

**EFFAT**

EUROPEAN FEDERATION OF FOOD, AGRICULTURE AND TOURISM TRADE UNIONS

## **DRAFT TENDER SPECIFICATION**

### **EFFAT CEFS Application VP/2019/001/0006**

#### **A transforming European sugar industry New and better jobs in a competitive, innovative and sustainable industry**

##### **1. Background**

EFFAT is the European Federation of Food, Agriculture and Tourism Trade Unions. As a European Trade Union Federation representing 120 national trade unions from 35 European countries, EFFAT defends the interests of more than 22 million workers towards the European Institutions, European employers' associations and transnational companies. In this regard, EFFAT represents the interests of workers in the sugar industry.

CEFS stands for le Comité Européen des Fabricants de Sucre, or in English: the European Association of Sugar Manufacturers. CEFS is an international non-profit organisation and a recognised interlocutor for the EU Institutions since 1953, sharing knowledge and technical expertise on sugar. CEFS' membership is composed of sugar-producing companies in the EU and Switzerland.

The European Commission established a European Social Dialogue Committee for the sugar sector in 1999, replacing the informal working group which had been founded in 1969. EFFAT and CEFS participate in the sector's European social dialogue. EFFAT and CEFS have been recognised by the European Commission as the only social partners in the European sectoral social dialogue committee for the sugar sector.

The production of sugar (sucrose) is a capital-intensive process whereby sugar is mechanically extracted from sugar beet. 107 beet sugar factories drive the economies of some of the EU's most vulnerable rural areas, supporting over 30,000 employees and 130,000 beet growers.

Beet sugar production provides high-quality, remunerative jobs in some of the EU's most vulnerable rural areas, reflecting a labour productivity that reached over 150,000 euros per employee in 2017, compared to 57,000 euros in the wider food and beverages industry. Although small in direct employment terms, EU sugar production generates significant employment and gross value-added multipliers. In 2017 the industry supported almost 300,000 direct and indirect jobs and contributed 15.6 billion euros to the EU's GDP (excl. UK).

The EU sugar industry is a source of high-quality industrial employment in areas where few alternatives exist. The beet sugar sector provides livelihoods and economic empowerment to rural families and communities. The jobs it provides are more highly skilled and remunerated than many other forms of rural employment, reflecting an extremely high productivity in comparison to the wider food and beverages sector.



Since the end of EU sugar production quotas in 2018, the sector has faced an unprecedented market crisis. Operators are attempting to adapt to new market conditions, and the closure of at least five factories has already been announced this year.

The EU sugar industry has a long tradition of valorising all products arising from the sugar process, minimising waste as far as possible. As well as sugar, our industry's products include food ingredients, animal feed, green chemistry products, and renewable ethanol for food and non-food uses.

New techniques could convert beets into high-value products for use in bioplastics, detergents, personal care products, paints and coatings, flavour and food products, and cosmetics. By creating local cross-sectoral value chains involving the sugar, chemical and food industries, rural development, employment and skilled jobs in sugar beet growing districts could be increased.

The sector faces challenges recruiting young, qualified personnel locally. Recruiting new employees from within the EU and abroad is characterised by substantial complexity, costs, and a lack of harmonisation.

## **2. Purpose of the contract**

The purpose of the contract is to support the social partners EFFAT and CEFS to realise the objectives of the project as follows:

1. Map the social partners' relationship across the EU from a qualitative perspective, collect good practices and assess the state of employment in the industry;
2. Discuss the future of the sector, including:
  - i. efforts to further increase sustainability and to re-orient beet sugar production facilities to the production of other beet-derived products;
  - ii. the potential for future jobs in the sector and the skills required of the workers in a new, integrated approach to biorefinery.
3. Explore how to increase the sector's attractiveness to young workers in a modernised labour market.
4. How to facilitate intra-EU skills mobility.

The project would help the social partners EFFAT and CEFS to further develop a competitive, innovative and sustainable vision of the sector, leading the transition towards a post-petroleum society while decoupling economic growth from resource depletion and negative environmental and social impacts.

Member organisations of different countries (including candidate countries), with a representative geographical balance as well as with different economic and social dialogue models, will be directly involved in the project.



In order to engage participants to a maximum extent, interpretation will be provided in the following languages: English, German, French, Polish, Spanish and Italian.

The project will consist of:

- Research (literature review, field research, interviews);
- workshops (2) in Denmark and Spain, which will increase the visibility of our sector, strengthen national social dialogue, and contribute to the creation of cross-sector linkages in bio-based economy clusters, involving different social partners (e.g. forestry, pulp and paper industries);
- a video project to promote intra-EU mobility to fill skills gaps within the EU sugar industry;
- final conference (Brussels) to present the results of the project, which will be distributed in the form of a publication (in EN, FR, DE).

The final publication will contain:

- A qualitative picture of the sector, including good practices with illustrative examples that provide valuable insights to the European sugar beet sector, about the factors boosting employment, as well as regional development by expanding local economies (new, higher and more diversified revenues for farmers, cooperatives, workers);
- an action plan with guidelines and recommendations for social partners (national and European levels), and European Works' Councils;
- a specific set of recommendations targeted at different stakeholders (European institutions, education providers, etc) about creating new value chains and more and better jobs.

### **3. Tasks to be performed by the Contractors (Experts)**

The external expert(s) will conduct the research, produce a report and present the findings to EFFAT and CEFS members in the workshops and the final conference; gather all necessary information to prepare the workshops with analysis, recommendations and conclusions. The Expert(s) will help to facilitate the workshops in order to gather qualitative evidence and present the conclusions during the final conference.

**Task 1 Inception period** including:

- Appointment by the contractor of a main point of contact for the project
- Establishing a concrete and detailed work plan to implement the contractual tasks
- Attendance at steering group meeting 1

**Deliverable end of task 1:** methodology and plan

**Task 2**

- Conduct desk research to prepare the regional workshops in the form of tools and factsheets for example
- Prepare for the first workshop
- Attend steering group meeting 2
- Attend and facilitate the first workshop
- Help to evaluate the workshop's outcomes

**Deliverable end of task 2:** Tools and factsheets, good practices

**Task 3**

- Prepare for the second regional workshop
- Attend steering group meeting 3
- Attend the second regional workshop and help to facilitate debate and input during the workshop
- Help to evaluate the workshop's outcomes

**Deliverable end of task 3:** Tools and factsheets, good practices

**Task 4:**

- Finalise the report
- Prepare for the final conference
- Attendance at steering group meetings 4 and 5
- Attendance and presentation of the report at the final conference
- Help to evaluate the final event and suggest next steps

**Deliverable end of task 4:** final report with a roadmap and recommendations for future actions

**Indicative timetable:**

<b>Indicative date</b>	<b>Activity</b>	<b>Tasks</b>
February/March 2020	Start of the action	
February/March 2020	Email communication and/or telephone conference between the members of the steering group	Preparation of the call for experts



March/April 2020	Email communication and/or telephone communication between the members of the steering group	Evaluation of the experts' proposals
April/May 2020 Brussels	<b>Steering Group 1</b> Create a commitment around the project and make it start	Meeting with the experts Planning phase
June/July 2020 Brussels	<b>Steering Group 2</b>	Progress review Preparation of workshop 1
October/November 2020 Denmark 50 participants 2 days event (2 nights' accommodation)	<b>Regional Workshop 1</b>	Interviews Presentation of the preliminary research findings
November/December 2020 Brussels	<b>Steering Group 3</b>	Progress review Preparation of workshop 2
February/March 2021 Spain 50 participants 2 days event (2 nights' accommodation)	<b>Regional Workshop 2</b>	Interviews Presentation of the preliminary research findings
April/May 2021 Brussels	<b>Steering Group 4</b>	Progress review Preparation final publication and final conference
June/July 2021 Brussels	<b>Steering group 5</b>	
September/October 2021 Belgium 60 participants 1-day event (1-night accommodation)	<b>Final conference</b> + evaluation steering group	



#### **4. Guidance and indications on tasks execution and methodology**

The work of the contract can be undertaken by one contractor or a consortium of contractors provided that one member of the potential consortium takes the lead and demonstrates it can work effectively with the other partners.

Apart from attendance at a number of specified meetings (steering group, workshops, final conference) in Brussels and abroad, the tasks will take place at the contractor's offices. Additionally, the contractor will need to proactively support the organisation of the workshops including the discussions.

All reports must be submitted in an electronic version. Electronic files must be in Microsoft Word for Windows format.

All reports must be written in clear and concise English. They should also be well structured and drafted in a style suitable for wider dissemination. The final materials must be fit for publication and revised by a native English-speaker.

The work of the contractor will be supervised and advised upon by a steering group comprised of 8 members.

#### **5. Expertise required**

The tenderer must have a sound understanding of the beet sugar industry and its socio-economic impacts. Experience in terms of communication (i.e. campaign/communication strategy) would be desirable.

The tenderer should prove his/her expertise with examples of his/her work.

The contract will only be awarded to tenderers that fulfil the following criteria:

- Thorough and up-to-date theoretical and practical knowledge of the beet sugar industry,
- Familiarity with employment matters and working conditions in the beet sugar industry,
- Extensive experience of the writing and research skills needed to conduct similar projects in a European context,
- Ability to deliver pedagogic reports, solid conclusions and practical recommendations in a clear and concise English,
- Ability to tactfully communicate with a variety of different employers' organisations and trade union organisations and their representatives,
- Capacity to coordinate the work in a multicultural and multi-language environment



## 6. Timeframe

The contractor appointed will be expected to work from April 2020 to October 2021, including attending steering group meetings, two workshops and a final conference.

## 7. Payment

The maximum budget available for the expertise is € 60 000 (incl. VAT).

The costs of contractors' services are limited to the budget allocated under Commission co-financing and are subject to the rules governing the associated agreement. Costs over and above the stated limit will not be authorised.

The Contractor will receive an advance and a final payment upon receipt of the requested material.

## 8. Legal obligations

The basis of the contract is the grant agreement between the European Commission and EFFAT. The terms of this grant agreement are also applicable to the Contractor.

## 9. Selection criteria

The tenders will be assessed by the steering group against the following criteria:

- Possession of the necessary skills and experience of direct relevance to the activities concerned by this call for tenders,
- Possession of the necessary knowledge and experience in beet sugar industry issues, of employment and working conditions in the industry,
- Ability to write documents in clear and concise English,
- Very good communication skills, and
- Respect of budgetary constraints

## 10. Award Criteria

The contract will be awarded to the tenderer whose offer represents the best value for money, taking into account the selection criteria in section 9 above.

The respect of the principles of transparency and equal treatment with a view to avoiding any conflict of interest will be undertaken.



**EFFAT**

EUROPEAN FEDERATION OF FOOD, AGRICULTURE AND TOURISM TRADE UNIONS

It should be noted that the contract will not be awarded to a tenderer who receives less than 70% on the award criteria.

## **11. Content and presentation of the bids**

The tenders should show how they propose to implement the project. They should also include the CVs of all the prospective members of their team, as well as samples of the most relevant work they have written in English. The tenders should show how the prospective contractor meets the required expertise, knowledge and selection criteria.

The tenders should include the contact details and bank details and a proof of the professional registration of the tenderer (VAT number, enterprise number)

The bid must be presented in English.

Deadline for the tenders: 23 March 2020

This request for proposals is posted both on the EFFAT website: [www.effat.org](http://www.effat.org) and CEFS website: [www.cefs.org](http://www.cefs.org) on 17 February 2020.

All tenders must deliver their bid **by registered mail and by e-mail** to:

**Kristjan Bragason**

**EFFAT**

**Avenue Louise 130A Bte 3**

**1050 Brussels**

**Belgium**

**E-mail: [k.bragason@effat.org](mailto:k.bragason@effat.org)**

**Justine Richelle**

**CEFS**

**Avenue de Tervuren 182**

**B-1150 Brussels**

**Belgium**

**E-mail: [justine.richelle@cefs.org](mailto:justine.richelle@cefs.org)**

For further information, please send an e-mail to [effat@effat.org](mailto:effat@effat.org) quoting the following reference: VP/2019/001/0006

Brussels, 17 February 2020