European Food Safety Authority

TENDER SPECIFICATIONS

Reference: OC/EFSA/AMU/2015/04
Subject: Training in Systematic Reviews or in specific steps of systematic reviews for EFSA Risk Assessment
Procurement procedure: Open call
Project/Process code: AMU-10
Activity Code: 3.1

Tender specifications purpose:
1. specify what EFSA is to buy under the contract resulting from this tender procedure
2. announce the criteria which EFSA will apply to determine the successful contractor among the offers received
3. guide tenderers to establish and dispatch their offer in the required form and time

These tender specifications will form annex 1 of the contract resulting from this tender procedure and will be binding during the contract implementation.

Provide EFSA with feedback:
If you considered applying to this call for tenders but finally decided not to do so, your feedback and reasoning for such a decision would be very much appreciated. You should address your feedback to EFSAProcurement@efsa.europa.eu. Please note that your comments will be kept strictly confidential and will only be used for the purpose of improving future EFSA procurement calls.

INDICATIVE PROCEDURE TIMETABLE

Milestone	Date[1]	Comments
Launch date	22/12/2015	Date of publication being sent to OJ
Deadline for sending a request for clarification to EFSA	22/02/2016	
Deadline for submission of offers	26/02/2016	See details in the Invitation letter[2]. Please also refer to the e-Submission application description attached in annex 2 hereto
Opening session	03/03/2016	14:30hr, EFSA premises, Parma
Notification of the evaluation results	MARCH 2016	Estimated. *Attention: outcome of the present procurement procedure will be communicated to all tenderers to the e-mail address indicated in their offer. Accordingly, the tenderers who have submitted offers under the present call are strongly invited to check regularly the inbox in question.*
Contract signature	APRIL 2016	Estimated

[1] All times are in the time zone of the country of the EFSA
[2] If you decide to submit an offer, in addition to following the instructions for offer submission set out in the invitation letter, please send a **separate email** to EFSAProcurement@efsa.europa.eu indicating that you have submitted an offer. Do not attach the offer to this separate email. The purpose of this **separate e-mail** is to ensure that we are aware an offer has been submitted. **Clarifications should not be sent to this email address.**

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PART 1 TECHNICAL SPECIFICATIONS - WHAT DOES EFSA NEED TO BUY THROUGH THIS PROCUREMENT PROCEDURE?

1.1 BACKGROUND

The overall objective of this procurement procedure is to support EFSA to develop in-house capacity to perform systematic reviews in food and feed safety and extensive literature searches to inform systematic reviews.
The systematic review methodology has become a pillar in evidence-based risk assessments.
The PROMETHEUS[3] Project (PROmoting METHods for Evidence Use in Scientific assessments) has put an additional emphasis on this scientific valuable instrument that serves the purpose to select, appraise and synthesise relevant evidence in a rigorous, consistent and transparent way.

1.2 OBJECTIVES

The Authority intends to select a contractor to deliver a series of tailored training courses in systematic reviews (or specific steps of) in food and feed scientific assessments, as specified below (see also summary table at the end of this section).

The content of the training sessions as reported below are not exhaustive.
The tenderer is encouraged to further elaborate the programme in the technical offer.

[3] EFSA (European Food Safety Authority), 2015. Principles and process for dealing with data and evidence in scientific assessments. EFSA Journal 2015;13(5):4121, 36 pp. doi:10.2903/j.efsa.2015.4121 http://www.efsa.europa.eu/en/efsajournal/pub/4121

1. Systematic review (full process) and protocol development for food and feed scientific assessment

It consists of 4 training sessions with the characteristics described below.

Content of the training

Each training session should:

- Include elements of integration of systematic review in broad food and feed safety scientific assessment, drawing upon the framework illustrated in chapter 2 of the EFSA SR Guidance[4] (and any subsequent developments of such framework). In particular this should focus on how to break down EFSA mandates into sub-questions, how to assess question suitability for systematic review and how to prioritise questions for systematic reviews.

- Provide clear instructions on how to perform systematic reviews in food and feed safety scientific assessments, based on the methodology illustrated in the EFSA SR Guidance[4].
  This shall include at least the following phases of the SR process:
  - question formulation and protocol development;
  - cover all elements included in a SR protocol;
  - searching for studies;
  - selecting studies for inclusion;
  - collecting data from included studies;
  - assessing the reliability of included studies;
  - synthesising data from the studies;
  - summary of findings tables/evidence profiles;
  - presenting data and results;
  - interpreting the results and drawing conclusions.

  Elements of exploring sources of heterogeneity (contextual, methodological and statistical) and defining how to cope with heterogeneity should also be included.

- Consist of theoretical and small group practical sessions, the latter to give participants the opportunity to work on relevant examples, providing clear view of the format covering all elements included in a SR protocol.

- Include at least 3 examples to present and develop during the sub-group activities, from at least 3 different areas of EFSA, selected from the following: chemical risk assessment; microbial risk assessment; environmental risk assessment; human nutrition; animal health and welfare risk assessment; plant health risk assessment. Examples of review questions for these areas are illustrated in **Annex 7**. The contractor can use such examples as case studies or develop new examples, provided that they fall into at least 3 different areas of EFSA, as indicated above, and they are agreed with EFSA. The examples should be elaborated along the entire

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[4] EFSA (European Food Safety Authority), 2010. Application of systematic review methodology to food and feed safety assessments to support decision making. 2010; 8(6):1637, 90 pp. doi:10.2903/j.efsa.2010.163 http://www.efsa.europa.eu/en/efsajournal/pub/1637.htm

stepwise process from breaking down the mandate up to conducting a systematic review of one sub-question.

- Address resource impact of performing SR and present the possibility of adapting the systematic review methodology in case of constraints (e.g. using "rapid reviews[5]"). Advantages and disadvantages of rapid vs/ systematic reviews should be presented.

- Mention techniques to support steps of the SR (e.g. machine learning, text mining).

Requested tutors

3 tutors are requested to lead the training sessions.

[5] Ganann R, Ciliska D, Thomas H, 2010. Expediting systematic reviews: methods and implications of rapid reviews. Implementation Science 2010, 5:56. doi:10.1186/1748-5908-5-56.

2. Extracting data from studies included in a systematic review, exploring heterogeneity and interpreting the results of a meta-analysis

It consists of 2 training session with the characteristics described below.

Content of the training

Each training session should:

- Have a total duration of two consecutive working days structured as follows:
  - one day and a half on providing instructions on specific steps related to data collection, analysis and interpretation (with a focus on interpretation for systematic reviews in food and feed safety risk assessment, based on the methodology for performing SR illustrated in the EFSA SR Guidance[4]);
  - half a day on more advanced concepts related to meta-analysis (e.g. difference between fixed and random model, meta-regression);
- Consist of theoretical and sub-group practical sessions, the latter to give participants the opportunity to work on EFSA relevant case studies;
- Include at least 2 case studies to present and develop during the sub-group activities, from at least 2 different areas of EFSA, selected from the following: chemical risk assessment; microbial risk assessment; environmental risk assessment; human nutrition; animal health and welfare risk assessment; plant health risk assessment. Examples of review questions for these areas are illustrated in **Annex 7**. The contractor can use such examples as case studies or develop new examples, provided that they fall into at least 2 different areas of EFSA, as indicated above, and they are agreed with EFSA.

Requested tutors

2 tutors (including at least one with statistical background) are requested to lead the training sessions.

3. Appraising reliability of individual studies

3a. Appraising the reliability of systematic reviews

3b. Appraising the reliability of different individual study designs

It consists of 2 training sessions with the characteristics described below.

Content of the training

- **Task 3.a** (Appraising the reliability of systematic reviews) should (the list is not exhaustive):
    - Address all relevant aspects that must be assessed when appraising the reliability of a systematic review.
    - Give an overview of the available critical appraisal tools for SR e.g. – EFSA CAT[6], ROBIS[7], etc.

- **Task 3.b** (Appraising the reliability of different individual study designs) should (the list is not exhaustive):
    - Address all relevant aspects that must be assessed when critically appraising reliability of specific individual study designs.
    - Give an overview of the available critical appraisal tools for the various study designs e.g. – EFSA CAT[6], Cochrane RoB tools for RCTs[8] and non-randomised studies[9], Syrcle[10], etc.

Each training session should:

- Consist of both theoretical and practical sessions where at least 3 examples will be presented and developed during the sub-group activities, from at least 3 different areas of EFSA. Examples of review questions for these areas are illustrated in **Annex 7**. The contractor can use such examples as case studies or develop new examples, provided that they fall into at least 3 different areas of EFSA, as indicated above, and they are agreed with EFSA.

- Clearly distinguish between appraising quality of designs and implementation and appraising quality of reporting. Tools specifically developed for appraising quality of

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[6] EFSA (European Food Safety Authority), 2015. Tools for critically appraising different study designs, systematic review and literature searches. 2015:EN-836, 65 pp. http://www.efsa.europa.eu/it/supporting/pub/836e

[7] Whiting P, Savović J, Higgins JPT, Caldwell DM, Reeves BC, Shea B, Davies P, Kleijnen J and Churchill R, ROBIS: A new tool to assess risk of bias in systematic reviews was developed. Journal of Clinical Epidemiology.

[8] Higgins JPT and Green S, 2011. Cochrane Handbook for Systematic Reviews of Interventions. Version 5.1.0 [updated March 2011]. The Cochrane Collaboration. www.cochrane-handbook.org

[9] Sterne JAC Higgins JPT Reeves BC on behalf of the development group for ACROBAT-NRSI 2014. A Cochrane Risk Of Bias Assessment Tool: for Non-Randomized Studies of Interventions (ACROBAT-NRSI). 56 pp. http://www.riskofbias.info

[10] Hooijmans CR, Rovers MM, de Vries RB, Leenaars M, Ritskes-Hoitinga M and Langendam MW, 2014. SYRCLE's risk of bias tool for animal studies. BMC Med Res Methodol, 14, 43.

reporting could be mentioned, but their use to teach how to appraise quality of implementation will not be accepted.

Requested tutors

2 tutors are requested to lead the training sessions.

4. Information retrieval techniques:

4a. Basic Information Retrieval Techniques and Search Strategy Design aimed at identifying the evidence for food and feed safety scientific assessments;

4b. Advanced Information Retrieval Techniques and Search Strategy Design aimed at identifying the evidence for systematic reviews.

It consists of 6 training sessions with the characteristics described below.

Content of the training

- **Task 4.a** (Basic Information Retrieval Techniques) should cover (the list is not exhaustive):
  - How to plan the strategy for searching the literature;
  - How to define the appropriate sensitivity/precision of the search, depending on context and objectives of the assessment;
  - The research question and its subdivision into key elements PICO/PECO, PO, PIT: how to build an effective search strategy;
  - Extensive literature searching methodology and development;
  - Using reference manager software (EFSA standard is ENDNOTE X7);
  - How to document and report a search process;
  - Practical session(s) using example based on EFSA's areas of assessments performed using databases available in-house (see list below).
- **Task 4.b** (Advanced Information Retrieval Techniques) should also cover (the list not exhaustive):
  - Introduction to textual analytic and text mining techniques to support effective and efficient strategy design and information retrieval, evidence mapping.
  - Practical session(s) using example based on EFSA's areas of assessments performed using databases available in-house (see list below).

For both training sessions:

- Search techniques must be tailored for the databases used at EFSA and which are: Web of Science (which includes the following databases: Web of Science Core Collection, Biosis, CAB Abstracts, Chinese Citation Index, Current Contents Connect, Data Citation Index, FSTA, Korean Journal Datbase, Medline, SciELO Citation Index, Zoological Record), Scopus and Pubmed (free of charge).
- It should be covered how to evaluate the quality of a search strategy and carry out a critical appraisal (the tools developed by EFSA to appraise ELS - http://www.efsa.europa.eu/it/supporting/pub/836e.htm - should also be presented).

Requested tutors

2 tutors are requested to lead the training sessions.

Overall characteristic of the training courses:

Training course	Content	Duration (days) of each session	N° sessions	Schedule	N° trainers
1	Systematic review (full process) and protocol development	2	4	The courses shall have a total duration of two consecutive working days (afternoon, full day, morning).	3
2	Extracting data from studies included in a systematic review, exploring heterogeneity, performing meta-analysis (one day and a half) and more advanced concepts related to meta-analysis (half a day).	2	2	The courses shall have a total duration of two consecutive working days structured as follows: • 1.5 day (afternoon – full day) on "extracting data"; • 0.5 day (morning) on "more advanced concepts related to meta-analysis".	2
3	Task 3.a - Appraising the reliability of systematic reviews.	1	2	The courses shall have a total duration of two consecutive working days and should be structured as two independent modules allowing participation to potential different attendants.	2
	Task 3.b - Appraising reliability of different individual study designs.	1	2		2
4	Task 4.a - Basic Information Retrieval Techniques.	1	6	The courses shall have a total duration of two consecutive working days and should be structured as two independent modules allowing participation to potential different attendants.	2
	Task 4.b - Advanced Information Retrieval Techniques.	1	6		2

General requirements:

Training structure and content

Organisation and delivery of the four training courses shall be prepared and implemented by the contractor.
The training courses will be designed by the contractor in order to fully meet the objectives indicated in these technical specifications and to address the technical content specified for each type of training. The training courses shall include a balanced mix of theoretical and practical activities, with emphasis on the use of EFSA based case-studies. Discussions shall be organised to allow the exchange of views and the collection of feedback from participants.
EFSA reserves the right to propose to the contractor the introduction of changes on the training courses (i.e. to change the content, tutors or the setting of the training courses) taking into account the overall budgetary framework. EFSA will communicate any such requests in advance to give the contractor sufficient time to adapt the training courses.

Identification and registration of participants

The participants of the training courses include EFSA staff and a wide range of experts in the field of food and feed scientific assessments (e.g. Panel members, members of the Scientific Committee, Working Group experts, experts from Member States). A maximum of 30 participants per training session is foreseen.

The contractor has the overall responsibility to collect applications from potential participants for the training courses and to identify those meeting the requested participation quotas that will be agreed with EFSA before the opening of applications. To this purpose the contractor takes appropriate measures that all places are filled as much as possible. The contractor is obliged to fix a deadline for submission of applications for participation in each event. Where there are places left unfilled these should be offered to other candidates. Should the contractor be unable to ensure the required minimum number of participants (20) due to factors not attributable to its own performance, it shall inform EFSA immediately. In such scenario, EFSA will agree with the contractor a revised list of participants. The final list of participants to each training session shall be provided to EFSA at least two weeks before each training session and in case there are places left unfilled these can be offered by EFSA to other requestors. The training will be run irrespective of whether the minimum number is reached or not. The knowledge of participants on the subject of the training sessions may vary from beginner to advanced/knowledgeable.

The contractor is obliged to provide to each participant a training package to be used as supporting material for the courses (including copies of presentations from tutors, a syllabus, i.e. an outline and summary of topics to be covered in training courses), a description of the training content, additional references for further study, and any other documentation considered relevant.

Identification and participation of tutors

The contractor is required to provide for each course qualified and experienced tutors, as appropriate, with at least 5 years of experience in the field of the given training course.
Depending on the technical content for each training course EFSA may indicate a staff member as Assistant Coordinator, who will liaise with the tutors before, during or after

the training sessions for the optimal delivery of the programme. The latter, will not imply any additional cost for the contractor.

It is mandatory to indicate in the programme the tutor/s that will be assigned to each specific course/session. An overall indication of the contribution of the members of the team shall also be given in the final report.

Identification of a Training Coordinator

The contractor is required to appoint a Training Coordinator, with at least 5 years of experience in organising training courses, which shall be responsible for the overall contact, management and coordination of the implementation of all services requested by EFSA in this call for tender. The Training Coordinator will be the interface for all commercial and contractual matters and the overall contact point for the services requested by EFSA.
The required expertise of the Training coordinator and Tutors is illustrated in the table below.

Minimum required expertise for the Training coordinator and Tutors:

Course	**Role**	**Domain expertise required**
All courses	Training Coordinator	At least 5 years of professional experience and proven record in organising training courses.
All courses	All tutors	At least 5 years of relevant experience in reviewing or preparing scientific publications and reports.
All courses	All tutors	At least 5 years of relevant experience in conducting systematic review step-wise process in at least one relevant field of food and feed scientific assessment (i.e. human, animal, plant health and environmental risk assessment).
All courses	All tutors	At least 5 years of relevant experience in routinely delivering trainings or teaching.
All courses	All tutors	Ability to deliver the training in English. For non-native speakers, must be demonstrated by: • At least 5 years of proven experience in routinely participating to international projects and chairing meetings where the working language is English; or • At least 5 years of work in an English-speaking environment; or • A University degree (e.g. a university course or post-graduate course) undertaken in an English-speaking University; or • At least 1 year of proven experience in routinely delivering training or teaching in English; or • Official certificate of English proving a C1 level The knowledge of English must be illustrated in a separate document (max. 1-page document per expert).
Course 1	The team providing training considered as a whole.	At least 5 years of relevant domain expertise in at least three of the following areas of food and feed scientific assessment : • Chemical RA and related study designs; • Animal health and welfare Risk Assessment and/or microbial Risk Assessment and related study designs; • Environmental Risk Assessment and related study designs • Human health, human nutrition (including efficacy assessment of food/feed ingredients) and related study designs; • Plant health Risk Assessment and related study designs.
Course 2	At least one of the tutors	At least 5 years of relevant experience in statistical methodology (including performing and/or appraising meta-analysis and meta-regression).
Course 3	All tutors	At least 5 years of relevant experience with performance and appraisals (including statistical aspects) of systematic review and study designs relevant to EFSA.
Course 4	All tutors	At least 5 years of relevant experience in Information and Documentation science and, more specifically, in performing extensive literature searches as part of systematic review and teaching ELS processes (and text mining applied to information retrieval for task 4.b).

Venue of the training courses

Training courses will take place at EFSA premises (Parma, Italy). In order to meet the highest standards for training courses, the contractor shall list in the offer all venue-related needs to be provided by EFSA (in particular, the type of meeting rooms, provision of a copy machine, laptop, beamer, flip charts, WI-FI internet connection, telephone, fax and audio equipment). EFSA will, as far as possible, accommodate such needs, and, in particular, agree with the contractor on the availability of meeting rooms according to the planned calendar for the training sessions. The provision of catering services and the organisation of special events is excluded.

Tasks of the contractor before and during the training courses

- to manage the whole registration process and delivery of information and assistance to participants and tutors (including AMU Unit and HUCAP Training Academy);
- to provide AMU and HUCAP Training Academy with administrative support (for the coordination of all administrative work, liaising with participants and acting as registration desk - e.g. filling excel sheets, attendance lists and other relevant documents with all participants details needed and agreed with AMU Unit);
- to provide, both on paper and/or electronically, to each participant a training package to be used as supporting material for the courses (including copies of presentations from tutors, a syllabus, i.e. an outline and summary of topics to be covered in training courses), a description of the training content, additional references for further study, and any other documentation considered relevant. Training materials should be available in English and take the form of a comprehensive stand-alone set of documents (e.g. in bags) covering all the issues dealt with during the training sessions;
- to prepare a complete course attendance certificate to be delivered to all training participants a at the end of the training sessions (these certificates are to be agreed with EFSA beforehand);
- to assess the level of satisfaction of participants with the training and services received. The contractor must elaborate, in collaboration with AMU Unit, a detailed survey/questionnaire to evaluate the participants' assessment with regard to the trainings. In particular, each participant shall be requested to provide individual feedback concerning the quality and utility of the training course. After each training session the contractor shall provide a report summarising the feedback received. Considering that and additional feedback from EFSA staff, EFSA can request to the contractor an action plan proposing improvement for future trainings. A summary of these ex-post assessments/recommendations shall be included in the final report.

The selected contractors will provide EFSA with a final report containing a description of the training sessions and their overall assessment (based on the evaluation questionnaires answered by the participants and the above mentioned action plans). The final report should consider separately each training course (part a. and b. of training courses 3 and 4 have to be considered as separate courses).

Kick-off meeting

A face-to-face kick-off meeting (3 days meeting) shall be held with EFSA and the awarded contractor after the signature of the contract and well in advance prior to the first training course. This date will be agreed between EFSA and the Contractor via e-mail. The meeting shall take place at EFSA premises. EFSA will provide the meeting room. All expenses for the contractor staff (e.g. travel, accommodation, etc) will be covered by the contractor. At least the Training Coordinator and one representative (trainer) for each training course shall attend the kick-off meeting (participation via conference call shall be agreed with EFSA only for those participants that cannot attend the meeting).

The kick-off meeting will have the following objectives:

- discussion and fine-tuning of the training programme/s and the administrative coordination for the types of course in line with these Technical Specification. The discussion shall include a final agreement on the case-studies proposed by the contractor with the offer as practical exercises for the training courses;
- discussion and fine-tuning of the calendar for the sessions of the different types of training courses, in line with these Technical Specifications. The final dates of the training courses and availability of meeting rooms shall be confirmed by EFSA as soon as possible after the kick-off meeting;
- discussion and fine-tuning of the criteria and procedures to select participants for the different courses;
- discussion and fine-tuning of the evaluation methodology for each course, as well as of the respective assessment questionnaires;
- discussion and fine-tuning of the final tutors for the training courses.

A draft inception report containing a thorough description of the subjects to be discussed at the kick-off meeting shall be sent to EFSA one week in advance of the meeting.

The agreed training programmes, the course calendar, the methodology for (i) selecting participants and for (ii) evaluating the training courses, as well as the agreed final list of tutors for the training courses shall be described in the contractor's final inception report, which shall be sent to EFSA for approval within two weeks from the kick-off meeting.

Upon EFSA request, the contractor may be asked to attend a tele-conference after each training session and at any time during the 24 months, to discuss the progress of the work and, if necessary, present the plan for modification and improvement.

The contractor is responsible for taking minutes using the appropriate EFSA template of every meeting held with EFSA (including kick-off meeting and possible teleconferences) and for sending them to EFSA within 5 working days after the meeting. EFSA can request to the contractor modifications to the proposed minutes in order to better reflect the outcome of the discussion. The minutes must be approved by EFSA before to be considered as agreed.

The following deadlines are foreseen for the various milestones and deliverables over a period of 24 months.

1.3 TASKS, DELIVERABLES, TIMELINE AND PAYMENTS

No	Tasks / Deliverables/ Trainings	Can be subcontracted[11]?	Deadline for finalisation
1	Draft inception report	Yes	1 week before the kick-off meeting
2	Kick-off meeting– at EFSA premises (Parma, Italy) as a physical meeting. At least the Training Coordinator and one representative (trainer) for each training course shall attend the kick-off meeting (participation via conference call shall be agreed with EFSA only for those participants that cannot attend the meeting).	Yes	Within 2 weeks after contract signature
3	Final inception report.	Yes	Within 2 weeks after the kick-off meeting
4	Training manuals based on case studies, final list of participants, and feedback questionnaire for each of the training courses.	Yes	2 weeks before each training session
5.1	Four training sessions in systematic reviews (full process) and in protocol development for food and feed scientific assessment.	Yes	July 2016; October 2016; March 2017; October 2017
5.2	Two complete training sessions in extracting data from studies included in a systematic review, exploring heterogeneity and interpreting the results of a meta-analysis	Yes	November 2016; November 2017
5.3	Two complete training sessions (part a. and part b.) in appraising the reliability of individual studies.	Yes	December 2016; February 2018
5.4	Six complete training sessions (part a. and part b.) on Information Retrieval Techniques.	Yes	September 2016; February 2017; May 2017; June 2017; September 2017; March 2018
6	Certificates of attendance, registration list, filled in feedback questionnaires, report analysing the feedback received and, eventually, action plan for improvement. Part a. and b. of training courses 3 and 4 have to be considered as separate courses and a complete set of documents shall be provided for each of them.	Yes	At the end of each training session.
7	Final report "Training sessions in systematic reviews in food and feed safety and extensive literature searches to inform systematic reviews". The report should provide and analysis by training course (part a. and b. of training courses 3 and 4 have to be considered as separate courses).	Yes	April 2018

[11] If a subcontractor provides the whole or a very large part of the financial capacity OR executes the whole or a very large part of the tasks, EFSA may demand that that the subcontractor signs the contract

No	Payments	Linked to approval by EFSA of deliverable No
1	Interim payment 1 of 20 %	3
2	Interim payment 2 of 30 %	Following approval of deliverable: "Report analysing feedback received and, eventually, action plan after 1st training on appraising reliability
3	Interim payment 3 of 20 %	Following approval of deliverable: "Report analysing feedback received and, eventually, action plan after 3rd training on information retrieval"
4	Payment of the balance	7

The working language for the contract implementation: execution of tasks, meetings and deliverables shall be English.

1.4 INFORMATION ON THE CONTRACT

Type of contract: Direct Contract

Nature of expense: Services

Duration of tasks in direct contracts: 24 months after the entry into force of the contract

Budget information: The maximum budget EFSA has available is 330.000 €. Any offer exceeding this maximum will not be retained for contract award.

1.5 OWNERSHIP AND INTELLECTUAL PROPERTY RIGHTS

SPECIFIC INFORMATION ON INTELLECTUAL PROPERTY RIGHTS:

As regards any product or delivery commissioned by EFSA and developed by the contractor in the context of the contract resulting from this call for tenders as well as source codes of IT applications and models developed for EFSA, the intellectual property rights will be owned by EFSA only, in its capacity as financial source of the contract. The contractor cannot file a trademark, patent, copyright or other IPR protection scheme in relation to any of the results or rights obtained by EFSA in performance of the contract, unless the contractor requests EFSA ex-ante authorisation and obtains from EFSA a written consent in this regard.

The draft contract attached in **Annex 6** contains further provisions on ownership of intellectual property rights. All quotations or information the tenderer provides in the technical and financial offer for EFSA which originates from other sources to which third parties may claim rights, have to be clearly marked in the offer in a way allowing easy identification (source publications, including date & place, creator, number, full title etc.). The tenderer shall take account of the above specifications on ownership and copyrights in their technical and financial offer.

1.6 ADDITIONAL INFORMATION

By virtue of article 134(1f) and article 134(3) of the Rules of Application of the Financial Regulation, EFSA reserves the option to launch further negotiated procedure, with the contractor chosen as a result of the present call for tender, for new services consisting in the repetition of similar services during the three years following the signature of the original contract.

PART 2 EVALUATION - HOW WILL YOUR OFFER BE ASSESSED?

In case you decide to apply as a consortium or involve subcontractors in your offer, please also refer to the **EFSA Guidance for tenderers**.

2.1 OPENING OF OFFERS

The main aim of the public opening session is to check whether the offer received was dispatched within the closing date for tender receipt and that the tenders are electronically protected until the official opening.

2.2 GROUNDS FOR EXCLUSION

As regards the eligibility of the tenderers to submit an offer following this call please refer to the **EFSA Guidance for tenderers** available at EFSA website.

Tenderers must not be in one of the exclusion situations listed in the **EFSA Guidance for tenderers** available at EFSA website.

Evidence requested in the offer:

- Tenderers must declare that they are not in one of the exclusion situations by providing a Declaration on Honour on exclusion criteria. The template is available in **annex 4.** In case of a consortium submitting an offer and/or in case of subcontracting, such declaration should be submitted for each consortium member and for each identified subcontractor.

For info: EFSA will request further supporting evidence, from the awarded tenderers, prior to the signature of the contract. Such requested evidence will be specified in the award letter and will have to be provided to EFSA before the contract is signed.

2.3 SELECTION CRITERIA

A) ECONOMIC AND FINANCIAL CAPACITY:

The tenderer must have the following economic and financial capacity to perform the contract:

- The tenderer must be in a stable financial position;
- The tenderer must have generated an overall annual turnover of at least 250.000 € in each of the 2 closed financial years (2013, 2014).

The financial stability of the tenderer will be assessed based on the indicators contained in the **Annex 5** - Simplified financial statement. Tenderers, after they have completed the statement, can see each indicator`s value as calculated by the embedded formula. The indicators used are those commonly used for the financial analysis of a company health. Please note that one negative indicator doesn't mean an automatic exclusion. It will be a consolidated risk analysis considering all ratios, in case of consortium/subcontracting even considering the capacities/financial stability of all consortium members/subcontractors. Only if 2 or more indicators at the same time present negative values (for example: significant losses, debt ratio > 80%, negative net working capital, EBITDA < 0, etc), or if the situation is worsening over the presented years, a further in-depth financial analysis will be carried out. However, even in this case the tenderer will be given the opportunity to provide further explanations about the worrying financial position and measures taken to revert the trends. Such clarification request is likely to be accompanied with the request to provide the most recent data available.

Evidence requested:

1. The tenderer, which according to the law of the country in which it is established is required to publish the balance sheet, shall complete and include in the offer a simplified financial statement, using the template in **Annex 5** - Simplified financial statement, to be signed by the chief accounting officer of the organisation;
2. The tenderer, which according to the law of the country in which it is established is not required to publish the balance sheet, and which is not a physical person, shall provide the information on annual budget allocated to finance the operational activities;
3. The tenderer, which according to the law of the country in which it is established is not required to publish the balance sheet, and is a physical person, shall provide information on the gross yearly income.

Simplified financial statements are to be provided for all consortium partners and subcontractors proposed in the offer.

Please note that you do not have to submit the evidence requested on economic and financial, capacity if already submitted to EFSA in response to any previous EFSA call, provided the evidence is exactly the same as requested in this tender specifications. If you avail yourself of this possibility, you have to specify the reference of the EFSA call for tenders under which you have already submitted the evidence to EFSA.

B) TECHNICAL AND PROFESSIONAL CAPACITY:

The tenderer must have the following **minimum professional capacity** to perform the contract:

Ability to provide a team of experts compliant with the specific expertise requirements as indicated in the table above (***Required expertise for the Training coordinator and Tutors):***

Evidence requested

Generic Evidence for selection criteria:

- Tenderers must provide a Declaration on Honour on selection criteria available in **annex 6**.

Specific requirements:

- Detailed CVs of all team members proposed for the assignment, taking into account the minimum expertise requirements detailed above; EFSA strongly recommends submitting the CVs in the EU CV format which can be accessed here.
- For each training course, a table indicating the name of the trainers and how they meet the required expertise (the template for the table is provided in **Annex 8** to this document).
- The knowledge of English should be illustrated in a separate document (max. 1 page document per expert).

The evidence requested must be included in the offer for consortium partners/subcontractors only if the capacity of those partners/subcontractors is necessary to satisfy those minimum capacity requirements.

COMMON FOR ALL SELECTION CRITERIA:

1. In the case of a consortium submitting an offer and/or an offer being submitted by an entity sub-contracting some tasks, the economic, financial, technical and professional capacity requirements are to be met on a consolidated level.
2. EFSA has the right, during the evaluation process, to request further evidence on the tenderer's compliance with the economic, financial, technical and professional capacity requirements.

2.4 COMPLIANCE WITH TENDER SPECIFICATION

Please note your offer will inevitably be assessed for compliance with tender specifications before its assessment against the award criteria.

Tenders are considered not to meet the tender specifications and therefore to be rejected if they:

− do not comply with requirements laid down in the tender specifications (noncompliance);
− propose a solution different from the one that is imposed;
− propose a price above the fixed maximum set in the specifications or in the contract notice;
− are submitted as variants, when the contract notice or the specifications do not authorise them.
− do not comply with applicable obligations under environmental, social and labour law established by Union law, national law and collective agreements or by the international environmental, social and labour law provisions listed in Annex X to Directive 2014/24/EU[12].

In all these cases, the ground for rejection is not linked to the award criteria so there is no evaluation as such. The tenderer will be informed of the ground for rejection without being given feedback on the content of the tender other than on the non-compliant elements.

2.5 AWARD CRITERIA

The offers compliant with the technical specifications, not falling in one of the grounds for exclusion and complying with the selection criteria will be evaluated against the below defined award criteria. The award criteria serve to identify the **most economically advantageous offer**.

A) QUALITY AWARD CRITERIA

1. TRAINING PROGRAMME (50 points)

- Quality of the training programme proposed (40):
  - Compliance with the systematic review methodology as illustrated in the EFSA guidance
  - Completeness and level of detail
  - The extent to which the trainers are appropriately allocated to each part of the training sessions and the appropriateness of the examples that will be elaborated during the practical sessions.

[12] OJ L 94 of 28.03.2014, p. 65

- Any relevant additional aspects proposed by the tenderer
- The extent to which the programme is tailored to the EFSA context (10)

2. TRAINING MANAGEMENT (30 Points)

- Method for managing the training:
    - Subscriptions
    - On-site practical organization
    - Communication with EFSA
    - Appropriateness of the survey/questionnaire proposed to evaluate the participants' assessment with regard to the trainings.

3. PROJECT MANAGEMENT (20 points)

- Risk identification and Proposed mitigation strategies (actions in case of problems) **10 points**
- The internal team communication; in case of consortium & subcontractors also the communication between consortium partners and subcontractors; **10 points**

The sum of all quality award criteria gives a maximum possible total of 100 points.

Tenderer shall elaborate in the technical offer on all points addressed in the technical specifications, bearing also in mind the above indicated award criteria, in order to score as many points against the quality award criteria as possible. The mere repetition of mandatory requirements set out in the technical specifications, without going into detail or without giving any added value in the technical offer, will only result in a very low score.

Offers must score at least 70 of maximum possible total points against the quality award criteria.

Tenders that do not reach this minimum quality threshold will be eliminated from the subsequent stages of the evaluation process.

B) PRICE AWARD CRITERION:

The offers which passed the above quality threshold will be retained for the further assessment of the following:

I. the financial offer is made within the maximum budget for financial offers indicated in the tender specifications and
II. the financial offer satisfies the formal requirements of the tender specifications.

C) THE MOST ECONOMICALLY ADVANTAGEOUS TENDER:

The Best Price - Quality Ratio (BPQR) will be calculated using the below mathematical formula:

TOTAL SCORE OF THE EVALUATED OFFER (C) = ITS QUALITY SCORE (A) / ITS PRICE (B)

PART 3 CONTENT OF THE OFFER - WHAT SHOULD YOUR OFFER CONSIST OF?

SUBMISSION GUIDELINES

- You should submit your tender electronically via the e-Submission application in one of the official languages of the European Union through the e-tendering website and before the closing date for the offers reception as described in the Invitation Letter. Please also refer to the e-submission application description attached in **Annex 2**.
- In order to familiarise you with the system and to test whether your workstation configuration is working correctly with our environment, you are invited to access the following test environment at: https://webgate.ec.europa.eu/supplier_portal_toolbox/spots/openSpots.do?CFTUUID=TEST_CFT-NO_LOTS&VERSION=1&CAID=5790001791483&screenWidth=1000&screenHeight=850

  This will enable you to make a test submission well in advance of the time limit for receipt indicated in the Invitation letter.

E-Submission application: The tenderer must provide the following information using the e-Submission application. In the e-submission application, please fill in all mandatory fields (marked with a star *) and other fields as appropriate. All tenders must be clear, complete and consistent with all the requirements laid down in the tender specifications including the below instructions. The documentary evidence/documents required in the tender specifications must be included in section "Qualification" in the e-submission application. Tenders not including the necessary evidence may be rejected.

Step by step guide:

STEP: Access e-submission
In order to access the e-Submission application, the first step is to create a user account in the system (European Commission Authentication System - ECAS): http://ec.europa.eu/visits/documents/ecas-step-by-step_en.pdf A button "Submit your Tender" will then be displayed and you will be able to access the e-Submission application. Before proceeding to fill in the tender details in the system, you need to accept the Terms & Conditions and acknowledge the Privacy Statement of the e-Submission application.
STEP: Welcome to the tender wizard
Please read the recommendations and instructions.
You can either create a tender for the first time or load a draft tender from your local disk if not created for the first time. In case of doubts refer to user Manual and FAQs: • https://webgate.ec.europa.eu/supplier_portal_toolbox/spotsHelpPage.jsp In case of technical problem only contact DIGIT Helpdesk indicated in the e-submission

application at EC-CENTRAL-HELPDESK@ec.europa.eu. or call at +32 2 29 58 181

STEP: e-submission wizard step 2 of 5 – Tendering data

Different ways to submit a tender:

Options 1 to 4 below describe the different ways to submit a tender. Please make sure all required documents and evidences are submitted with your tender.

Option 1: Submission by one tenderer: "single tender" in the e-submission application.

Option 2: Submission by a consortium: "joint tender" in the e-submission application. In case of a consortium (joint tender) one member of the consortium must be designated as lead partner ("consortium leader" in the e-submission application).

Option 3: Submission by one tenderer with subcontractors: "single tender; involving subcontracting" in the e-submission application.

Option 4: Submission by a consortium with subcontractors: "joint tender; involving subcontracting" in the e-submission application.

STEP: e-submission wizard step 3 of 5 - Tendering data

No action for tenderers; text for information only

STEP: e-submission wizard step 3 of 5 - Qualification: Identification of the tenderer

1. "Legal Entity Form": In order to prove their legal status, the single tenderer or consortium leader must provide a Legal Entity Form (LEF) with its supporting evidence. Subcontractors are not required to provide this document. In case of a consortium each partner must provide a signed a Legal Entity Form (LEF) with its supporting evidence.

Hand written signature of individual forms of the single tenderer or consortium leader who submits the tender is not required, since the signature of the Tender Preparation Report implies that all included documents are signed by them.

The Legal Entity Form can be generated via the e-Submission application from the section "Qualification" -> "Identification of the tenderer" under "Documents"/Generate pre-filled documents and uploaded under "Documents" in the same section. **Alternatively** a standard template in each EU language is available at

http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm

2. " Administrative Identification Form": After filling in the fields, the tenderer (single tenderer or consortium leader) and for each members of the consortium (if any) should generate the **"Administrative Identification Form"** from section "Qualification" -> "Identification of the tenderer" under "Documents"/Generate pre-filled documents in the e-Submission application and upload it under "Documents" in the same section. This **"Administrative Identification Form"** does not need to be signed. Subcontractors are not required to provide this document.

3. "Financial identification Form": The tenderer (single tenderer or consortium leader in case of joint tender) must provide a Financial Identification Form (FIF) and supporting documents. Only one form per tender should be submitted (no form is needed for subcontractors and other consortium members). The form is available on:

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm

The form needs to be printed, filled in and then scanned and uploaded in the section "Qualification" -> "Identification of the tenderer" -> "Documents".

Hand written signature of individual forms of the single tenderer or consortium leader who submits the tender is not required, since the signature of the Tender Preparation Report implies that all included documents are signed by them.

STEP: e-submission wizard step 3 of 5 - Qualification: Exclusion criteria

For the exclusion criteria the tenderer is request to submit the following evidence:

- *Declaration on honour on the exclusion criteria* by the tenderer using the template available in **annex 4**, in case of a consortium by each partner and/or in case of subcontracting by each subcontractor, relating to the exclusion criteria (see section 2.2) needs to be filled in and uploaded under "Qualification" -> "Exclusion Criteria".

The form should be signed only by the consortium partner(s) and/or by the subcontractor, if any. Hand written signature of the individual form by the single tenderer or consortium leader who submits the tender is not required, since the signature of the Tender Preparation Report implies that all included documents are signed by them.

STEP: e-submission wizard step 3 of 5 - Qualification: Selection criteria – Economic & financial capacity

The tenderer is requested to upload the *Simplified Financial Statement* using the template available in **annex 5** certifying financial and economic capacity (see 2.3 A) in section "Qualification" -> "Selection Criteria" -> "Financial and Economic Capacity" in the e-Submission application for each consortium member and for each identified subcontractor.

Hand written signature of individual forms of the single tenderer or consortium leader who submits the tender is not required, since the signature of the Tender Preparation Report implies that all included documents are signed by them. These forms should be signed only for any consortium partners and any subcontractors.

STEP: e-submission wizard step 3 of 5 - Qualification: Selection criteria – Technical & professional capacity

Generic Evidence:

For the selection criteria overall the tenderer is requested to submit the following evidence:

- *Declaration on honour on the selection criteria* by the tenderer using the template available in **annex 6**, in case of a consortium only the consortium leader (see section 2.3B) needs to fill in and uploaded this form under "Qualification" -> "Selection Criteria -> "Technical and Professional Capacity" in the e-Submission application.

Hand written signature of the individual form by the single tenderer or consortium leader who submits the tender is not required, since the signature of the Tender Preparation Report implies that all included documents are signed by them.

Specific Evidence for technical & professional capacity:

The tenderer is requested to upload the proof of technical and professional capacity (see 2.3 B) in section "Qualification" -> "Selection Criteria" -> "Technical and Professional Capacity" in the e-Submission application.

STEP: e-submission wizard step 3 of 5 - Qualification: Tender

Technical offer: The technical tender needs to be uploaded in the section "Tender" in the e-Submission application. The tenderer will need to select the "Technical Tender" document from the dropdown box ("Financial Tender or Technical Tender"). The e-Submission application allows attachment of as many documents as necessary.

This technical section is of great importance in the assessment of the offers, the award of the contract and the future execution of any resulting contract.

The technical offer must cover all aspects and tasks required in the technical specification and provide all the information needed to apply the quality award criteria (see section 2.5 A).

Please note that the information provided in **Annex 9** will be used for the assessment of the following sub criterion: the extent to which the trainers are appropriately allocated to each part of the training sessions and the appropriateness of the examples that will be elaborated during the practical sessions.

Offers deviating from the requirements or not covering all requirements may be excluded on the basis of non-conformity with the tender specifications and will not be evaluated (see section 2.4).

In case of subcontracting: please indicate in the technical offer the % proportion of subcontracting.

If applicable, a Statement on IPR aspects, such as list of pre-existing rights, see part 1.5 of the tender specifications must be provided together with the technical offer.

Financial offer: The complete financial offer (according to the form available in **Annex 1**) needs to be uploaded in section "Tender" in the e-Submission application. The tenderer will need to select the "Financial Tender" document from the dropdown box ("Financial Tender or Technical Tender").

Fields: "Tax Exclusive amount", "Tax total", "Total Payable": The total price of the tender needs to be encoded in the e-Submission application. Please indicate the **total price** of the Financial offer template (**Annex 1**) in the fields "Tax exclusive amount" and "Total payable". In the field "Tax total" please indicate "0"/Zero value.

STEP: e-submission wizard step 3 of 5 – Validation

To continue to step 4, please click on **"Validate"** button. A **tender preview document** will be generated in your local computer.

STEP: e-submission wizard step 4 of 5 – Consolidate tender documents – Finalize package

Once all information and documents have been encoded and uploaded in the e-Submission application and you consider that the tender is complete, the application will require you to consolidate the tender into one consolidated tender package. A Tender Preparation Report will be generated by the e-Submission application. The application will require you to save both files (i.e. the consolidated tender package and the Tender Preparation Report) on your local computer.

The Tender Preparation Report must be signed ONLY in the following way:

Hand signature:

You print out the Tender Preparation Report. The single tenderer's or lead partner's authorised representative(s) should hand sign the Tender Preparation Report. Upon signature, you will upload the scanned, signed document in the e-Submission application. **The tender (including the scanned copy of the Tender Preparation Report) needs to have been uploaded within the "Receipt Time Limit- Closing date and time for offers reception" indicated in the Invitation letter.**

The signature of the single tenderer's or lead partner's authorised representative(s) on the Tender Preparation Report will be considered as binding with respect to the terms of the tender.

Both (i) the consolidated tender package; and (ii) the scanned hand signed Tender Preparation Report need to be uploaded into the e-Submission application.

STEP: e-submission wizard step 5 of 5 – Submitting your tender

The scanned, signed Tender Preparation Report should also be sent immediately after submission, to this **e-mail address:** **EFSAProcurement@efsa.europa.eu**.

You will receive a tender receipt confirmation in your e-Submission mailbox, including information about the timestamp put on your tender by the e-Submission system. This is considered as the official time of receipt and will constitute proof of compliance with the deadline given in the invitation letter. Late receipt will lead to the exclusion from the evaluation procedure for this contract.

IMPORTANT:

1. Make sure you submit your tender on time: You are strongly advised to start completing your tender early. Do not wait until the last day to upload your offer. To avoid any complications with regard to late receipt/non receipt of tenders within the deadline, please ensure that you *submit your tender* ***well in advance*** *of the deadline*. In case of any problems with the submission of the electronic tender, you must call the helpdesk a reasonable amount of time before the time limit for receipt. The time it takes to submit the tender and upload all your documents may vary considerably depending on the number of concurrent submissions by other economic operators, the size of your tender and the type of internet service you are using.

Please note that the responsibility rests with you to ensure that your tender is

correctly uploaded before the time limit for receipt.

2. After submitting a tender, but within the time limit for receipt, you may still submit a new version of your tender. To do this, you should upload a new consolidated tender package containing corrected tender documents together with formal notification by letter that the previous tender is withdrawn.

3. If, after submission, you wish to withdraw your tender, you must send a duly signed letter to this **e-mail address: EFSAProcurement@efsa.europa.eu** identifying the name and reference of the tender you wish to withdraw. This notification must be signed by the same authorised legal representative(s) who previously signed the tender in question.

Annex 1 - FINANCIAL OFFER TEMPLATE

Tenderers are requested to use the following model for drawing up their financial offer. In doing so tenderers confirm they are aware of the following facts:

- The upper limit of 330.000 € constitutes the maximum and any offer exceeding this maximum will be automatically excluded from further assessment during evaluation.
- Prices must be quoted in Euro using the conversion rates published in the C series of the Official Journal of the European Union on the day when the invitation to tender was issued. This information is also available on the website of the European Central Bank at the following URL: http://www.ecb.int/stats/eurofxref/.
- Pursuant to the provisions of Article 9 of the Italian Law n. 17 dated 10/01/2006 and under Article 151 of Council Directive 2006/112/EC, EFSA is exempt from all duties, taxes and other charges, including VAT. For this reason, all prices given in the financial breakdown should be free of VAT and other taxes or duties.
- <u>The price offered below is understood to be all inclusive. For example any additional costs which can be incurred by the contractor in performing the contract, such as overheads, travelling and subsistence/accommodation expenses, cost incurred for allowing full access for EFSA to scientific publications referred to in the final delivery prepared under the contract, etc; should also be factored in to the all inclusive price.</u>

ALL INCLUSIVE TOTAL PRICE to be used for the evaluation and for the contract in the case of award.	…………………………………. €

Tenderer name: ....

Date: …………………………………..

Name of person signing the financial offer: ………………………………….

His/her position in the company : ………………………………

His/her signature: ……………………………………

ANNEX 2 - E-SUBMISSION APPLICATION DESCRIPTION

What is the e-Submission application?

The e-Submission application allows economic operators to respond to Call for tenders by preparing their Tenders electronically in a structured and secured way, and submitting their tenders electronically. The TED eTendering is the starting point for launching the e-Submission application.

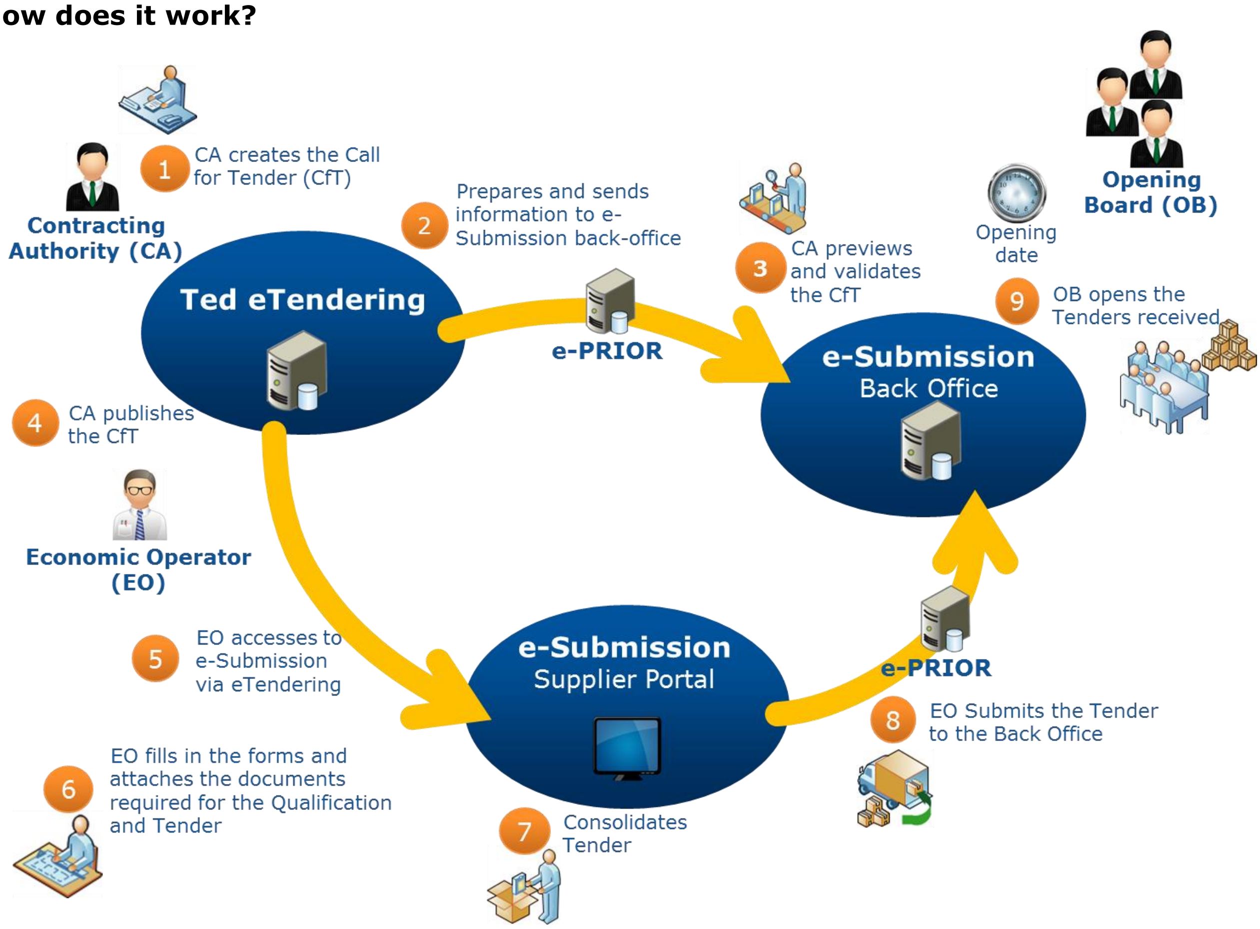
On the Contracting Authority side, this application is responsible for generating the necessary templates and encryption key, and to securely open the received tenders.

As an economic operator you can:

- Prepare, save and load your tender.
- Submit your tender electronically and securely.
- Receive a proof of tender submission
- View the tenders to which you have applied.

Your submitted tender(s) will be received by the corresponding Contracting Authority who will be able to open your electronic tender during the opening session.

How does it work?



1. The Call for Tender (CfT) is first created in TED eTendering by the Contracting Authority (CA).
2. The CA then enables e-Submission. This will allow Economic Operators (EO) to submit tenders via e-Submission once the CfT is published.
3. The CA can preview the CfT as it will be seen by the EO.
4. When the CfT is ready the CA publishes the CfT.
5. When the EO wants to submit a tender, the EO accesses to e-Submission via TED eTendering.
6. Fills in the required information and documents for his Tender.
7. When the Tender is ready the EO creates a "virtual package" (consolidate) of his Tender to prepare it for submission.
8. The EO then submits his Tender to the CA which is received by e-Submission Back Office.
9. On the Opening date, the Opening Board gathers and opens all received e-Tenders on the e-Submission Back Office.

Where to find more information?

Terms & Conditions:
https://webgate.ec.europa.eu/supplier_portal_toolbox/spotsTerms/termsPage.jsp

Privacy Statement:
https://webgate.ec.europa.eu/supplier_portal_toolbox/privacyStatement/privacyStatementPage.jsp

User Manual and FAQs:
https://webgate.ec.europa.eu/supplier_portal_toolbox/spotsHelpPage.jsp

Annex 3 - DRAFT CONTRACT

Tenderers should note that in the event that their offer is successful, the resulting contract will be based on the model annexed to these tender specifications. EFSA reserves the right to modify the draft contract prior to contract signature in order to incorporate updated terms & conditions in line with the new Financial Regulation applicable to the general budget of the European Union, entering into force as of 1st January 2016.

Annex 4 – DECLARATION ON HONOUR ON EXCLUSION CRITERIA

The template is uploaded in e-Tendering with all other procurement documents.

Annex 5 – SIMPLIFIED FINANCIAL STATEMENT

The template is uploaded in e-Tendering with all other procurement documents.

Annex 6 – DECLARATION ON HONOUR ON SELECTION CRITERIA

The template is uploaded in e-Tendering with all other procurement documents.

Annex 7 – EXAMPLES OF REVIEW QUESTIONS RELEVANT FOR EFSA DOMAIN

The template is uploaded in e-Tendering with all other procurement documents.

Annex 8 – TABLE FOR PRESENTING THE EXPERTISE REQUIREMENTS

The template is uploaded in e-Tendering with all other procurement documents.

Annex 9 – TABLE FOR PRESENTING TRAINING PROGRAMME AND THE ROLE OF THE TUTORS DURING IN THE VARIOUS TRAINING SESSIONS

The template is uploaded in e-Tendering with all other procurement documents.