



Yann Kohler

Alpine Network of Protected Areas ALPARC  
256, rue de la république

F – 73000 Chambéry

Tél : 0033 4 79 26 55 07

Fax : 0033 4 79 26 55 01

Mail : [yann.kohler@alparc.org](mailto:yann.kohler@alparc.org)

[www.alparc.org](http://www.alparc.org)

Chambéry, 16 September 2013

**Subject:**      **Ref. no. YK 2013/09/16/01**  
**Invitation to tender for transnational project management services**  
**for Alpine region project “*GreenAlps – Valorizing connectivity and***  
***sustainable use of resources for successful ecosystem management***  
***policies in the Alps*”**

The Alpine Network of Protected Areas ALPARC is lead partner of a recently approved EU-financed (under the Alpine Space Programme - European Territorial Cooperation 2007 – 2013) multi-country project **no. 12-5-3-FR “*GreenAlps – Valorizing connectivity and sustainable use of resources for successful ecosystem management policies in the Alps*”**, which is scheduled to start in September 2013 and end in November 2014. The project will be implemented collaboratively by 8 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 before 28<sup>th</sup> October 2013 to [yann.kohler@alparc.org](mailto:yann.kohler@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 Alpine region project "GreenAlps"**

**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**

	<b>DATE</b>
<b>Deadline for request for any clarifications from the Contracting Authority</b>	27 September 2013
<b>Last date on which clarifications are issued by the Contracting Authority</b>	10 October 2013
<b>Deadline for submission of tenders</b>	28 October 2013
<b>Completion date for evaluation of offers</b>	31 October 2013 <sup>3</sup>
<b>Notification of award</b>	01 November 2013 <sup>3</sup>

<sup>3</sup> **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 EUR 30,000. 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 27 September 2013, specifying the publication reference and the contract title:

Yann Kohler  
Alpine Network of Protected Areas ALPARC

E-mail [yann.kohler@alparc.org](mailto:yann.kohler@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 10<sup>th</sup> October 2013.

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 28 October 2013. They must include the requested documents and be submitted:

Alpine Network of Protected Areas ALPARC

Attention: Yann KOHLER

yann.kohler@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 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, Liechtenstein, Slovenia

#### **Contracting Authority**

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**

GreenAlps shapes the framework for a sustainable and efficient European nature and biodiversity conservation policy for the Alps. It relies on key projects covering essential issues how to best conserve alpine biodiversity and ecosystems, e.g. ECONNECT, recharge.green, SILMAS, SHARE, etc. These projects, linked to different aspects of nature conservation, are interrelated and further integration of their results in policy strategies is based on the valuation of ecosystem services and on a reliable definition of the carrying capacity of Alpine natural habitats. An intact alpine biodiversity is calling for long-term oriented spatial and use planning, new ways of cooperation and a precautionary approach of other key sectors. The successful governance model of pilot areas working beyond protected sites will help to verify the practicability of the proposed strategies and their possible implementation in European policies.

#### **Related programmes and other donor activities:**

The project follows on from the ECONNECT project, which dealt with ecological connectivity in the Alps (see <http://www.econnectproject.eu/cms/>). Project partners have participated in other relevant EU projects, including:

- ECONNECT, recharge.green, Adaptalp, Alpstar, Dynalp, C3Alps, ALPENCOM, Habitalp,...

GreenAlps will strongly build on results and experiences achieved by previous and ongoing Alpine Space projects, in particular by ECONNECT, recharge.green, SHARE, SILMAS, MANFRED, AIM,...

The partnership of GreenAlps involves several Lead & key partners of these projects.

GreenAlps is in line with the goals of the European Strategy for Sustainable, Competitive and Secure Energy and the European Biodiversity Strategy.

## **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 capitalise on the results of previous projects to draft a long term, sustainable and integrated environmental policy vision for the Alps. GreenAlps will go beyond classical policy recommendations by giving concrete perspectives for several key sectors, in order to explain how ecological connectivity and sustainable use of natural resources are the basis for the provision of Ecosystem services.

### **Purpose**

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

- Administrative/managerial, co-ordination, communication, and all types of reporting (including financial reporting) support to the Project Leader

### **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 November 2014. 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 (spatial planning, agriculture, water management, nature conservation, energy planning, 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 conservation concerns. Depending on the number, quality and scales of data available from the PP involved data gaps may occur which could impede tasks of WP4&5. 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 IVB project “*GreenAlps*” the Lead Partner (LP), the Alpine Network of Protected Areas, requires management support for all tasks of the overall transnational project administration, co-ordination and financial management.

##### **Project description**

The project was approved for financing under the [Alpine Space Programme](#) (European Territorial Cooperation 2007 – 2013).

##### Transnational problem to be addressed

The Alps are one of the most intensively exploited mountain ranges and one of Europe’s largest biodiversity pools. All Alpine States share the responsibility to preserve this exceptional biodiversity within an international treaty: the Alpine Convention. Ecological networks “per se” are transnational, related topics are complex and need interdisciplinary & international cooperation to reach significant results. Possible answers on how to deal with the ‘driving forces’ as they are reflected within the strategy development process of the ASP including human activities, represent a big challenge and call for innovative and consensual solutions. It will be crucial to apply a precautionary principle to avoid further biodiversity or ESS losses. This implies integrating ecological principles in different key sectors across the Alps. ECONNECT&recharge.green have been based on transnational co-operation. It is obvious that capitalising on their results requires a transnational approach as well.

##### Project results

- Identification of project results: Hierarchy (database) of results from relevant projects & definition of impacts for land use planning, ecosystem management and coop with identified key sectors
- Capitalization on the project findings: 1 report on available policies, tools and information in the field of ecol. connectivity and biodiversity conservation for the Alps & at European level incl. review of socio-economic requirements and cultural facts. Verification of relevant alpine ESS (10) with regard to ecol. connectivity; visualization (report) of results(9)
- Definition of the institutional framework and transnational needs: Analysis of the existing institutional framework, gaps and drawing of conclusions for further recommendations on gaps with the objective to improve interaction & exchange at transnational level for the creation of a new policy vision in the Alps (70 stakeholders)
- Simulation of scenarios and processing of synergies: Development of scenarios for valorization of results within a given territory (‘pilot area’); elaborating cross-border

and vertical synergies between stakeholders and administrations; proposals on how to consider ESS in an integrated regional approach with visualization maps&diagrams.

- Setting the scene for the new program: Elaboration of arguments for the integration of specific topics for the next program generation based on experiences of the three key projects on ecological connectivity, ecosystem management and biodiversity conservation.

#### Project activities (work packages)

Obligatory work packages (WPs) 1-3 include 1) project preparation, 2) project management and 3) information and publicity and 2 further WPs.

#### *WP3: Information and Publicity*

- Elaborate project CD (website, final booklet, flyer, newsletter), organise kick-off&final conference
- Produce promotional video clips on sustainable use of wind, hydropower, forest biomass to be used in trainings (WP7) and to address the wider public
- Develop a blog on RE, biodiversity, land use and soils for each pilot region (also for roundtables)

#### *WP4: Governance in pilot areas*

- Identification of achievements from previous and on-going projects (database)
- Desk research to define transnational needs for PA
- Expert interviews and desk research on gaps in conservation policies
- Stakeholder workshops on governance processes

#### *WP5: Capitalization & integration*

- Identification of relevant EU level policies, programmes and findings on ecosystem services and land use planning
- Map important stakeholder and key actors
- Formulate recommendation targeted to policy makers
- Disseminate results through trans-sectoral workshops and other dissemination activities

#### Geographical area to be covered

Alpine region, see countries above. In addition, the EU policy level will be addressed (Brussels, Strasbourg).

#### Target groups

GreenAlps supports the implementation of EU policy instruments for sustainable land use with a specific focus on renewable energy and biodiversity, taking into account food production, land take, soil protection and nature conservation.

The main target groups are therefore key stakeholders who have decision competence in land use planning and/or have the strength to influence decision-makers:

- Policy makers at national or regional level (ministries, authorised bodies) who are responsible for implementing EU policy instruments and/or develop policies and strategies for sustainable land use at national & regional levels (project involvement as partners/observers or as experts in workshops and training courses).
- Decision makers at regional and local level (Regional Developing Agencies, Municipalities, Public Authorities) who are responsible for implementing national, regional and local policy instruments in their respective regions (project involvement as partners/observers, as responsible partner for pilot regions or as experts in workshops and training courses).
- Stakeholders who are directly or indirectly affected by EU policy measures (enterprises in energy or food sectors) (project involvement as partners/observers or as experts in workshops and training courses).
- NGOs, experts, consultants involved in sustainable land use planning (project involvement as observers or as experts in workshops and training courses).

### Specific activities under the contract

The contractor will be responsible for the following tasks:

1. *Co-ordination of the transnational management team and communication with project partners (PP)*
  1. Internal co-ordination of the management team (financial manager, communication manager, project/communication assistant, management staff for reporting).
  2. Introduction and support for administrative questions of the LP (advice on procedural aspects, gathering of information, etc.)
  3. Facilitation of the process of developing a common understanding of the project goals and activities to achieve the common goals jointly with all PP
  4. Elaboration of a project work plan with time schedule, including milestones (benchmarks) to guarantee a results-oriented implementation of individual project activities, meetings and delivery of outputs of the GreenAlps project
  5. Co-ordination between LP and the complete management team
  6. Internal co-ordination with PP via e-mail/internet messages and via telephone (administration and information hotline for the project)
  7. Coaching of and advice to team members and observers as needed
2. *Project reporting: Oversee the overall project progress and anticipate upcoming problems in order to provide proactive solutions*
  1. Timely and high-quality reporting: Setting up and establishing reporting routines
  2. Introduction, set-up and establishment of a monitoring system for project outputs/results
  3. Through that system, keeping track of benchmarks and project outputs, including reaction to delays and problems
  4. Development and circulation of compact quarterly status-quo reports and strategic feedback to the PP
  5. Proactive communication on required inputs for reporting with partners as needed

3. *Project communication: Using project events as communication platform for key management issues*
  1. Regular and proactive communication on project implementation and communication processes with LP and PPs to ensure smooth running of project
  2. Active input through moderation and 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 at and moderation of regional and transnational project events at steering group level and plenary partner sessions
  5. Meeting with JTS together with LP (or report to LP)
  6. Development and co-ordination of meeting agenda with PP
  
4. *Adaptive management: Ensure smooth and transparent project implementation, with transparent communication of current problems and needs for adaptation of project activities and outputs if needed*
  1. Adaptive management as needed: preparation of project changes (written procedures) with all PP, delivery of final documents to the LP for submission to the programme bodies
  2. Provide active inputs to solve conflicts through mediation or the co-ordination of bilateral agreements
  3. Provide expertise on formal requirements in case of necessary project changes in compliance with EU programme requirements
  
5. *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

#### Overall project management

- Responsible body

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 (8) 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:

- CIPRA International, Schaan, Liechtenstein
- Triglav National Park, Bled, Slovenia
- Prealpi Giulie Nature Park, Resia, Italy
- EURAC Institute for Renewable Energy, Bolzano, Italy
- Berchtesgaden National Park, Germany
- Kalkalpen National Park, Molln, Austria
- Institute for Veterinary Medicine, University Vienna, Austria

In addition to the project partners, there are also Observers (in alphabetical order):

- Ministry of Environment France, presidency of the Platform Ecological Network of the Alpine Convention
- Ministry of Environment Germany
- Alliance in the Alps
- Alps Town of the Year
- Rheintalische Grenzgemeinschaft
- Region Provence-Alpes-Côte-d'Azur
- Region Rhône-Alpes

## **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 November 2013 and the period of implementation of the contract will be 15 months from this date. The time frame for the sub-contract to be concluded will go up to November 2014 (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 1: Project Co-ordinator**

#### Qualifications and skills

- Master's Degree or equivalent, preferably with specialization in environmental natural sciences, environmental planning, economics, social sciences, management, administration or related field, preferably with professional exposure to natural resource management, renewable energy, and biodiversity conservation 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 managerial level
- Minimum 5 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
- Adept at building strategic partnerships (effective networking with partners seizing opportunities to build strategic alliances)
- 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 with excellent verbal and written skills. Knowledge of other Alpine region languages a definitive asset.

#### Specific professional experience

- At least 10 years' experience in implementation and management of nature conservation/ environmental projects at transnational, regional and local levels (Natura 2000, water management etc.)
- Familiarity with EU project management and financial procedures and rules is key
- A good understanding and knowledge of the subject-matter (renewable energy and environment, nature conservation, landscape ecology, and other related topics) with a specific focus on the Alpine environment)
- 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 (e.g. Alpine Convention).
- Extensive experience in relevant fields of policy development and European Territorial Cooperation (ETC)
- A thorough understanding of political processes related to environment decision making and land use planning in the Alpine region.

### **Key expert 2: Financial Manager**

#### Qualifications and skills

- University degree, preferably with specialization in economics, finance, accounting, business administration or public administration, or a related discipline

### General professional experience

- Experience in the administration and implementation of programme/operations and financial management
- Experience with the implementation of effective internal controls and the proper functioning of a client-oriented financial resources management system
- Demonstrating good knowledge of information technology and applying it in work assignments
- Maintaining effective client relationships (reporting in a timely and appropriate fashion, meeting reporting deadlines)
- Language requirements: Fluency in English and German

### Specific professional experience

- Experience in the administration and implementation of programme/operations and financial management in an EU regional project
- Knowledge of EU/INTERREG rules and regulations and other relevant policies on financial recording/reporting and audit systems
- Experience within the Alpine Space Programme context a definitive asset

### **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**

<b>Name of expert</b>	<b>Proposed position</b>	<b>Years of experience</b>	<b>Age</b>	<b>Educational background</b>	<b>Specialist areas of knowledge</b>	<b>Experience in beneficiary country</b>	<b>Languages and degree of fluency (VG, G, W)</b>

**III. Curriculum vitae (insert for each expert)**

Proposed role in the project:

Family name:

First names:

Date of birth:

Nationality:

Civil status:

Education:

<b>Institution</b> <b>(Date from - Date to)</b>	<b>Degree(s) or Diploma(s) obtained:</b>

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

<b>Language</b>	<b>Reading</b>	<b>Speaking</b>	<b>Writing</b>

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**

<b>Date from - Date to</b>	<b>Location</b>	<b>Company</b>	<b>Position</b>	<b>Description</b>

**Other relevant information (e.g., Publications)**

#### IV. EVALUATION GRID

Tender for transnational project management services for Alpine region project  
*“GreenAlps”*

	<b>Maximum</b>
<b>Organisation and methodology</b>	
Rationale	20
Strategy	20
Timetable of activities	10
<b>Total score for Organisation and methodology</b>	<b>50</b>
<b>Key experts</b>	
<b>Key expert 1: Project co-ordinator (Max 30 points)</b>	
Qualifications and skills	5
General professional experience	7
Specific professional experience	18
<b>Key expert 2: Financial manager (Max 20 points)</b>	
Qualifications and skills	3
General professional experience	5
Specific professional experience	12
<b>Total score for Key experts</b>	<b>50</b>
<b>Overall total score</b>	<b>100</b>