

Call for tenders

N 2016-BEREC-OT-01

TRAINING ON THE REGULATORY FRAMEWORK FOR ELECTRONIC  
COMMUNICATIONS NETWORKS AND SERVICES AND OTHER TOPICS  
RELATED TO BEREC ACTIVITIES

Technical Specifications

## 1. INFORMATION ON TENDERING

### 1.1. INTRODUCTION

Brief description of BEREC; its composition and structure

BEREC is composed of a **Board of Regulators** consisting of the **heads or nominated high-level representatives** of the NRAs from all EU Member States with primary responsibility for overseeing the day-to-day operation of the markets for electronic communications networks and services.

The European Commission, the EFTA Surveillance Authority, the heads of the NRAs from the EFTA States and from the States that are candidates for accession to the EU also participate in the work of BEREC at a high level. Currently BEREC has in total 38 members and observers.

The Board of Regulators appoints its Chair and Vice-Chairs from among its members. The term of office of the Chair and of the Vice-Chairs is one year. Before serving her/his term as Chair for one year, (s)he has firstly to serve one year as a Vice-Chair. For ensuring continuity of BEREC's work, the Chair has to serve as a Vice-Chair for the year following her/his term as Chair. In general, the incoming BEREC Chair acts as the Appointing Authority vis-à-vis the BEREC Office staff.

Composition and structure of the BEREC Office

The BEREC Office is managed by an **Administrative Manager** under the supervision of a **Management Committee** composed of the Heads of EU Member States' NRAs who form the Board of Regulators and a representative of the European Commission. The Office is financed by EU subsidy and financial contributions from Member States or from their NRAs made on a voluntary basis.

More information about BEREC and the BEREC Office can be found on the BEREC website at: [www.berec.europa.eu](http://www.berec.europa.eu)

### 1.2. SUBJECT AND OBJECTIVES

The objective of this tender is a conclusion of a framework contract by the BEREC Office for the provision of training on regulatory framework for electronic communications networks and services and other topics related to BEREC activities.

The training shall consist of annual residential training of 4 blocks and online tutorials.

The contractor shall ensure the content of the training course within this tender according to the point 3.3 of the Tender Specifications (Annex 1).

### 1.3. DURATION

The Framework Contract (FWC) will be concluded for an initial period of 1 year. The FWC shall be renewed automatically up to three times under the same conditions, unless written notification to the contrary is sent by one of the contracting parties in accordance with the provisions set out in the FWC.

#### **1.4. PARTICIPATION AND CONTRACTUAL CONDITIONS**

Participation in this tender procedure is open on equal terms to all natural and legal persons or groupings of such persons (consortia) coming within the scope of the Treaties. It includes all natural and legal persons established in the European Union.

Pursuant to Article 119 of the General Financial Regulation the participation is also open to all natural and legal persons from a third country which has a special agreement with the European Union (EU) in the field of public procurement on the conditions laid down in that agreement. The Contracting Authority can therefore accept tenders from and sign contracts with tenderers from 35 countries, namely: the countries, which are parties to the Agreement on the European Economic Area (EEA) (the 28 EU Member States, Liechtenstein, Norway and Iceland) and 4 Stabilisation and Association Agreements (SAA) Countries (FYROM, Albania, Montenegro and Serbia).

This tender procedure is not open to tenderers from countries which have ratified the Multilateral Agreement on Government Procurement (GPA).

The tenderer should bear in mind the provisions of the draft FWC which specifies the rights and obligations of the contractor, particularly those on payments, performance of the contract, confidentiality, data protection, and checks and audits.

#### **1.5. JOINT TENDERS**

A joint tender is a situation where a tender is submitted by a group of economic operators (consortium). Joint tenders may include subcontractors in addition to the joint tenderers.

In case of joint tender, all economic operators in a joint tender assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole. Nevertheless, tenderers must designate a single point of contact for the Contracting Authority.

After the award, the Contracting Authority will sign the contract either with all members of the group, or with the member duly authorised by other members via a power of attorney.

#### **1.6. SUBCONTRACTING**

Subcontracting is permitted in the tender but the contractor will retain full liability towards the Contracting Authority for performance of the contract as a whole.

Tenderers are required to identify all subcontractors whose share of the contract is above 10 %.

During contract execution, the change of any subcontractor identified in the tender will be subject to prior written approval of the Contracting Authority.

#### **1.7. CONTENT OF THE TENDER**

The tenders must be presented as follows:

##### **Part A: Administrative part**

- Identification of the tenderer (see section 1.8.);
- Evidence for exclusion criteria (see section 2.1.);
- Evidence for selection criteria (see section 2.2.);

##### **Part B: Technical offer** (see section 2.4.);

##### **Part C: Financial offer** (see section 2.5.).

## 1.8. IDENTIFICATION OF THE TENDERER: LEGAL CAPACITY AND STATUS

The tender must include the name of the tenderer (including all entities in case of joint offer) and identified subcontractors if applicable, and the name of the single contact person in relation to this tender.

If applicable, the tender must indicate the proportion of the contract to be subcontracted.

In case of joint tender, the tender must be signed by a duly authorised representative for each tenderer, or by a single tenderer duly authorised by other tenderers (with power of attorney).

Subcontractors must provide a letter of intent stating their willingness to provide the service foreseen in the offer and in line with the present tender specification.

In order to prove their legal capacity and their status, all tenderers must provide a signed Legal Entity Form with its supporting evidence. The form is available online at the following link:

[http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/legal\\_entities/legal\\_entities\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm)

Tenderers that are already registered in the Contracting Authority's accounting system (i.e. they have already been direct contractors) must provide the form but are not obliged to provide the supporting evidence.

The tenderer (or the single point of contact in case of joint tender) must provide a Financial Identification Form and supporting documents. Only one form per offer should be submitted (no additional forms are needed for subcontractors and other joint tenderers).

The form is available on:

[http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/financial\\_id/financial\\_id\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm)

Tenderers must provide the following information if it has not been included with the Legal Entity Form:

- For legal persons, a legible copy of the notice of appointment of the persons authorised to represent the tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation which applies to the legal entity concerned requires such publication. Any delegation of this authorisation to another representative not indicated in the official appointment must be evidenced.

- For natural persons, where applicable, a proof of registration on a professional or trade register or any other official document showing the registration number.

Tenders not meeting each of the minimum capacity levels shall not be selected.

## 2. EVALUATION AND AWARD

### 2.1. Exclusion criteria

In accordance with the terms set in Article 141 of the Rules of Application<sup>1</sup> of the Financial Regulation<sup>2</sup>, candidates are asked to declare on their honour that they are not in one of the situations referred to in Articles 106 and 107 of the Financial Regulation by returning a declaration on their honour (see **Annex II**) duly filled in and signed.

The declaration on honour is also required for identified subcontractors whose intended share of the contract is above 10%.

The successful tenderer shall provide the documents mentioned as supporting evidence in Annex II before the signature of the contract and within a specific deadline given by the contracting authority. This requirement applies to all members of the consortium in case of joint tender and to identified subcontractors whose intended share of the contract is above 10 %.

### 2.2. Selection criteria

Tenderers must prove their economic, financial, technical and professional capacity to carry out the work subject to this call for tender.

The evidence requested should be provided by each member of the group in case of joint tender and identified subcontractor whose intended share of the contract is above 10%. However a consolidated assessment will be made to verify compliance with the minimum capacity levels.

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the Contracting Authority that it will have at its disposal the resources necessary for performance of the contract, for example by providing an undertaking on the part of those entities to place those resources at its disposal.

The following selection criteria will be used to select the tenderers. In case the requirements indicated as “selection criteria” are not met, the offer will be rejected.

- the selection criteria in respect of financial and economic capacity (see point 2.2.1 below) are to be considered as setting minimum standards which must be fulfilled by each tenderer;
- the selection criteria in respect of technical capacity (see 2.2.2 below).

#### 2.2.1. Financial and economic capacity

Criterion:	Average annual turnover of the last two financial years for which the accounts have been closed above EUR 120 000; in case of a consortium, 25% of this turnover must have been generated by the consortium leader. Out of the average annual turnover at least EUR 60 000 on average per year must have been generated by provision of training services; in case of
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<sup>1</sup> Commission Delegated Regulation (EU) 2015/2462 of 30 October 2015 amending Delegated Regulation (EU) No 1268/2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union (hereafter referred to as "Rules of Application") (OJ L 342/7 of 29/12/2015).

<sup>2</sup> Regulation (EU, Euratom) No 2015/1929 of the European Parliament and the Council of 28 October 2015 amending Regulation (EU Regulation) No 966/2012 on the financial rules applicable to the general budget of the Union (hereafter referred to as “the Financial Regulation”) (OJ L 286 of 30/10/2015)

	a consortium, 25% of this turnover must have been generated by the consortium leader.
Documentary evidence:	Photocopies of profit and loss account and annual financial statement for the last two years for which the accounts have been closed, or extracts signed by the authorised representative of the legal entity for the last two financial years, where applicable, as approved by the general assembly of the company, audited and/or published.

If, for some exceptional reason which the BEREC Office considers justified, a tenderer is unable to provide one or other of the above documents, he or she may prove his or her economic and financial capacity by any other document which the BEREC Office considers appropriate. In any case, **the BEREC Office must at least be notified of the exceptional reason and its justification in the tender.** The BEREC Office reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

### ***2.2.2. Technical and professional capacity***

<b>Criterion:</b>	<b>Relevant expertise of the tenderer acquired in the last three years, for providing the type of services and supplies as requested in these Tender Specifications</b>
Documentary evidence:	List of contracts covering similar type of services and supplies as requested in these Tender Specifications, performed in the past three years, or currently being performed, with their respective values and indication about their geographical coverage.

<b>Criterion:</b>	<b>Management capability</b>
Documentary evidence:	List of contracts of a value of at least EUR 40 000 (forty thousand) each, performed by the tenderer(s) in the last three years. Short description of the measures employed to ensure the quality of the services for each of the listed contracts. Statement of the average annual manpower and the number of managerial staff of the service provider or contractor in the last three years.

<b>Criterion:</b>	<b>Experience, specialised knowledge and credibility of proposed team</b>
Documentary evidence:	Concise but informative note about the team members, to be responsible for the execution of the contract, demonstrating their qualifications, professional experience in performing at least 2 similar trainings in the last 3 years (in English) and good command of the English language supported by a list of publications and presentations done in English in the last 3 years. The lecturers must meet the following standards:  (1) Degree in economics, legal and/or engineering, or the latter related to electronic communication or in a field corresponding to the nature of the training, and

	2) Professional experience of minimum 5 years in at least one of the above-mentioned fields and/or teaching experience of minimum 3 years.
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### 2.3. AWARD OF THE CONTRACT

The contract will be awarded to the tender offering the best value for money, which will be the one with the best quality/price ratio, taking into account the technical award criteria and respective score listed below.

Technical quality of the tender	Maximum points (100)	Threshold
Content and methodology of the training	60	40
Training schedule, allocating the time to all lessons and activities	10	5
Methodology and technical solution for providing online tutorial	20	10
Principal for issuing, content and format of a certificate	10	5

*Minimum total score (threshold):*

Tenders with a total aggregated score of less than 60 points at the end of the evaluation process will be considered as of insufficient quality and rejected<sup>3</sup>.

Tenders scoring less than the threshold score for any of the individual award criterion will be considered of insufficient quality and rejected.

The Contract shall be awarded to the tender offering the best value for money, which will be the one with the best quality/price ratio, taking into account the award criteria listed above. No award criteria and sub-criteria other than these detailed above will be used to evaluate the offers.

The qualitative score obtained for the technical award criteria will be divided by the total price (based on 40 participants) of the tender.

The quality criteria weighting is = 70%

The price weighting is = 30%

The weighting of quality and price will be applied as follows:

score for tender X =	$\frac{\text{cheapest price}}{\text{price of tender X}}$	* 100	*	price weighting (in %)	*	total quality score (out of 100) + for all award criteria of tender X	*	quality criteria weighting (in %)
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<sup>3</sup> A formula method shall not be applied to those tenders not reaching the total aggregated score of 60 points. In case only 1 tender exceeds the total aggregated score of 60 points, the tender will be awarded without application of the formula method.

## 2.4. TECHNICAL OFFER

The technical offer must cover all aspects and tasks required in the technical specifications and include the description of the training and e-learning / online tutorial, together with the name and profile of each trainer delivering the training module. Please pay due attention to the **point 2** of this document.

## 2.5. FINANCIAL OFFER

A total value of the FWC for the whole contract duration (i.e. maximum 4 years) shall not exceed EUR 240 000. Annual expenses to be borne by the contractor under this contract shall not exceed EUR 60 000.

In case of circumstances which a diligent contracting authority could not foresee at the time of the framework contract signature, the contracting authority may exceed the price ceiling of the contract without a new procurement procedure up to 50 % of the initial contract value. Such a modification shall not alter the subject matter of the framework contract (Financial Regulation Article 114a).

The offer shall include a price list of all services offered including travel and subsistence expenses to the training venue or any fee of trainers, all the teaching material including material used and circulated during the residential trainings and material prepared and used for e-learning purposes, and the global fee for the contractor. The total fixed price shall include all expenditures of the contractor for the provision of the services under this contract. Tenders with a higher total price shall be rejected.

The annual training will be attended by at least one staff member of each of the NRAs of the 28 EU Member States, and 2 representatives from the BEREC Office **at a basic price**. The contractor shall charge an **additional fee for each additional participant either from the BEREC Members or NRAs of the Observer countries or the BEREC Office**. The total number of participants should not exceed 40 members per training block. Therefore the total fixed price shall include the following two elements: fixed price for 30 participants and additional fee for each additional participant up to 40 participants.

The tenders where no financial offers are proposed will be rejected.

The price for the tender must be quoted in EUR. Tenderers from countries outside the euro zone can apply but are expected to quote their prices in EUR, as well. The price quoted may not be revised in line with exchange rate movements. It is for the tenderer to assume the risks or the benefits deriving from any variation.

Prices must be quoted free of all duties, taxes and other charges, including VAT, as the BEREC Office is exempt from such charges under Articles 3 and 4 of the Protocol on the privileges and immunities of the European Union. The amount of VAT may be shown separately.

## 3. TECHNICAL SPECIFICATIONS

### 3.1. GENERAL OBJECTIVE

The objective of the framework contract is to deliver a training course on a yearly basis which shall provide a comprehensive overview of the Regulatory Framework for specialised staff of BEREC members during the whole duration of the contract.

The purpose of the contract is to deliver an intensive residential training course of 52 hours divided into four blocks, completed by an online tutorial. The training will have to be delivered by specialised staff working on specific topics, in Brussels.

### **3.2. SPECIFIC OBJECTIVE OF THE TRAINING**

The objective of the above mentioned training will be to provide a comprehensive knowledge of the key regulatory principles needed in professional practice.

In particular, the training aims at establishing a solid base in the fundamentals of the electronic communications sector, allowing new staff members to fill in the gaps and understand jargon and buzzwords, providing participants with a deep understanding of the instruments for competition and regulation in specific markets, as well as to deal with a number of specific topics that, due to the extremely fast technological and economics developments of the last years, are becoming of utmost importance in the sector, creating a number of challenges stakeholders and regulator have to cope with.

### **3.3. CONTENT OF THE TRAINING**

The content of the course will be specific and should take into consideration the technical background and/or learning objectives of the targeted audience.

The training course shall include, but will not be limited to the following topics, divided into “A” - mandatory and “B” – optional. Annual training shall cover all “A” topics and at least one of the “B” topics. :

#### **(A) The amended EU electronic communications regulatory Framework**

- Overview and summary of the (draft) major changes of the directives of the amended Framework in comparison to the Framework 2009
- BEREC’s role according to the Framework
- Trade-offs between regulatory goals
- “Soft law”: Recommendations (Termination Rates Recommendation, NGA Recommendation, Recommendation on consistent non-discrimination obligations and costing methodologies) etc.

#### **(A) Markets, competition and (ex-ante) regulation**

- Market and market failures (including oligopolistic market structures)
- Markets, competition and concept of pro-competitive regulation in the EU law
- Abuse of dominance/SMP and margin squeeze
- Merger control and state aid on broadband
- Market definition and SMP assessment
  - Relevant markets susceptible for ex-ante regulation acc. to the Recommendation 2014/710/EU (comparison based on the 2007/879/EC and 2014/710/EU recommendations)
- Regulatory Remedies
  - Transparency obligation;
  - Non-discrimination obligation;
  - Access obligation;
  - Price control and cost accounting obligation;
  - Accounting separation obligation;
  - Functional vertical separation;
  - Voluntary separation

- Other (Art 8 Access Directive)
- Procedure and Phase II (Art 6, 7 and Art 7a Framework Directive):

**(A) Access and interconnection**

- The economics of interconnection
- Termination regulation
- Dispute resolution approaches
- IP interconnection and Peering

**(A) NGN/NGA**

- NGN/NGA networks and topology (FTTH, FTTLA, vectoring)
- Transition to NGN: Costs and access
- Investment incentives
- Public initiatives and state aid

**(A) TSM Regulation**

- **Net neutrality**
  - Net Neutrality Regulation (EU-Reg. 2015/2120)
  - Net Neutrality Guidelines
  - Ecosystem of internet services
  - Role of the OTT/CAP
  - Network and traffic management practices
  - Managed services
  - Peering and interconnection agreements
  - Quality of Service issues
  - Transparency of internet offers
- **International Roaming**
  - Roaming Regulation 2015/2120

**(A) Future developments**

- New technologies and market development
- New business models and demand side development
- New EU initiatives
- OTT/CAP and their impact on data portability, competition, privacy, consumption patterns, etc.
- New consumption models (e.g. involved consumption, the prosumer and the consumer as a source of data), “skinny bundles”, the future of privacy

**(B) Regulatory accounting and cost models**

- Regulatory accounting
- Bottom up / top down cost models
- Reconciliation between cost models

**(B) End user Regulation**

- Consumer protection

- Transparency and the role of tariff comparators
- Universal Service
- Sector-specific vs. general consumer protection

### **(B) Spectrum policy**

- The EU institutional framework regarding spectrum (incl. RSPG)
- Wireless networks and convergence
- Main spectrum challenges
- The implication of 5G deployment for spectrum management

### **(B) Internet Governance**

- The Historical Dimension: From TCP/IP to ICANN 3.0
- The Policy Dimension: Theoretical Concepts and Diplomacy
- The Technological Dimension: Code, Protocols and Standards
- The Legal Dimension: International Law, Privacy and IPR
- The Business Dimension: Internet Economy and the Domain Name Market
- The Development Dimension: Internet Governance & the Digital Divide

### **(B) Other Subjects related to the electronic communications sector**

- Competition policy and innovation in communications and media markets
- Privacy and data protection
- Copyright

The content has to be developed keeping track with the implementation of the amended Regulatory Framework and comprising the ongoing EU initiatives, present trends, future challenges and any upcoming initiatives of the EU. Additionally, it must be tailor-made to relate to the participants' day-to-day context.

Given the above, the BEREC Office keeps the right to update the training content each year. Thus, the specific list of topics for each annual edition will be set in a dialogue between the contractor and the BEREC Office.

## **3.4. TARGET AUDIENCE**

The target audience of the training is the staff working in the National Regulatory Authorities of the EU Member States and observer countries, mainly those in charge of topics related to the regulation of electronic communications networks and services at European and national level.

The training shall also be aimed at those experts who are new in some fields of telecommunication regulation and need to acquire a rapid grasp of the key topics and debates and/or experts who need to refresh their advanced knowledge with the latest developments in this area.

Each block of the training will be attended by at least one staff member of each of the 28 NRAs, and 2 representatives from the BEREC Office at a fixed price. The contractor shall charge an additional fee for each additional participant. Under no circumstances, the total number of participants shall exceed 40 members per training course.

### **3.5. PLANNING AND STRUCTURE OF THE TRAINING**

#### **Training blocks**

The training is composed of:

- intensive residential training of at least 52 hours;
- online tutorial: the total workload of the online tutorial shall cover at least 2 hours per week and not exceed 3 hours per week.

The residential training will be divided in 4 blocks of at least 13 net hours each, with no more than 1 block a month.

The detailed training content and schedule, allocating the time to all lessons and activities, has to be provided in the tender and will be evaluated as one of the award criteria.

#### **The residential training**

The residential training course shall be divided into 4 blocks ensuring 2 full days of training per each block according to the following structure:

- Block 1 – two full days of training with breaks for lunch/coffee
- Block 2 – two full days of training with breaks for lunch/coffee
- Block 3 - two full days of training with breaks for lunch/coffee
- Block 4 - two full days of training with breaks for lunch/coffee

One training day must comprise at least six and a half hours net of training.

### **3.6. ONLINE TUTORIAL / E-LEARNING**

Training covering topics of each block shall be complemented by online tutorial/e-learning to be established and managed by the tenderer. It will take place between the blocks of lectures through an online platform. It shall be comprised of preparatory readings before each training block and follow-up activities after each training block. The total workload of the online tutorial shall not exceed 3 hours per week.

### **3.7. TEACHING AIDS**

The contractor must take the greatest care in producing teaching aids and booklets to accompany training courses, which must meet high quality standards.

Teaching aids must be included in the training price.

### **3.8. LANGUAGE**

The courses will be given in English. Despite the fact that participants must be fluent in this language, it is important to note that English is often not the native language of the participants. This has to be taken into consideration when preparing and most importantly when delivering the training.

### **3.9. CERTIFICATE**

The contractor shall issue a certificate of attendance to each participant of the training after finalisation of all 4 blocks and the attendance of at least 90% of the training and 100% completion of online activities. In case a participant is unable to fulfil these criteria, he/she will receive a certificate for each block completed (i.e. at least 90% attendance and 100% online activities).

The contractor shall issue a certificate of attendance to those participants who have registered for and, consequently, attended a specific block and completed the associated online activities.

Any certificate of attendance will state both residential training hours and online tutorial hours foreseen for the training course or the specific block/-s.

## **4. PROCEDURES**

### **4.1. PLANNING**

The agreed final training schedule shall be provided to the BEREC Office not later than 6 weeks before the beginning of the training.

### **4.2. PLACE OF IMPLEMENTATION**

Training courses will be organised in Brussels. The exact venue will be determined by the BEREC Office after signing the contract.

### **4.3. TEACHING METHODS AND CONTENT**

The contractor is allowed the greatest possible freedom to propose a range of teaching methods and content to meet the objectives of the training courses, paying however due attention to the technical award criteria in **paragraph 2.3.** of this document.

The contractor should also take care to ensure that the methods and content he proposes allow the broadest possible participation and guarantee the active involvement of the target group for which the training is intended.

Wherever appropriate, the contractor should plan practical exercises and activities to ensure that participants can actually apply what they have learnt in their real working environment.

## **5. RESPONSIBILITIES**

### **5.1. IT IS THE CONTRACTOR'S RESPONSIBILITY TO ENSURE A PROVISION OF:**

- all the necessary training material: paper copies, slides, Power Point presentations, booklets, texts, handbook, working documents for participants, summaries, bibliographies, and documents presenting/publicising the training course;

- a detailed training plan and schedule to be sent out to the BEREK Office in advance of each training session. It is the responsibility of the BEREK Office to circulate the documentation to all the participants;
- the BEREK Office undertakes to prepare a list of participants to each training session. The list of participants shall be circulated by a lecturer to all the participants at the session day;
- an attendance certificate stating the name of the course, relevant topics and hours issued upon completion of the course to each individual participant.

## **5.2. RESPONSIBILITY OF TRAINERS**

Trainers are required to ensure that the training courses for which they are responsible are adequately prepared, to supply high-quality work and meet the training objectives.

The minimum services required of trainers are:

- to prepare the training properly and in good time, in other words (this list is not exhaustive), to check that the logistical aspects of the training (including documentation and teaching materials) are ready in good time, in particular on the day of the training (in collaboration with the project manager and the BEREK Office);
- to run the training in such a way that the training objectives are sufficiently achieved for all participants to an adequate level of satisfaction;
- to explain the training objectives clearly and precisely to the participants at the beginning of the course and before the beginning of each new section; to answer participants' questions clearly and accurately, providing a recommended reading list;
- to circulate a list of participants to all the participants at the session day (the BEREK Office undertakes to prepare a list of participants to each training session).

## **5.3. RESPONSIBILITIES OF A PROJECT MANAGER**

The contractor should clearly designate a project manager in its tender.

The project manager will be the only point of contact with the BEREK Office and the one with whom the BEREK Office will have dealings. The project manager will propose to the BEREK Office responses and solutions regarding teaching, organisational and administrative aspects (including invoicing and payment) and will be responsible for implementing them. He or she will also be responsible for processing administrative files with the BEREK Office.

## **5.4. BEREK OFFICE RESPONSIBILITY**

It is the BEREK Office's responsibility to:

- provide a venue for the training;
- ensure necessary technical equipment (beamer, flipchart, etc);
- distribute the training material;
- contract catering services during each training sessions;
- contract photographic, video and/or audio recording services;

- prepare a list of participants to each training session;
- provide any other support which may be deemed necessary.