



**Joint Project of the European Social Partner Organisations:  
Integrated Programme of the EU social dialogue  
Tender specifications**

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## **I./ Background**

### **A./ Project description**

#### **Introduction**

In the framework of the EU Social Dialogue Work Programme 2006-2008 (at annex), the European Social Partners have undertaken to:

- Complete the national studies on economic and social change in the EU 10, enlarge them to cover the EU 15 and on that basis promote and assess the orientations for reference on managing change and its social consequences and the joint lessons learned on EWCs (action 5),
- Continue their work of capacity building for the social dialogue in the new Member States, extend it to candidate countries, and examine how the employers and trade union resource centres providing technical assistance to the 10 new Member States could provide help to social partners of all EU countries (action 6).

They have therefore responded to a call for proposal to the European Commission (Budget Line 04/03/03/01) to obtain the necessary funding in order to be able to carry out these actions (decision expected in October / November 2006). In the framework of this call, they expressed their intention to select a subcontractor.

These tender specifications therefore detail the background, tasks, price, and selection criteria and procedures regarding the subcontractor.

## **Background**

In 2003-6, European social partner organisations launched a series of joint projects to help social partner organisations in the Central and East European Countries to identify what they need to do at the national level in order to strengthen their capacity to act as social partners mandated to represent the views of their members in the European social dialogue<sup>1</sup>.

These projects concentrated on the 8 new member states in central and eastern Europe (Poland, Hungary, Czech Republic, Slovakia, Lithuania, Slovenia, Latvia and Estonia), and consisted in organising national-based seminars (held between January 2004 and March 2005) and formulating a series of short- to medium- term employers', trade unions', and joint actions to be pursued by social partners.

Given the success of the first round of national seminars, European social partners continued the project into a second round of national seminars in all 8 countries (held between May 2005 and April 2006) in order to review and assess progress achieved in the implementation of the action plans, and to discuss how these could be carried forward.

The final synthesis report for this project can be found at annex.

In 2004 European social partners also launched a joint study on social and economic change and restructuring in all 10 new member states<sup>2</sup>. The objective was to provide European social partners with material on the specific challenges of the new Member States in view of a prospective discussion on EU social and employment policies in order to influence the EU social policy agenda and identify relevant issues for future joint work by the social partners.

10 national-based seminars took place between April 2005 and April 2006 in all the new Member States for which national country studies were compiled and discussed during the seminars. A synthesis report was then compiled and presented at the final conference which took place in Brussels on 26 & 27 June 2006, attended by social partner representatives from all EU countries.

The final synthesis report for this project can be found at annex.

All seminar and final reports of the above projects are available at the respective resource centre websites: [www.unice.org/erc](http://www.unice.org/erc) (employers) and [www.resourceetuc.com](http://www.resourceetuc.com) (trade unions).

## **Integrated Programme of the EU Social Dialogue 2006-8**

Following the success of both these actions, European social partners, in line with the EU social dialogue work programme described in the introduction, intend to launch as part of the Integrated Programme of the EU social dialogue the following two actions:

1. Project 1 "social partners' participation in the European social dialogue: What are Social Partners' Needs?" in Romania, Bulgaria, Croatia and Turkey" – Phase 1;
2. Project 2 "Joint Study on Restructuring in EU 15" – Phase 1.

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<sup>1</sup> "CEEC social partners' participation in the European social dialogue: What are the social partners' needs" – Phase 1 (Agreement VS/2003/0520) and Phase 2 (Agreement VS/2004/0493).

<sup>2</sup> "Joint study on restructuring in the new Member States" (Agreement VP/2004/002).

In order to carry out projects 1 and 2 as described above, and henceforth in this document, European social partners wish to hire a subcontractor for both of these projects. It is furthermore essential that all respondents to this call for tender carry out both projects 1 and 2 in order to ensure effective and qualitative coordination and continuity in this work.

Furthermore, the selected subcontractor will enter into two contracts, one with UNICE for projects 1 and 2, and one with ETUC for projects 1 and 2, according to the repartition of activities to be managed by each organisation (see below). The specific budgets to be managed each by UNICE and ETUC for both projects are described later.

### **Project Descriptions**

A short description of the main features of Project 1 follows:

<b>Project 1</b>	<b>Joint project “social partners’ participation in the European social dialogue: What are Social Partners’ Needs?” in Romania, Bulgaria, Croatia and Turkey – Phase 1</b>
<b>Countries concerned</b>	<p><u>For the national seminars:</u> Turkey, Bulgaria, Croatia, Romania</p> <p><u>For the EU conference:</u> Turkey, Bulgaria, Croatia, Romania plus the 25 EU Member States</p>
<b>Objectives</b>	<p>The national seminars will have two main objectives:</p> <ul style="list-style-type: none"> <li>• Dissemination of information on the European social dialogue,</li> <li>• Support for upgrading the capacity of the social partners of these countries to participate in the EU Social Dialogue in their capacity of future EU members.</li> </ul> <p>The aim of the EU conference will be to report on the main results of the four seminars, to compare their experience with that of the social partners of the 10 new Member States which were recently involved in a similar project, and to debate topical issues in the European social dialogue.</p>
<b>Organisation</b>	<p>For the implementation of this project, an expert coordinator will be contracted.</p> <p>The expert coordinator is responsible for coordination, supervision, methodology for the work and the animation of national seminars and the EU conference. The expert coordinator will be assisted by an additional expert whose main task will be to help draft reports.</p> <p>The expert coordinator, in constant liaison with the European social partners, will work under the control and supervision of a steering committee comprising representatives of the secretariats of the four European social partner organisations (composed of 4 employers’ representatives and 4 trade union representatives).</p> <p>Please refer to the subcontractor terms of reference (Section II onwards) for a more detailed description of the experts’ tasks and deliverables.</p>

<b>Meetings</b>	<p>1. <u>Preparatory Meeting</u> (organised by UNICE)</p> <ul style="list-style-type: none"> <li>• 26 participants <ul style="list-style-type: none"> <li>1. 16 national social partners</li> <li>2. 8 EU secretariats</li> <li>3. 1 expert coordinator and 1 assisting expert.</li> </ul> </li> <li>• Venue: Brussels</li> <li>• Date: approx. Dec 2006 – Jan 2007</li> <li>• Duration of meeting: 2 days</li> <li>• Languages: English + Romania, Bulgarian, Croatian, Turkish</li> </ul> <p>2. <u>National seminars</u> (2 organised by UNICE, 2 by ETUC):</p> <ul style="list-style-type: none"> <li>• 40 participants <ul style="list-style-type: none"> <li>1. 30 national social partners (15 trade unions, 15 employers)</li> <li>2. 8 EU secretariats</li> <li>3. 1 expert coordinator and 1 assisting expert.</li> </ul> </li> <li>• Venue: capital of country concerned</li> <li>• Dates: to be specified, between Jan and Oct 2007</li> <li>• Duration of seminar: two days</li> <li>• Languages: English + national language</li> </ul> <p>3. <u>Steering committee</u> meeting ahead of the final conference (organised by ETUC)</p> <p>4. <u>EU conference</u> (organised by ETUC):</p> <ul style="list-style-type: none"> <li>• 150 participants <ul style="list-style-type: none"> <li>1. 136 national social partners (68 trade unions, 68 employers)</li> <li>2. 8 EU secretariats</li> <li>3. 1 expert coordinator and 1 assisting expert.</li> <li>4. 4 invited speakers</li> </ul> </li> <li>• Venue: Brussels</li> <li>• Dates: to be specified, approx. Dec 2007</li> <li>• Duration of conference: two days</li> </ul> <p>Languages: Turkish, Croatian, Bulgarian, Romanian, French, English, German</p>

A short description of the main features of Project 2 follows:

<b>Project 2</b>	<b>Joint Study on Restructuring in EU 15 Phase 1 – 10 countries</b>
<b>Countries concerned</b>	<p><u>For the national seminars</u> Ireland, Austria, Netherlands, Italy, Sweden, France, Greece, Spain, Denmark and United Kingdom.</p> <p><u>For the final synthesis seminar:</u> all EU 25 Member States</p>
<b>Objectives</b>	<p><u>Preparation of national studies:</u></p> <ol style="list-style-type: none"> <li>1. introduction describing the country's economic and social context,</li> <li>2. description of national situation in terms of social dialogue and</li> </ol>

	restructuring phenomena, including specific cases of change or restructuring in companies, sectors or regions.
<b>Organisation</b>	<p>For the implementation of this project, an expert coordinator will be contracted, who will be assisted by four country experts (2 for the part managed by ETUC and 2 for the part managed by UNICE).</p> <p>The expert coordinator is responsible for coordination, supervision and the methodology for the work.</p> <p>The country experts are in charge of gathering data and documentation to draft the national studies, as well as presenting them during the national seminars and amending them as necessary. They will also prepare and conduct presentations during the final synthesis seminar.</p> <p>The expert coordinator, in constant liaison with the European social partners, will work under the control and supervision of a steering committee comprising representatives of the secretariats of the four European social partner organisations (composed of 4 employers' representatives and 4 trade union representatives).</p> <p>Please refer to the subcontractor terms of reference (Section II onwards) for a more detailed description of all experts' tasks and deliverables.</p>
<b>Meetings</b>	<p>Four steering committee meetings are foreseen in Brussels:</p> <ul style="list-style-type: none"> <li>• two preparatory meetings (one organised by ETUC, the other by UNICE)</li> <li>• one meeting during the project (organised by ETUC)</li> <li>• one concluding meeting (organised by UNICE)</li> </ul> <p>The expert coordinator and the four country experts will meet regularly in coordination meetings. Four such meetings are foreseen:</p> <ul style="list-style-type: none"> <li>• one preparatory meeting (organised by ETUC)</li> <li>• two meetings during the project (one organised by ETUC, one by UNICE)</li> <li>• one concluding meeting (organised by UNICE)</li> </ul> <p>The four country experts will prepare the country studies on the basis of the expert coordinator's methodology with a view to meeting the project's objectives. The national social partners will be involved during the preparation of the country studies.</p> <p>The studies (one per country) will be presented and discussed during national seminars.</p> <p>For each of the four larger countries (FR, UK, ES, IT):</p> <ul style="list-style-type: none"> <li>• 53 participants <ol style="list-style-type: none"> <li>1. 40 national social partners (20 trade unions, 20 employers)</li> <li>2. 8 EU secretariat</li> <li>3. 1 expert coordinator</li> <li>4. 4 country experts</li> </ol> </li> <li>• Venue: capital of the country concerned</li> <li>• Dates: Mar 2007 – Mar 2008</li> </ul>

	<ul style="list-style-type: none"> <li>• Duration of seminar: 1.5 days</li> <li>• Languages: English + national language</li> </ul> <p>For each of the six other countries (DK, NL, SV, EL, IR, AT):</p> <ul style="list-style-type: none"> <li>• 43 participants <ol style="list-style-type: none"> <li>1. 30 national social partners (15 trade unions, 15 employers)</li> <li>2. 8 EU secretariat</li> <li>3. 1 expert coordinator</li> <li>4. 4 country experts</li> </ol> </li> <li>• Venue: capital of the country concerned</li> <li>• Dates : Mar 2007 – Mar 2008</li> <li>• Duration of seminar: 1.5 days</li> <li>• Languages: English + national language</li> </ul> <p>The studies will then be finalised by the country expert entrusted with the task of preparing the country study in liaison with the expert coordinator and in agreement with the steering committee, taking into account the elements submitted by the national social partners during the seminars.</p> <p>The results of these ten country studies will then be presented at an EU synthesis seminar involving social partners from the 25 EU member states:</p> <ul style="list-style-type: none"> <li>• 150 participants <ol style="list-style-type: none"> <li>1. 130 national social partners (65 trade unions, 65 employers)</li> <li>2. 7 speakers</li> <li>3. 8 EU secretariat</li> <li>4. 1 expert coordinator</li> <li>5. 4 country experts</li> </ol> </li> <li>• Venue: Brussels</li> <li>• Dates: approx. April 2008</li> <li>• Duration of conference: 1.5 days</li> <li>• Interpretation in 8 Languages.</li> </ul>
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## **B./ Description of project partnership**

Both aforementioned projects will be jointly managed by UNICE and ETUC on behalf of the four European social partner organisations. Both UNICE and ETUC will therefore each identify a project administrator and secretariat staff to carry out the projects within their respective organisations. The accounting for the project and production of the final report to be sent to the commission will also be carried out by UNICE and ETUC.

In addition, all four organisations in the project partnership (UNICE, ETUC, UEAPME and CEEP) will provide expertise for the national seminars and the steering group meetings in Brussels. At the national level the members of all four European social partner organisations will support the organisation of the national seminars by allocating manpower as well as expertise.

## **II./ Purpose of the tender**

The tender aims at finding a subcontractor to carry out both Joint Projects of the European Social Partner Organisations:

1. Project 1 "social partners' participation in the European social dialogue: What are Social Partners' Needs?" in Romania, Bulgaria, Croatia and Turkey" – Phase 1;
2. Project 2 "Joint Study on Restructuring in EU 15" – Phase 1.

In order to ensure a large visibility to this tender, the European social partners will publish the tender specifications on their respective websites. UNICE and ETUC, the project promoters, will each keep the tender online for 45 days on their respective websites.

### **III./ Tasks to be performed by the subcontractor**

#### **A./ Description of the tasks to be performed by the subcontractor**

For the benefit of the reader, please note that references to "expert coordinator" in the text are synonymous to the "subcontractor".

#### **Project 1 (What are the social partners' needs?)**

The subcontractor should provide the following services for the applicant organisations:

- to propose a methodology to organise the interactive national seminars, coherent with the methodology that was developed during the recent project in EU 10 (2003-5),
- to animate the national seminars and to facilitate discussions during these seminars in order to ensure a genuinely interactive nature of this exercise,
- to provide expertise on the issues dealt with (industrial relations systems in the target countries and social dialogue at EU level),
- to appoint an assisting expert, with the approval of the steering committee, to participate in all meetings and seminars and to help with report drafting,
- to provide the necessary reporting of the activities and draft the meeting documents and conclusions,
- to assist project administrators in UNICE and ETUC in organising meetings and national seminars.

#### **Project 2 (study on restructuring in EU 15)**

The subcontractor should provide the following services for the applicant organisations:

- to develop an interactive methodology, coherent with the methodology that was developed during the recent study conducted in EU 10 (2004-5), to carry out the study on restructuring in EU 15 and to ensure that the final synthesis study reflects the outcomes of the research and discussions at both national and at EU level,
- to select, with the approval of the steering committee, a team of 4 country experts, 2 of whom will be responsible on a country basis for parts of the project managed by UNICE, 2 of whom will be responsible on a country basis for parts of the project managed by ETUC,
- to provide expertise, with the help of the selected country experts, on the issues dealt with (managing change and restructuring in EU 25 and in particular in EU 15, social dialogue and industrial relations in EU 25 and at European level),
- to manage the network of experts, ensure the quality of the work delivered and provide the necessary reporting of the activities and draft the meeting documents and conclusions,

- to draft the synthesis study, which highlights characteristics and issues shared by all the EU 15 countries and the case studies,
- to assist project administrators in UNICE and ETUC in organising the national seminars bringing together the European social partners and representatives of the social partners in the 10 target countries,
- to assist project administrators in UNICE and ETUC in organising the other meetings,
- to organise 4 experts' coordination meetings with country experts.

## **B./ Detailed description of the tasks to be performed by the subcontractor**

The subcontractor will work under the supervision of the steering committee, comprised of representatives of the four European social partner organisations, and in coordination with the respective project managers and administrators in both UNICE and ETUC.

### **Project 1 (What are the social partners' needs?)**

The subcontractor will be responsible for appointing an assisting expert whose main task will be to help draft reports.

For the preparatory meeting, the tasks to be performed by the subcontractor are the following:

- to propose a methodology on how to organise the interactive national seminars, coherent with the methodology that was developed during the recent project in EU 10 (2003-5),
- to coordinate with UNICE and ETUC on the organisation of the meeting and the preparation of documents for national social partner representatives, in order to start planning national seminars (dates, logistics, participants, etc.),
- to present the results of the previous project in EU 10 (2003-5) to national social partners from target countries in order to familiarise them with the background of the project, the outcomes achieved, and to provide an outline as to how the project will be run in the context of their countries.

For the national seminars, the tasks of the subcontractor are the following:

- Preparation of the seminars in accordance with the methodology defined (including drafting of discussions documents etc.),
- Provide expertise for the content of presentations to be performed by experts from European social partner organisations,
- Animation of the national seminars,
- Drafting of post-seminar reports (max. 40 pages per seminar) with the help of an assistant expert who will be also responsible for compiling a detailed record of the discussions that took place during the seminars,
- Provision of expertise. Attention will be given to identifying and integrating an analysis of the actual problems in the social field currently faced by employers' and trade unions' organisations in the target countries. Expertise is essential on the different national industrial relations systems, as well as on social dialogue at EU level. This expertise should be reflected when preparing materials and discussion papers for the seminars, in the selection of the expert coordinator and the assisting expert.
- Provide assistance to the project coordinators of UNICE and ETUC in the organisation of the national seminars.



For the EU Conference, the tasks of the subcontractor are the following:

- Preparation of a draft synthesis report of max. 100 pages (drafting, translation, publication etc.), which should make use of the findings of the national reports and serve as a discussion paper for the EU Conference, incorporating the results achieved in the recent project in EU 10 (2003-5),
- to coordinate with UNICE and ETUC on the organisation of the conference and the preparation of documents for national social partner representatives who will be in attendance,
- to coordinate with the steering committee the selection of guest speakers, as well as coordinating with speakers the content of their presentations and interventions in line with the rationale of the conference.

## **Project 2 (study on restructuring in EU 15)**

The subcontractor will be responsible, with the approval of the steering committee, for appointing 4 country experts to undertake the national country studies for the 10 countries covered in this project. 2 will be responsible on a country basis for parts of the project managed by UNICE, 2 will be responsible on a country basis for parts of the project managed by ETUC.

The country experts will work under the supervision of the subcontractor.

### **For the country studies,**

- The tasks to be performed by the **subcontractor** are the following:
  - to propose, with the approval of the steering committee, a network of 4 country experts able to perform the task; to manage the network and to ensure the quality of its work,
  - to propose a methodology on how to draft the country studies, involving the relevant national social partners, coherent with the methodology that was developed during the recent project in EU 10 (2004-5),
  - to propose a methodology on how to identify, manage and draft the brief descriptions of concrete cases of change or restructuring in companies, sectors or territories (face-to-face meetings with local players etc.) thereby ensuring the relevance and quality of the case studies,
  - to organise three experts' coordination meetings. Two should be conducted before the first country studies are compiled. A further meeting should be conducted at an interim stage to discuss, evaluate and adapt as necessary the methodology and procedures in place for the forthcoming set of national seminars.
- The tasks to be performed by the **country experts** are the following:
  - to draft the country studies (max. 60 pages) following the defined methodology, involving the relevant national social partners (employers and trade unions) thereby ensuring the involvement of the national social partners and respecting bipartism,
  - to follow the methodology on how to identify, manage and draft the brief descriptions of concrete cases of change or restructuring in companies, sectors or territories (face-to-face meetings with local players etc.) thereby ensuring the relevance and quality of the case studies,
  - to prepare and attend the aforementioned experts' coordination meetings in accordance with the guidelines set out by the expert coordinator and steering committee,

- To undertake preparatory country visits of 3 days to collect data and conduct interviews with national social partners (employers and trade unions),

**For the national seminars,**

- The tasks of the **subcontractor** are the following:
  - Preparation of the seminars in accordance with the methodologies defined (including drafting of discussions documents etc.)
  - Animation of the national seminars,
  - Drafting of a seminar report (max. 10 pages per seminar) with the help of the country experts,
  - Provision of expertise. Expertise is essential on the different national industrial relations systems, as well as on social dialogue at EU level. This expertise should be reflected when preparing discussions papers for the seminars, when moderating the seminar and drafting the report,
  - Integration of the results of the discussions in the final national dossiers, to be undertaken with the assistance of the country experts,
  - Assistance with the practical organisation of the national seminars.
- The tasks of the **country experts** are the following:
  - to present and discuss the respective country dossiers during national seminars,
  - to finalise, under the supervision of the expert coordinator, the country study integrating comments made by the national social partners during the seminar.

**For the synthesis study,**

- The tasks of the **subcontractor** are the following:
  - To draft the synthesis study (max. 100 pages) of the country dossiers structured around priority themes common to the EU 25, and integrate the results of the previous study on restructuring in EU 10 (2004-5),
  - To identify concrete cases of change or restructuring to enrich the synthesis.

**For the synthesis seminar,**

- The tasks of the **subcontractor** are the following:
  - Organise a fourth and final experts' coordination meeting in advance of the synthesis seminar to discuss the draft synthesis study, as well as case studies and presentations to be made by the subcontractor and country experts during the synthesis seminar,
  - Coordinate with UNICE and ETUC on the organisation of the synthesis seminar and the preparation of documents for national social partner representatives who will be in attendance,
  - Coordinate with the steering committee the selection of guest speakers, as well as coordinating with speakers the content of their presentations and interventions in line with the rationale of the conference.
  - Animation of the seminar,
  - Provision of expertise. Expertise is essential on the different national industrial relations systems, as well as on social dialogue at EU level,
  - Integration of the results of the discussions in the final synthesis study.

- The tasks of the **country experts** are the following:
  - To attend the aforementioned experts' coordination meeting in advance of the synthesis seminar,
  - to present and discuss the respective country studies and case studies during the synthesis seminar.

#### **IV./ Expertise and experience required**

##### **Subcontractor**

Sound experience is required in the following areas:

- Formulating and carrying out a tailored methodology in order to run interactive national seminars, in line with the methodologies that were developed during the recent projects undertaken by European social partners in EU 10 (2003-5),
- Running and animating national seminars on both the themes of EU social dialogue, and managing change and restructuring,
- Coordination and running of large-scale events involving external speakers and 150+ participants from EU 25 on the above themes,
- Successful track record of delivering in similar projects run over a 18+ month period.

Sound expertise is required on the following issues:

- Sound understanding of the methodology implemented in recent projects undertaken by European social partners in EU 10 (2003-5),
- Expert knowledge of industrial relations systems in the target countries and the social dialogue at EU level,
- Ability to identify and integrate analyses of the actual problems in the social field currently faced by employers' and trade unions' organisations in the target countries,
- Project management,
- Ability to identify and manage an assisting expert for project 1 whose task it will be to record discussions during national seminars and to help draft reports,
- Ability to identify and manage 4 country experts with appropriate experience and expertise (as defined below).

##### **Country experts (to be selected by the subcontractor with the approval of the steering committee)**

Sound experience is required on the following issues:

- Ability to implement the above-mentioned methodologies for the country dossiers and the case studies,
- Evidence of experience in managing, conducting such wide-ranging studies,
- Ability to work within specified deadlines and to respect budgetary limits.

Sound expertise is required on the following issues:

- Good knowledge of industrial relations systems in the target countries and the EU 15, in particular concerning managing change and restructuring,
- Good knowledge of social dialogue at EU level,
- Researching skills,
- Report drafting skills (in English).

#### **V./ Time schedule**

The subcontractor will be asked to work from 01/12/2006 to 30/06/2008.

The subcontractor will be responsible for managing the network of experts within the above time frame.

## VI./ Payment

The total maximum budget available for expertise is as follows:

<b>Project 1</b>		€
Expert Coordinator	550€ x 35 days	19,250
Assisting Expert	350€ x 35 days	12,250
<b>TOTAL Project 1</b>		<b>31,500</b>
<b>Project 2</b>		
Expert Coordinator	550€ x 140 days	77,000
Country Experts	350€ x 340 days	119,000
<b>TOTAL Project 2</b>		<b>196,000</b>
<b>TOTAL Projects 1 and 2</b>		<b>227,500</b>

As mentioned in Part A, the subcontractor will have to enter in 2 contracts, one with UNICE for projects 1 and 2, and one with ETUC for projects 1 and 2, according to the repartition of activities to be managed by each organisation as follows:

<b>Contract with UNICE</b>	<b>Contract with ETUC</b>
<b>Project 1</b>	<b>Project 1</b>
<ul style="list-style-type: none"> <li>➤ Preparatory Meeting</li> <li>➤ National Seminar Bulgaria</li> <li>➤ National Seminar Croatia</li> </ul>	<ul style="list-style-type: none"> <li>➤ National Seminar Romania</li> <li>➤ National Seminar Turkey</li> <li>➤ Steering Committee Meeting</li> <li>➤ EU Conference</li> </ul>
<b>Project 2</b>	<b>Project 2</b>
<ul style="list-style-type: none"> <li>➤ Preparatory Steering Meeting 1</li> <li>➤ Experts' Coordination Meetings 3 &amp; 4</li> <li>➤ Concluding Steering Committee Meeting</li> <li>➤ National Study &amp; Seminar UK</li> <li>➤ National Study &amp; Seminar France</li> <li>➤ National Study &amp; Seminar Greece</li> <li>➤ National Study &amp; Seminar Netherlands</li> <li>➤ National Study &amp; Seminar Sweden</li> <li>➤ Synthesis Seminar</li> <li>➤ Final synthesis study</li> </ul>	<ul style="list-style-type: none"> <li>➤ Preparatory Steering Meeting 2</li> <li>➤ Experts' Coordination Meetings 1 &amp; 2</li> <li>➤ Steering Committee Meeting</li> <li>➤ National Study &amp; Seminar Austria</li> <li>➤ National Study &amp; Seminar Denmark</li> <li>➤ National Study &amp; Seminar Italy</li> <li>➤ National Study &amp; Seminar Ireland</li> <li>➤ National Study &amp; Seminar Spain</li> </ul>

For more precise information on the approximate timing of the above events, please see the indicative calendar of activities at annex.

Please see the table below for payment details:

Contract with UNICE			Contract with ETUC		
Project 1		€	Project 1		€
Expert Coordinator	550€ x 15 days	8250	Expert Coordinator	550€ x 20 days	11000
Assisting Expert	350€ x 15 days	5250	Assisting Expert	350€ x 20 days	7000
<b>TOTAL Project 1</b>		<b>13500</b>	<b>TOTAL Project 1</b>		<b>18000</b>
Project 2			Project 2		
Expert Coordinator	550€ x 90 days	49500	Expert Coordinator	550€ x 50 days	27500
Country Experts	350€ x 178 days	62300	Country Experts	350€ x 162 days	56700
<b>TOTAL Project 2</b>		<b>111800</b>	<b>TOTAL Project 2</b>		<b>84200</b>
<b>TOTALS 1 and 2</b>		<b>125300</b>			<b>102200</b>

In accordance with the above table, the subcontractor will enter into a contract with UNICE for a total of € 125,300. The subcontractor will also enter into a contract with ETUC for a total of € 102,200.

The subcontractor will receive an advance, interim and final payment for the parts of the project managed by UNICE.

The subcontractor will also receive an advance, interim and final payment for the parts of the project managed by ETUC.

#### VII./ Price

**Contract with UNICE:** € 125,300.

**Contract with ETUC:** € 102,200.

**TOTAL:** € **227,500.**

#### VIII./ Selection criteria

## **Subcontractor**

The offers will be examined against the following criteria:

- Ability to propose a tailored methodology to have genuinely interactive national seminars for both projects 1 and 2, fully in line with the methodologies that were developed during the recent projects undertaken by European social partners in EU 10 (2003-5),
- Evidence of extensive experience in running and animating such interactive national seminars on both the themes of EU social dialogue (project 1), and managing change and restructuring (project 2),
- Proven track record of ensuring the quality of written materials prepared, both in terms of content and format (i.e. deliver publishable documents),
- Expert knowledge of industrial relations systems in the target countries and the social dialogue at EU level,
- Ability to identify and integrate analyses of the actual problems in the social field currently faced by employers' and trade unions' organisations in the target countries,
- Project management experience essential,
- Ability to identify and manage an assisting expert for project 1 whose task it will be to record discussions during national seminars and to help draft reports,
- Ability to identify and manage 4 country experts with appropriate experience and expertise (as defined in section IV),
- Successful track record of similar project management experience is essential, involving +18-month duration,
- Ability to conduct meetings and draft all documents in English,
- Good administration skills,
- Respect of the budgetary constraints.

## **IX./ Award Criteria**

The contract will be awarded to the tender offering the best value for money, taking into account the specific object, requirements and selection criteria of the tender. The principles of transparency and equal treatment will be respected with a view to avoiding any conflicts of interest.

## **X./ Content and selection of the bids**

Offers must be received within 45 days of the date of publication of this call for tender on the UNICE and ETUC websites – by **24 November 2006**. Offers must be sent to both UNICE and ETUC.

To ensure confidentiality, bidders must submit their offer in a double envelope. Both envelopes must be sealed and the inside envelope shall not only bear the name of the department for which it is intended (see below), but also the words "*Tender – not to be opened by the Mail Department*" (Appel d'offres – à ne pas ouvrir par le service du courrier). If self-adhesive envelopes are used, they must be sealed with adhesive tape crossed by the signature of the sender.

A committee will be formed comprising four representatives of the European Social Partners. One or more members of this committee will initial the documents, confirming the date and time of each bid. The committee members will sign the report on the bids received, which

will list the admissible bids and provide reasons for rejecting bids owing to their failure to comply with the stipulations of the tendering process.

This committee will also evaluate the tenders that have been deemed admissible. An evaluation report and classification of participation requests will be drawn up, dated and signed by all the members of the evaluation committee and kept for future reference.

This report will include:

1. The name and address of the contracting authority, the purpose and value of the contract or framework contract;
2. the names of any excluded candidates and the reasons for their rejection;
3. the names of candidates selected for consideration and the justification for their selection;
4. the names of candidates put forward and justification of their choice in terms of the selection or award criteria.

The contracting authorities will then make their decision.

All candidates must either deliver their bid by hand or submit them by registered letter to both:

<b>UNICE</b> Thérèse de Liedekerke Director Social Affairs Department Avenue de Cortenbergh 168 B – 1000 Brussels	<b>ETUC</b> Maria Helena André Deputy General Secretary International Trade Union House Boulevard du Roi Albert II, 5 B – 1210 Brussels
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For requests sent by registered mail, the postmark will serve as proof of the date of dispatch.

## **XI./ Annexes**

- European social partners' work programme 2006-2008.
- Final synthesis report for project "Social dialogue in Central and East European Countries: what are social partners' needs?" (2003-6)
- Final synthesis report for project "joint study on restructuring in the new member states" (2004-6)
- Indicative Calendar of activities for the Integrated Programme of the EU social dialogue (current proposal).

Please also note that more information on past and current joint project activities is available at the respective resource centre websites:

- [www.unice.org/erc](http://www.unice.org/erc) (employers) and
- [www.resourcetuc.com](http://www.resourcetuc.com) (trade unions).