there are also 25 Observers.

5. LOGISTICS AND TIMING

Location

The Consultant's home base will constitute the principal location from which the Consultant shall carry out the work. The Team Leader (Lead Partner) is based in Chambéry, France. Travel throughout the Alpine region (all participating countries), and possible to other countries, will be required during the implementation of the Contract (for meetings with project partners).

Commencement date & Period of implementation

The intended commencement date is January 2017 and the period of implementation of the contract will be 34 months from this date. The time frame for the sub-contract to be concluded will go up to October 2019 (official project end) plus about 3 months (up to February 2015) after the project closure for reporting.

6. REQUIREMENTS

Personnel

Key experts

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

Project Co-ordinator

Key expert 2: Financial Manager

Qualifications and skills

- Master's Degree or equivalent, preferably with specialization in environmental natural sciences, economics, social sciences, management, administration or related field, preferably with professional exposure to environmental issues.
- Certification in Programme/Project Management is an added advantage.

General professional experience

- Minimum of 10 years of general professional experience, of which 5 should be at a financial management, administration and implementation of programme/operations.
- Minimum 10 years' experience in international project management (with multi-country global or regional projects) based on Results-Based Programme Development and Management principles, using project management tools and innovative methods as appropriate
- Demonstrating good knowledge of information technology and applying it in work assignments
- Client Orientation: Contributing to positive outcomes for the client (creating an enabling environment for a smooth relationships, demonstrating an understanding of client's perspective, soliciting feedback on service provision and quality, creating and promoting enabling environment for open communication)

- Experience with the organisation and implementation of training sessions and workshops at different administrative levels
- Language Requirements: Fluency in English and German or Italian with excellent verbal and written skills. Knowledge of other Alpine region languages is a definitive asset.

Specific professional experience

- At least 10 years' experience in implementation and management of projects at transnational, regional and local levels, especially focused on environmental issues
- Familiarity with EU project management and financial procedures and rules is key
- A good understanding of the Alpine context, political process and main challenges in the educational and environmental field
- Comprehensive understanding and knowledge of the current EU and Alpine Space Programme guidelines and utilizes these regularly in work assignments
- Experiencing working with government authorities (national, regional) and national and regional civil society organization(s) or network(s), and international organizations, with a particular focus on the Alpine region.
- Extensive experience in relevant fields of policy development and European Territorial Cooperation (ETC)

Guidance note on expert inputs:

Working days: The Consultant will only be paid for days actually worked on the basis of the daily fee rate contained in the budget breakdown (annex V). Tenderers must annex the 'Estimated number of working days' worksheet contained in the spreadsheet for Annex V to their Organisation and Methodology (Annex III) to demonstrate the correspondence between the proposed methodology and the expert inputs.

It is understood that actual days worked each month for each category of experts may differ from the number of working days estimated for each month in the organisation and methodology and the budget breakdown. The actual input required for the tasks specified in the Terms of Reference can only be determined in the course of the contract.

Note that civil servants and other staff of the public administration of the beneficiary country cannot be recruited as experts, unless prior written approval has been obtained from the European Commission.

Support staff & backstopping

Backstopping and support staff costs must be included in the fee rates of the experts.

Office accommodation

Office accommodation of a reasonable standard and of approximately 10 square metres for each expert working on the contract is to be provided by the Consultant.

The costs of the office accommodation are to be covered by the fee rates of the experts.

Facilities to be provided by the Consultant

The Consultant shall ensure that experts are adequately supported and equipped. In particular it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion.

If the Consultant is a consortium, the arrangements should allow for the maximum flexibility in project implementation. Arrangements offering each consortium member a fixed percentage of the work to be undertaken under the contract should be avoided.

Equipment

No equipment is to be purchased on behalf of the Contracting Authority / beneficiary country as part of this service contract or transferred to the Contracting Authority / beneficiary country at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary country must be purchased by means of a separate supply tender procedure.

Incidental expenditure

The Provision for incidental expenditure covers the ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs which should be covered by the Consultant as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V of the contract. It covers:

- Travel costs and subsistence allowances for missions, outside the normal place of posting, to be undertaken as part of this contract. If applicable, indicate if the provision includes costs for environmental measures, for example CO2 offsetting.

A provision for incidental expenditure for this contract should be included without modification in the Budget breakdown.

Expenditure verification

Any provision for expenditure verification for this contract must be included without modification in the Budget breakdown.

7. MONITORING AND EVALUATION

Definition of indicators

- Project results attained
- Co-ordination, administration and financial management tasks implemented efficiently, smoothly, and timely (any challenges and difficulties tackled promptly to the extent possible)
- Transparency and accountability to all stake-holders maintained
- Partner networks maintained and expanded
- Stakeholders and partners satisfied with management and results (to be ascertained through feedback tools)
- All reports to partners and EU prepared and delivered on time

C. Other information

I. Organisation & Methodology

To be completed by the tenderer

RATIONALE

Any comments on the Terms of reference of importance for the successful execution of activities, in particular its objectives and expected results, thus demonstrating the degree of understanding of the contract. An opinion on the key issues related to the achievement of the contract objectives and expected results.

An explanation of the risks and assumptions affecting the execution of the contract.

STRATEGY

An outline of the approach proposed for contract implementation.

A list of the proposed activities considered to be necessary to achieve the contract objectives.

The related inputs and outputs.

In the case of a tender being submitted by a consortium, a description of the input from each of the consortium members and the distribution and interaction of tasks and responsibilities between them.

A description of the support facilities (back-stopping) that the team of experts will have from the contractor during the execution of the contract.

TIMETABLE OF ACTIVITIES

The timing, sequence and duration of the proposed activities, taking into account mobilisation time.

The identification and timing of major milestones in execution of the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the Terms of reference.

The methodologies contained in the offer should include a workplan indicating the envisaged resources to be mobilised.

The expected number of working days required from each category of expert each month during the period of execution of the contract.

II. KEY EXPERTS

Name of expert	Proposed position	Years of general professional experience	Years of experience in international project management	Age	Educational background	Specialist areas of knowledge	Experience in beneficiary country	Languages and degree of fluency (VG, G, W)

III. Curriculum vitae (insert for each expert)

Proposed role in the project:

Family name:

First names:

Date of birth:

Nationality:

Civil status:

Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:

Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing

Membership of professional bodies:

Other skills: (e.g. Computer literacy, etc.)

Present position:

Years within the firm:

Key qualifications: (Relevant to the project)

Professional experience

Date from - Date to	Location	Company	Position	Description

Other relevant information (e.g., Publications)

IV. EVALUATION GRID

Tender for transnational project management services for the Alpine Space project
“*YOUrALPS*”

	Maximum
Organisation and methodology	
Rationale	30
Strategy	20
Timetable of activities	10
Total score for Organisation and methodology	60
Key experts	
Key expert 1: Financial manager (Max 40 points)	
Qualifications and skills	5
General professional experience	15
Specific professional experience	20
Total score for Key experts	40
Overall total score	100