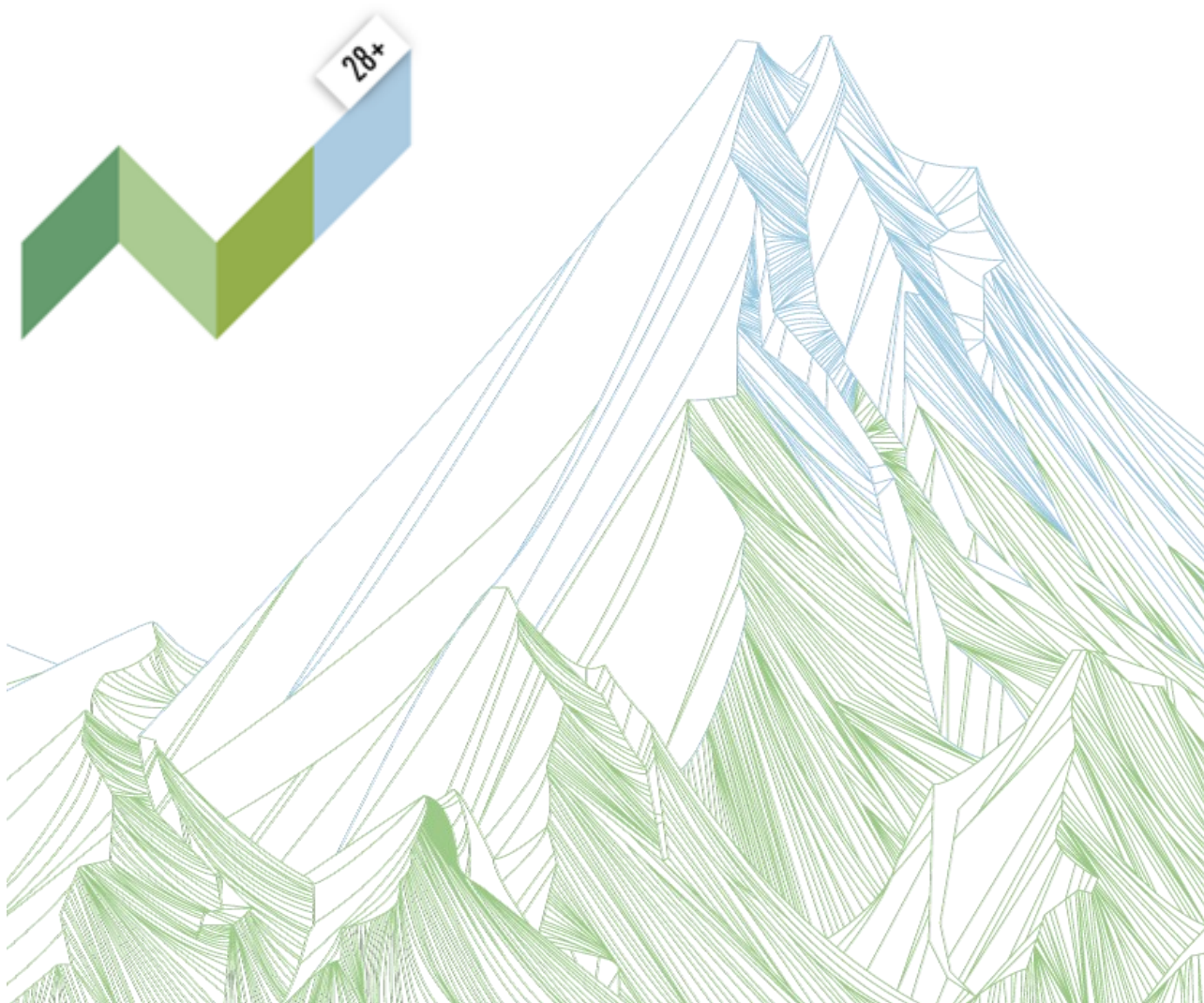


Call for Tenders for the Interreg Alpine Space Programme 2028-2034 Programming Support

Invitation to Submit an Offer





Content

1. Introduction and Applied Procurement Procedure	3
2. Background Information on the Programming Process	4
Regulatory Framework	4
Process Organisation.....	5
Process Roadmap.....	5
Relevant Documents	6
3. Specification of Services	9
Scope and Tasks	9
Territorial Analysis	10
Programme Strategy	11
Stakeholder Involvement	12
Summary of Deliverables.....	14
4. Submission Requirements, Budget and Award Criteria	15
Submission Requirements	15
Award Criteria and Award Decision.....	16
Indicative Budget	16
Annex	17

1. Introduction and Applied Procurement Procedure

The Interreg Alpine Space Programme (hereafter referred to as “the programme”) is a European transnational cooperation programme co-financed by the European Regional Development Fund (ERDF). Its core mission is to strengthen transnational cooperation across borders and to support projects that promote and further improve sustainable economic, environmental, and social development within the Alpine region. As part of European Territorial Cooperation under EU Cohesion Policy, the programme contributes to enhancing cohesion and addressing shared challenges. For the 2021-2027 period, the programme is endowed with a total ERDF budget of EUR 107 million.

The Alpine region represents one of Europe’s most diverse and strategically important transnational areas, combining significant natural assets with strong economic and cultural dynamics. At the same time, it is confronted with a range of common challenges, including climate change, demographic transformations, accessibility constraints, and increasing pressure on natural resources and public services. These developments underline the continued need for joint transnational responses and reinforce the relevance of the programme as a platform for joint action.

Preparations for the next programming period (2028-2034) are currently underway, taking into account the evolving European policy framework, including the forthcoming Multiannual Financial Framework and the future architecture of Interreg programmes. In this context, particular emphasis will be placed on a balanced development across the Alpine region ensuring coherence with European priorities as well as with macro-regional strategies such as the EUSALP and national and regional strategies. The programming process aims to build on the experiences and achievements of previous periods while responding to emerging needs and opportunities in the Alpine Space area.

The state of Salzburg acts as the Managing Authority (MA) of the programme 2021-2027 and holds the overall responsibility for its implementation. This includes, inter alia, the organisation of the programming process and the launch of public procurement procedures required for the fulfilment of its tasks. In carrying out these responsibilities, the MA is supported by the programme’s Joint Secretariat (JS). Within this framework, the MA seeks to contract external expertise to facilitate the programming process for the 2028-2034 period. The objective is to ensure a transnational setting, a solid analysis of existing documents of transnational relevance for the programming process, a coherent and result-oriented programme strategy, and a well-structured stakeholder involvement process across governance levels.

The contract will be concluded between the selected service provider and the state of Salzburg and will be governed by Austrian law. The present tender is conducted as a direct award procedure following prior publication in accordance with § 47 of the Austrian Federal Procurement Act (BVerG 2018).

2. Background Information on the Programming Process

Regulatory Framework

The preparation of the Interreg Alpine Space Programme for the period 2028-2034 is embedded in the broader European regulatory and strategic framework governing Interreg programmes. The programming process will be launched on the basis of the draft EU regulatory package already made available by the European Commission in the context of the next Multiannual Financial Framework, while anticipating that further refinements may occur during the course of the process.

In particular, the development of the future programme shall take into account:

- The draft regulations defining the scope, objectives, and implementation modalities of Interreg programmes;
- The evolving requirements for programme structure and content, including a possible mission statement of the programme, policy objectives, specific objectives, and performance frameworks;
- Guidance and templates provided by the European Commission for the preparation of Interreg programmes (Interreg plan), including the standardised chapter structure to be followed;
- Inputs of the stakeholders that engage in the programming process on transnational, national, regional level.

One element of the draft regulatory framework is the introduction of a more streamlined programme format: Each cooperation area - corresponding to the current Interreg programmes - will be presented in a dedicated **Interreg Plan Chapter (IPC)**, following a common template set out in the Regulation.

According to the draft provisions, the IPC is expected to be limited to approximately 8-10 pages and should be conceived as a **concise strategic document** outlining the essential elements of the programme. At the same time, it is anticipated that participating countries may complement the IPC with a more detailed document setting out the operational and implementation-related aspects necessary for effective programme delivery.

Consequently, the programming process for the Interreg Alpine Space Programme 2028-2034 will encompass both:

- the preparation of the **Interreg Plan Chapter (IPC)** as the core strategic document, and
- the elaboration of a **more comprehensive programme document** providing details on the identified needs, justifying the defined priorities and measures and including a detailed description of the single measures and the intervention logic, that shall function as “reference document” for the



programme bodies once the programme is approved and running.

The programme will also ensure alignment with broader EU policy priorities under EU Cohesion Policy, and with relevant national policy priorities in member states and non-member states participating in the programme as well as with relevant macro-regional and sectoral strategies and instruments, in particular the EUSALP and the Alpine Convention.

Given that the regulatory framework for the 2028-2034 period is still under development, the programming process will need to remain sufficiently flexible to accommodate new or revised requirements as they become available. At the same time, it will build on established practices and lessons learned from previous programming periods.

Process Organisation

To ensure an efficient programming process that incorporates the manifold inputs and feedback that may be expected in the foreseen stakeholder consultations in an appropriate way, a specific project organisation is required. As agreed by the programme committee (PC) of the Alpine Space programme 2021-2027, a dedicated Task Force ASP28+ (TF) composed of national and regional representatives from participating countries has been set up for steering the process. The European Commission and the Alpine Convention will act as observers within this TF. The TF operates in line with the rules of procedure of the PC and is chaired by the country that is chairing the PC in the respective year accordingly. This ensures continuity with existing governance structures, facilitates alignment with formal decision-making processes, and guarantees a consistent and transparent approach throughout the programming phase.

In addition, a small Project Core Group (PCG) is established. Composed of a dedicated team of MA and JS staff, the PCG is responsible for the day-to-day coordination, organisation, and implementation of all activities related to programme preparation. The PCG works in close cooperation with the TF Chair.

Process Roadmap

This section outlines the key elements of the programming process and the roadmap for preparing the Interreg Alpine Space Programme 2028-2034 and the related IPC. The tasks and timeline are based on the draft legal package for 2028-2034 and guidance provided by the European Commission in events and fiches.

The roadmap below summarises the timeline envisaged for the programming process. It provides an overview of the main steps in the preparation of the Interreg Alpine Space Programme 2028 - 2034 between March 2026 and end of 2027 and will be regularly updated to reflect the progress in the programming process, regulatory negotiations, and new guidance. The programme is currently analysing if a strategic

environmental assessment (SEA) needs to be carried out and would commission the respective services in a separate tender procedure.

	2026												2027											
Workstream / Activity	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
Governance, coordination and PM	M1																							
TF - exchanges	TF			TF		TF		TF			TF			TF				TF						
Procurement of services		EE							SEA															
Collecting input		ESPON			EC - OP	PE								PE										
Definition of the strategic framework for ASP 2028-2034	M2												M3											
Territorial analysis & intervention strategy																								
Definition of programme measures																								
Description of measures																								
Definition of Milestones & targets																								
Financing & costs																								
Implementing arrangements																								
Drafting & submission of the IPC	M4																							
Drafting IPC								Chapter 1			Chapter 2		Chapter 3		Chapter 4									
SEA																								
Informal consultation with EC																								
Signature of national pre-agreements																								
Submission of Interreg Plan Chapter																								

In order to structure the programming process in an efficient and transparent manner, three main workstreams have been defined. These workstreams are interrelated and will be implemented in parallel, with close coordination between them:

- Governance, coordination and project management,
- Definition of the strategic framework for the ASP 28-34,
- Drafting and submission of the Interreg Plan Chapter.

The defined process should ensure that all required elements are developed in a structured and transparent manner, allowing for adequate consultation and evidence-based decision-making.

Relevant Documents

The programming process for the Alpine Space Programme 2028-2034 builds on a range of existing documents and ongoing analytical work. These provide essential guidance, evidence, and strategic orientation, and are to be duly taken into account throughout the development of the programme.

Beyond the overarching regulatory framework, the following key documents¹ are of particular relevance:

- **ESPON TNCOP - fiche Alpine Space Programme (ASP):** The aim of this paper is to bring a comprehensive overview on the cooperation needs and opportunities, supported by robust territorial evidence and analyses, which the respective decision-makers (EC, managing authorities, stakeholders in member states, partner states, etc.) may use to feed the programming process and to set the strategic objectives and priorities for transnational cooperation in the post-2027 period. Please consult <https://www.espon.eu/projects/tncoop-interreg-transnational-programmes-needs-and-opportunities-future-cooperation> for more information on this ESPON project. It is expected that the final paper is made available in May 2026.
- **ESPON fiches on the Interreg cross-border programmes** in the cooperation area of the Interreg Alpine Space programme.
- **European Commission Orientation Paper:** The Orientation Paper offers strategic guidance from the European Commission, outlining expectations and key policy directions for the future programme. It serves as an important reference for ensuring alignment with EU priorities and policy objectives. Following recent information of the European Commission, the orientation paper will be made available in the third quarter 2026.
- **State of the Territory Report of the EUSALP presidency 2025:** This report aims at highlighting territorial developments and challenges in the Alpine region, showing connections between spatial development and thematic policy areas, and thus creating an evidence-based foundation for future strategic cooperation and decision making. The report is available for download at https://alpine-region.eu/fileadmin/user_upload/2025_-_Austria_and_Liechtenstein_Presidency/EUSALP_State_of_the_Territory_Report_80.pdf
- **Interim results of the Alpine Convention's ASDP Process:** The process of the Alpine Spatial Development Perspective (ASDP) offers interim reports and analyses about territorial needs, which could complement the State of the Territory Report with a particular focus on the objectives of the Alpine Convention.
- **Performance Evaluation:** The aim of the programme's performance evaluation is to draw evidence-based lessons for the next programming period. The evaluation is divided into five tasks:
 - Task 1: Assess the relevance of the programme objectives' (first input expected in April/May 27 - to be reflected in a final review of the programme strategy and measures)
 - Task 2: Assess the new programme features for projects, particularly small-scale projects (SSPs), simplified cost options (SCOs) - draft report available in early September, final report

¹ Most of these documents are technical and have not undergone political endorsement.



expected in October 2026

- Task 3: Assess the support to the EUSALP implementation and governance thematic focus - draft report available in early September (ahead of TF 3), final report expected in October 2026
- Task 4: Assess selected programme implementation procedures and tools - draft report available in early September, final report expected in October 2026
- Task 5: Assess the programme communication strategy and its implementation - final report already available
- **Draft regulatory framework:** The evolving EU regulatory framework for the next programming period provides the legal basis and structural requirements for the programme. Its progressive development needs to be closely followed and integrated into the drafting process.
- **EUSALP Action Plan:** The revised Action Plan of the EU Strategy for the Alpine Region (EUSALP) focuses on issues of political and strategic importance, where there is an overarching need and interest across the Alpine region, and where implementation can be best and most realistically achieved in the context of the Strategy. The revised action plan guides the Strategy in tackling upcoming challenges. It promotes cross-border exchanges and solutions to foster a sustainable and prosperous Alpine region. The action plan is available for download on the EUSALP website: https://alpine-region.eu/fileadmin/user_upload/2025_-_Austria_and_Liechtenstein_Presidency/SWD_2025_403_1_EN_autre_document_travail_service_part1_v2.pdf
- **European Commission report on the implementation of EU macro-regional strategies:** This report provides insights into the performance, challenges, and added value of macro-regional strategies, including EUSALP. It offers important lessons learned that can inform the design and strategic orientation of the programme. The report is available for download under <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52025DC0196025DC0196>
- **Prior evaluations** implemented and studies drafted in the framework of the ASP or by the EC, e.g. the harvesting report of Interreg post 2027 and the related results of the stakeholder consultation) https://ec.europa.eu/regional_policy/sources/reports/2025/Post2027_Interreg_Harvesting_report.pdf

The Joint Secretariat will further set up a document in which the applications and their success rates in the calls for projects in the current programme will be analysed; this document is envisaged to be finalised and provided to the experts in summer 2026. Furthermore, the programme has taken measures to improve the capitalisation and uptake of results of projects, a respective call for projects has been launched and projects will be selected in this year. Also, the results of this process and these projects may be a relevant source

for the programming exercise.

Together, these documents shall ensure that the programming process is firmly grounded in evidence, aligned with European and macro-regional policy frameworks, and informed by experience and ongoing analytical work. In the course of programming, the contracted experts may propose further documents to be analysed with regard to the different target groups and categories of potential project partners, in order to ensure that all pertinent sources and references are duly considered by the TF.

3. Specification of Services

Scope and Tasks

The external service aims to provide input for discussions and evidence for the decisions to be taken by the TF on the issues as set out in the following table. Above all the experts shall facilitate the work of the TF and the PCG throughout the programming process of the Interreg Alpine Space Programme 2028-2034.

The service provider will actively contribute to the programming process by participating in TF meetings (when relevant, without voting rights), providing expert input that underpins discussions, decision-making, and stakeholder engagement, summarising the considerations and decisions taken and using them to prepare the further discussion and decision rounds.

The table below presents the currently envisaged TF meetings on site and online, further meetings or different formats might be agreed on during the programming process. Bidders are asked to reserve these dates; they may be adjusted depending on the progress of the programming process, preparatory activities, and ongoing developments regarding the EU legal framework for 2028-2034.

No.	Date	Main contents	Format
JF1	May 2026 (CW 22)	Presentation of the selected bidder and the offer/proposed methodology/expert team.	Online JF
TF2	9. July 2026	TF2 - Quo vadis, Alpine Space? <i>Defining our Mission and Purpose</i> <ul style="list-style-type: none"> • Definition of the programme's role in relation to EUSALP/AC • First reflection on the ESPON fiche and the State of the Territory Report of the EUSALP Presidency 2025 	On-site meeting
TF3	21. - 23. Sep 2026	TF3 - Where to set priorities?	On-site meeting (lin-

		<i>Finding our strategic approach</i> <ul style="list-style-type: none"> • Reflection on the EC orientation paper and the draft analysis of the experts • Discussion on the thematic focus of the future programme 	<i>ked with first stakeholder workshop)</i>
TF4	17.-18. Nov 2026	TF4 - What's the logic behind? <i>Breaking down our strategy into concrete measures</i> <ul style="list-style-type: none"> • Proposal of thematic focus • First definition of concrete measures 	On-site meeting
TF5	Februar 2027	TF5 - What do we want to achieve? <i>Fine-tuning measures and monitoring</i> <ul style="list-style-type: none"> • Detailed description of measures • Definition of milestones and targets 	On-site meeting

The service shall comprise the following core tasks and deliverables and be organised according to the above-mentioned work streams:

- **Territorial analysis:** analysing the different existing territorial analyses of the cooperation area and drafting a concise analysis of territorial needs and gaps identifying key transnational challenges and development potentials relevant for the programme;
- **Programme strategy:** support to the definition of the programme strategy, including a clear intervention logic, starting with a mission statement and resulting in a structured and detailed proposal of programme measures, including their rationale and expected results, ensuring coherence with EU policy objectives and the EU Strategy for the Alpine Region (EUSALP);
- **Stakeholder involvement:** design of a structured stakeholder consultation process covering transnational, national and regional levels, and its subsequent facilitation and support. This includes the elaboration of a concept for national dialogues, as well as the preparation, organisation and moderation of at least two stakeholder workshops at transnational level.

Territorial Analysis

The contractor shall develop a concise analysis of territorial needs and gaps based on existing data and papers and provide further data, if necessary, to support the development of the programme intervention strategy, in line with Article 8(3)(b) of the draft ERDF/CF Regulation. Based on this, the expert should come up with proposals that especially focus on the specific potentials and limitations of transnational cooperation to address the identified challenges and needs, highlighting the niches where transnational cooperation can bring added value compared to national or regional interventions



Objective

To provide a concise, policy-relevant, and evidence-based territorial analysis of the Alpine Space programme area that will serve as a foundation for strategic programming decisions.

Tasks

- Review and synthesise existing territorial evidence, in particular:
 - Results of the ESPON TNCOOP project
 - The “State of the Territory” report for the Alpine region
 - Other relevant European, transnational, and national sources
- Identify and analyse:
 - Key transnational challenges
 - Territorial needs and disparities
 - Development potentials and emerging opportunities
- Ensure a clear focus on issues of transnational relevance and added value

Deliverables

- A concise territorial analysis report, including:
 - Executive summary
 - Thematic sections structured around key challenges and opportunities
 - Visual material (maps, graphs, infographics where appropriate)
- A concise document summarising the territorial analysis for use in stakeholder discussions and the IPC.

Programme Strategy

The contractor shall translate the evidence gathered through the territorial analysis into a coherent strategic narrative consistent with Article 8 requirements and the IPC template.

This involves translating identified needs into clear strategic orientations, in line with European policy objectives and relevant macro-regional and national frameworks (such as the EUSALP action plan), while reflecting the specificities of the Alpine region. It should ensure consistency with the strategic orientations provided by the European Commission in the Orientation Paper.

Objective

To support the development of a coherent, result-oriented programme strategy aligned with EU policy priorities and macro-regional frameworks.



Tasks

- Strategic framing and thematic focus
 - Translate the findings of the territorial analysis into a coherent strategic narrative
 - Propose strategic choices and thematic focus areas for transnational cooperation in the Alpine Space programme area, ensuring thematic concentration and clear transnational added value
 - Outline the overall intervention strategy of the programme (by demonstrating clear links between identified needs and strategic priorities)
 - Prepare the ground for the subsequent development of a more detailed intervention logic
- Preliminary definition of programme measures
 - Identify and structure potential programme measures
 - Assign measures to related specific objectives and intervention fields
 - Define preliminary output and result indicators, as well as milestones and targets
 - Ensure a coherent link between needs, objectives, measures, and expected outputs and result

Deliverables

- A draft strategy paper, describing the intervention strategy of the programme by
 - identifying measures for cooperation,
 - explaining how these measures are expected to contribute to the policy objectives and the Interreg-specific objectives,
 - describing in detail the programme measures, including their rationale and expected results.
- A final strategy paper, integrating feedback from the TF, PCG and stakeholders, and providing a consolidated version of the Strategy Chapter, including a detailed description of the programme measures, ready for inclusion in the IPC.

Stakeholder Involvement

A participatory process shall accompany the analytical and strategic work so to strengthen ownership and commitment of participating countries and regional partners and to ensure a coherent and implementable programme strategy. The engagement process shall include surveys, interviews, workshops and targeted consultations to:

- validate identified needs and cooperation potentials and
- refine strategic orientations.



Objective

To ensure an inclusive, transparent, and structured stakeholder engagement process throughout the programming of the Interreg Alpine Space Programme 2028-2034.

Tasks

- Stakeholder mapping and engagement concept
 - Identify and map relevant stakeholders across governance levels, including public authorities, thematic experts, sectoral networks, and key partners
 - Develop a comprehensive stakeholder engagement concept, outlining
 - Objectives and scope of engagement activities
 - Roles and responsibilities of participants
 - Methods and tools for effective consultation (including transnational workshops and online surveys)
- Design a concept for stakeholder dialogues on national level, providing guidance for Partner States to organise consultations with relevant national and regional stakeholders and support the Partner States if requested.
- Implement the stakeholder engagement concept on transnational level
 - Prepare and implement one or more online surveys
 - Prepare, organise, and moderate at least two transnational stakeholder workshops, ensuring broad representation and active participation
 - Via these consultations and workshops facilitate discussion on:
 - Territorial challenges and potentials
 - Strategic choices and thematic focus areas
 - Preliminary measures and intervention logic
 - Document discussions and collect input for integration into the programme strategy
- Integrate inputs and report on results
 - Synthesize stakeholder contributions into clear inputs for the programme strategy and IPC
 - Ensure transparency by documenting engagement activities, outputs, and feedback integration

Deliverables

- A stakeholder engagement strategy, including:
 - Stakeholder mapping and engagement plan
 - Proposed methods and tools for national dialogues and transnational workshops

- Documentation of consultation activities, including:
 - Agendas, background materials, and facilitation plans
 - Workshop and survey reports and synthesis of stakeholder inputs
- A summary report highlighting how stakeholders have contributed to the definition of the programme strategy and preliminary measures

Summary of Deliverables

All deliverables shall be concise, policy-oriented, and designed to guide both strategic discussions and the formal drafting of the IPC and the supporting programme document.

The following main deliverables shall be elaborated by the external experts:

Task	Description	Expected Delivery Date
Inception report	including detailed methodology, work plan and timeline for the implementation of the service, as well as the stakeholder engagement strategy (including concepts for national dialogues)	15.06.2026
Territorial analysis report	summarising key findings on challenges, needs and potentials in the Alpine Space area, based on existing evidence (including ESPON TNCOOP and the “State of the Territory” report)	01.09.2026
Draft strategy paper	describing the programme’s intervention strategy by <ul style="list-style-type: none"> ◦ identifying measures for cooperation ◦ explaining how these measures are expected to contribute to the policy objectives and the Interreg-specific objectives ◦ describing in detail the programme measures, including their rationale and expected results 	02.11.2026
Final strategy package	integrating feedback from the TF, PCG and stakeholders, and providing a consolidated version of the Strategy Chapter, ready for inclusion in the Interreg Programme document	Draft: 01.02.2027 Final: 31.03.2027
Stakeholder engagement summary report	summarising the stakeholder involvement, including synthesis reports of stakeholder feedback and information on its integration into the programme strategy	31.03.2027

4. Submission Requirements, Budget and Award Criteria

Submission Requirements

Bidders are requested to submit a comprehensive and structured offer covering the following elements:

- **Technical Offer**, including:
 - A description of the objectives of and approach to the assignment
 - The proposed methodology and work plan, covering in particular:
 - Territorial analysis
 - Programme strategy development
 - Stakeholder involvement
 - The description of the proposed expert team (including CVs of the proposed experts informing about their qualifications and experiences relevant for the present tender)
- **Financial Offer** based on the template in annex 1.

Offers shall be submitted in English and in electronic format (PDF) via email to alpine.space@salzburg.gv.at by

15 May 1pm CET

An e-mail will be sent to the bidder to confirm the receipt of the offer. If such e-mail is not received by the bidder, please contact the programme at the email address above. Incomplete offers, offer submitted after the deadline or in hard copy only will be excluded from the selection procedure.

Please also consider that Land Salzburg as contracting authority may request additional documents to verify the authorisation of the company to deliver the service, countercheck its professional reliability as well as its financial, economic and technical ability to perform the service.

Any changes in the project team after the conclusion of the contract will require the approval of the MA, particularly if the expertise is not comparable.

All questions related to this procurement procedure must be formulated in English and sent to alpine.space@salzburg.gv.at by 6 May 2026. The programme will publish the answers to questions received on the same website where this procurement document is available by 7 May 2026. Tenderers are encouraged to read these questions and answers before submitting an offer.

Award Criteria and Award Decision

The contract will be awarded to the **most economically advantageous tender**, based on a best price-quality ratio.

The evaluation will be carried out based on the following criteria:

1. Quality of the Technical Offer (max. 85 points)

- **Understanding of the assignment** (max. 15 points)
 - Clarity and relevance of the interpretation of the objectives and tasks
 - Demonstration of knowledge of Interreg programmes and the Alpine Space context
- **Methodology and work plan** (max. 35 points)
 - Quality, feasibility, and coherence of the proposed approach
 - Appropriateness of the proposed methods for territorial analysis, strategy development, transnational cooperation and stakeholder involvement
 - Appropriate consideration of the above-mentioned regulatory and programme-specific requirements and programming constraints
 - Appropriate repartition of tasks and responsibilities with the team and person days with regard to the single work streams
- **Expertise and organisation of the team** (max. 35 points)
 - Professional experience of the proposed experts
 - Complementarity of skills within the team

2. Financial Offer (max. 15 points)

- Assessment of the **overall price** in relation to the proposed services

The score for the financial offer will be calculated using a proportional method, whereby the lowest price receives the maximum score.

The contract will be awarded to the bidder achieving the highest overall score, provided that:

- The offer complies with all formal and technical requirements, and
- the quality of the technical offer is deemed sufficient to ensure proper implementation of the contract.

The MA reserves the right to request clarifications from bidders during the evaluation process.

Indicative Budget

The price requested by the tenderer must be a lump sum that covers all costs arising from the complete



delivery of the service, including office and administrative costs, travel and accommodation costs, and overhead costs, if any. Additional costs will not be reimbursed, such as preparation costs associated with the drafting and submission of the offer. VAT is to be indicated separately, and prices have to be indicated as fixed prices. Please note that the Land Salzburg as MA has reserved an indicative amount of **EUR 80.000** excluding VAT for the present service contract. Offers must not exceed this budget threshold.

Payments will be made based on the delivery and acceptance of agreed outputs, as specified in the contract.

Annex

Annex 1: Financial offer template