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**Call for Tender**  
**Development of guidance document**  
**Deadline to reply: 17 February 2017**

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25/01/2017

## 1. Background

The project "Transnational Company Agreement (TCAs): Issues, Approaches and Practices- Phase VI" is managed by the Programme for Employers' Activities of the ITCILO in partnership with BDA, MEDEF, CEOE, DI and Confindustria and with the active support of BUSINESSEUROPE and the IOE. These organizations form part of the Steering Committee of the project and will closely monitor and oversee the implementation of the work to be performed by the external collaborator.

More information on the project is available in the Technical Proposal of the project available at annex.

## 2. Purpose of the Contract

In the framework of the above mentioned project, a guidance document will be developed (referred to below as "the Guide"). This Guide is to be based on desk review as well as specific interviews with company players.

The present tender aims at finding an expert (referred to as "the external collaborator") who will be entrusted with the development of the Guide. This will primarily consist in the update of a booklet: *Key issues for management to consider with regard to Transnational Company Agreements (TCAs) - Lessons learned from a series of workshops with and for management representatives*<sup>1</sup> published in December 2010 in a previous phase of the project. This update should take into account:

- the new policy and regulatory environment (Instruments, players etc.) as well as
- evolving companies' practices regarding TCAs.

In addition, the Guide will contain examples of good practices with the aim to concretely help companies in their decision-making process when faced with the challenges of negotiation, adoption and implementation of TCAs.

## 3. Tasks to be performed by the Contractor

The work of the external collaborator will consist in developing the content of a Guide (Word format) on the basis of the booklet published in December 2010.

Each part of the Guide (see list below) needs to be thoroughly updated taking into account new developments at policy level in the field of CSR/Business & Human Rights (notably the debates on due diligence) and new generation of agreements signed since 2010. The update needs to be done based on desk review as well as specific interviews with company players (representative sample of at least 20 companies).

Structure of the current booklet *Key issues for management to consider with regard to Transnational Company Agreements (TCAs) - Lessons learned from a series of workshops with and for management representatives*:

- Introduction
- About TCAs and their place in globalization
- PART I TCAs: a useful tool for employers?
  - The need for a strategic analysis
  - The pros and cons
    - Reasons for engaging in TCAs
    - Reasons against engaging in TCAs
  - Trade union strategies

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<sup>1</sup> [http://www.itcilo.org/en/the-centre/programmes/employers-activities/hidden-folder/TCAs\\_Booklet\\_ENG\\_final.pdf](http://www.itcilo.org/en/the-centre/programmes/employers-activities/hidden-folder/TCAs_Booklet_ENG_final.pdf)

- PART II Key issues to consider when engaging in a TCA
  - Internal coordination
  - Drafting and language
  - Legitimacy and representativeness of the parties
  - Extending the scope of the agreement to subsidiaries, subcontractors and suppliers
  - Legal content and considerations
  - Reference to ILO's international labour standards
  - Implementation and monitoring
  - Dispute settlement mechanisms
- Conclusions
- Further reading and useful links

In addition to the update of the content, a new section with the compilation of the case studies will need to be added to the document.

*Coherence* must be ensured between this work and the two guidance tools developed during the project's phase III in 2015, namely<sup>2</sup>:

1. An eLearning Module on CSR & Business and Human Rights instruments
2. A Guide (booklet) on CSR and Human Rights companies in supply chains

The work needs to be delivered in *proof-read English*. Final design and reproduction work are not part of this Call for Tender.

*Audience for the Guide*: Company players and staff members of Employers' Organizations in Europe. Important is that the Guide be written in a "business" language ie. not in an academic or bureaucratic way.

*Max. length*: 30 A4 pages

#### **4. Expertise required**

Sound expertise is required on the following issues:

- Industrial relation systems in countries of reference (EU and Candidate countries), notably on Transnational Company Agreements;
- Social and economic challenges as well as impact of EU and ILO legislation/policies on CSR/Business and Human Rights;
- Deep understanding of the situation and needs of private sector representatives ie. employer organizations and companies,

In the answer to this call for tender, the external collaborator needs to detail how he/she will

- carry out the work,
- ensure high quality standard of the document,
- collect information on the policy/practical environment (International, European, national) surrounding TCAs,
- carry out interviews with a representative sample (countries, sizes, sectors etc.) of company practitioners (varied responsibilities) of at least 20 companies,
- structure the guidance document in order to ensure it is easy to read, hands-on and backed by evidence.

The external collaborator must demonstrate having contacts/networks within the private sector enabling him/her to carry out the interviews.

#### **5. Time schedule**

The period of work will go from March 2017 to June 2017.

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<sup>2</sup> <http://www.itcilo.org/en/the-centre/programmes/employers-activities/project-tcas/material>

Timetable for the work:

- Start of the work: 01/03/2017
- Delivery of first draft Guide: 15/05/2017
- Submission of SC members comments: 31/05/2017
- Delivery of final draft (integrating comments): 30/06/2017

In addition, the external collaborator must attend the *first Steering Committee meeting* of the project scheduled in Brussels for a duration of half a day (costs covered by the project). The meeting will take place on 8 March from 10am to 1pm. The external collaborator will be asked to present her/his proposal and discuss the content and methodology with Steering Committee members.

## 6. Payments and contract

The budget available for the external collaborator is of **€20,000** as follows:

External expertise (1 expert)	400€ x 1 expert x 50 days
<b>Total</b>	<b>€20,000</b>

The contract will be established by the ITCILO, following the usual clauses of contracts for external collaboration and in full respect of the applicable EC rules.

## 7. Price

**€20000 (Euros twenty thousands)**

## 8. Selection criteria

The offer will be examined against the following criteria:

- Good knowledge of industrial relation systems in countries of reference (EU and Candidate countries), notably on Transnational Company Agreements;
- Good knowledge of social and economic challenges as well as impact of EU and ILO legislation/policies on CSR/Business and Human Rights;
- Understanding of the situation and needs of private sector representatives ie. employer organizations and companies;
- Good research skills;
- Ability to identify the parts in the 2010 booklet needing update;
- Ability to propose a comprehensive and efficient methodology for the desk review and interviews;
- Ability to propose a representative sample of companies/TCA's to reflect in the Guide;
- Ability to draft all documents in English;
- Respect of the budgetary constraints.

## 9. Award criteria

The contract will be awarded to the tenderer whose offer represents the best value for money i.e. the best price-quality ratio - taking into account the following criteria:

- Respect of bid presentation guidelines;
- Respect of selection criteria;
- Ability to demonstrate expertise and articulate a proposal corresponding to the tasks to be completed.

## 10. Content and presentation of the bids

The bid should be sent to Ms Jeanne SCHMITT **by 17 February 2017** at the latest as follows:

Ms Jeanne SCHMITT

Project Manager

Employers' Activities Programme, International Training Centre of the ILO

Email: [j.schmitt@itcilo.org](mailto:j.schmitt@itcilo.org)

The bids should be composed of:

- A document describing the proposal of the external collaborator answering the criteria of the present tender;
- A detailed CV of the expert.

The bids shall be sent **by email**. The bids will be examined by an award committee.

The successful tenderer will be invited to attend the first Steering Committee meeting on 8 March 2017 (see above).

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Annex: Technical Proposal

## TRANSNATIONAL COMPANY AGREEMENTS (TCAs): ISSUES, APPROACHES AND PRACTICES-PHASE IV

### *Technical proposal*

#### **I./ BACKGROUND AND RELEVANCE OF THE PROJECT**

Globalization is characterized by a continuing internationalization of the world's production system, with transnational networks of businesses operating together to procure, manufacture and distribute products. Globalization has resulted in considerable opportunities for economic development and employment, but also led to debates on the impact of competitive processes on working conditions, industrial relations and respect for fundamental rights. Discussions on how to best balance benefits of globalisation with workers' protection are not new, but they are currently gaining momentum and visibility. These discussions are complex because of the multiplicity of players involved (states, companies, workers and their representatives, civil society and consumers) and because of the fact that, while trade is essentially globalized, labour-market institutions, legislation and processes remain primarily national.

Multinational enterprises' contribution to development and economic growth worldwide is significant and their activities span many cultural, legal, and regulatory environments beyond national borders. This explains why they have been in the spotlight of public scrutiny regarding how they conduct business. Ways to tackle the challenges of responsible business conduct have diversified over time and contents of CSR (Corporate Social Responsibility) initiatives have evolved, with multinationals largely leading the way finding ways to address societal concerns while advancing enterprises' interests. Today, whilst taking into account their size, more and more enterprises are responding to public expectations by committing to responsible business practices, promoting dialogue and engaging with stakeholders.

The signature of transnational company agreements (TCAs)<sup>1</sup> at European or international levels, amounting to 282 agreements as of April 2015<sup>2</sup>, shows the motivation of some companies to tackle the social consequences of globalization hand in hand with workers' representatives and to find collaborative ways to demonstrate their commitment to act as responsible businesses. By negotiating and signing a TCA, companies create an environment which promotes dialogue-based social relationships. The signature of a TCA results from a number of factors, such as the need for companies to qualify their brand in terms of reputation or the need to respond to pressures exerted by national and international unions looking to increase their influence on workers' working conditions and representation processes.

Even if, relative to the number of multinational companies<sup>3</sup>, the number of TCAs signed today is still low, the agreements certainly testify for a social dynamism and a willingness to set principles at the international corporation level in order to have an impact on the operational firm level across a group regardless of the national differences that may exist. TCAs can therefore be seen as tools to enforce CSR commitments of private companies, in a collaborative way with workers representatives, and in a consistent way with public goals concerning workers' rights and involvement. As such, TCAs have enjoyed attention from international

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<sup>1</sup> For purposes of this project proposal, the European Commission definition of TCAs, that is "agreements and other joint texts on employment-related matters signed by management and worker's representatives in multinational companies, with effects in two or more countries", is used.

<sup>2</sup> Latest available data from the EU Database on Database on transnational company agreements

<sup>3</sup> The World Investment Report 2009, published by the UNCTAD (United Nations Conference on Trade and Development), states there is a total of 889,416 multinational companies (MNCs) around the world: 82,053 parent corporations and 807,363 affiliates.

public institutions such as the European Commission<sup>4</sup>, the European Parliament<sup>5</sup> or the International Labour Organization (ILO)<sup>6</sup> and Social Partner Organisations on international, European and national level.

The present project proposes to examine the question of TCAs, as tools to develop and implement responsible social policies in multinational companies, from the point of view of the management representatives i.e. both company players and employers' organizations. It aims at strengthening management representatives' (multinational enterprises and their subsidiaries as well as employers' organizations staff members) capacity to make better informed decisions when engaging in and implementing TCAs, through the development and exchange of knowledge, tools and practices. The project will look at the nature, content, procedures, effects and added value of TCAs in relation to the roles assigned by their signatories to these tools and in comparison to other types of existing tools.

The project "Transnational Company Agreement (TCAs): Issues, Approaches and Practices- Phase IV" builds on three previous projects (entitled Transnational Company Agreement (TCAs): Issues, Approaches and Practices- Phase I, II and III<sup>7</sup>) managed by the ITCILO in partnership with the International Organisation of Employers (IOE), BUSINESSEUROPE and their member federations. It builds on the results achieved through the three previous projects while integrating new elements in line with the evolution of the debate around TCAs from a management perspective.

The project grounds itself on a number of elements:

### **1. A new generation of TCAs**

In the last years, an evolution can be observed regarding the content of TCAs<sup>8</sup>. Compared to earlier agreements, the newer generation of texts seem to have in common a certain number of characteristics:

- They increasingly build on international instruments and principles aiming to encourage companies to behave according to societal expectations, notably with regards to working conditions and workers' involvement. Several international institutions have indeed adopted policy strategies or guidelines related to CSR/responsible business conduct in companies' operations or business relationships such as the European Union<sup>9</sup>, the UN, the OECD, the ILO or ISO<sup>10</sup>. The 2011 UN Human Rights Council's Guiding Principles on Business and Human Rights, which introduced the "protect, respect and remedy" framework, now provides an overarching frame to define the remits of business responsibilities in its own operations and through its business relationships.
- They increasingly are signed at global level (vs. European level) and include reference to the global supply chain. The focus on achieving impact beyond the companies' remits is very clear in TCAs such as the 2013 Accord on Fire and Safety in Bangladesh signed by over 150 apparel corporations, a large part of which from Europe with global trade unions federations<sup>11</sup>. The concrete implications of

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<sup>4</sup> Commission staff working document on Transnational company agreements: realising the potential of social dialogue, from 10.9.2012; Working paper "The role of transnational company agreements in the context of increasing international integration (SEC(2008)215).

<sup>5</sup> Report on cross-border collective bargaining and transnational social dialogue from September 2013, Rapporteur Thomas Händel.

<sup>6</sup> See notably <http://www.ilo.org/ifpdial/information-resources/cross-border-social-dialogue-and-agreements/lang-en/index.htm> and in particular Papadakis, K. (ed.), *Shaping global industrial relations: the impact of International Framework Agreements*, Palgrave Macmillan, International Labour Organisation, 2011.

<sup>7</sup> <http://lempnet.itcilo.org/en/tcas/home>

<sup>8</sup> *Global Framework Agreements – Achieving decent work in global supply chains*, Felix Hadwiger, ILO Background paper, 2015.

<sup>9</sup> Commission Communication on a renewed EU strategy 2011-14 for Corporate Social Responsibility COM(2011)681 of 25.10.2011.

<sup>10</sup> UN Global Compact; OECD Guidelines for Multinational Enterprises; ILO Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy and the ILO core labour standards (ILO MNE Declaration); ISO 26000 Guidance Standard on Social Responsibility

<sup>11</sup> For more information, see <http://www.bangladeshaccord.org/>

broadening the scope of TCAs beyond the company (headquarters and subsidiaries) are however still largely unclear – they also depend on the type of supply chains companies are participating in<sup>12</sup>.

- More and more treat the respect of the TCAs provisions as a criterion for establishing and continuing business relations with suppliers and subcontractors. This demonstrates the management's desire to increase coherence between different functions in the company and notably between the Industrial relations/Human Resources one, the sustainable development/CSR one and the procurement one.

These evolutions raise a number of fundamental questions for actors represented at company level regarding the motivation to sign such texts; the exact nature and content of the commitments; the respective role of actors involved in negotiating and concluding TCAs as well as the practical management within the company of such commitments including with procurement functions. Exchange of experiences are also needed to better grasp how newer TCAs deal with implementation, monitoring and impact, especially when the scope of the agreements mention independent companies in the supply chain.

It is clear that TCAs can have an enormous potential in terms of effective management of change or promotion of labour standards and can also help to increase the levels of trust in labour management relations and boost companies credibility vis-à-vis stakeholders, shareholders and investors. However, the added value of these agreements is not only to reaffirm the importance of social rights and social dialogue, but also devise implementation and monitoring process aimed at rendering them effective. Both these aspects need to be prominent in the capacity building efforts of management representatives i.e. companies as well as the employers' organizations staff representing them.

## **2. An increasingly difficult choice**

From a company perspective, the usefulness of concluding a TCA will be examined in the light of the other Industrial Relations, sustainable development and CSR tools at the disposal of the company.

Multinational companies have signed corporate codes of conducts on CSR since the 1970's. With time, many decided to go beyond unilateral policy commitments and engaged in multi-stakeholders initiatives putting in place auditing and compliance tools. Today, companies may choose to engage in many types of initiatives developed by or in cooperation with third parties. This includes "fair labour or ethical" projects, which are NGO or private sector led; cross-industry or sectoral initiatives; global or regional ones. TCAs are one example of such evolution, albeit focussing on labour issues and concluded with trade unions. Also non-governmental organizations (NGOs) are getting more and more active in this field as well and some of them have signed TCAs such as the Bangladesh Accord as "witness signatories". Reaffirming the companies' commitment to respect labour standards can also be promoted through following standards such as the ones developed by SAI<sup>13</sup> or the International Labour Organization (ILO). Reporting templates have also been developed, such as the GRI<sup>14</sup> one, which aim to make commitments visible in a coherent way and are increasingly recognized as "must have" by stakeholders and investors.

From a management perspective, it is crucial to increase knowledge and understanding about the specific role and place of TCAs as a piece of that puzzle. TCAs use a top-down approach through networks of multinationals and global union federations. They are bipartite by nature and signed in a long term cooperation perspective. The capacity of TCAs to impact on working conditions and workers' involvement needs to be examined as stand-alone instrument as well as in combination with other types of initiatives. For

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<sup>12</sup> Distinctions can be made between buyer-driven chains which tend to be coordinated via market, modular, or relational governance, and producer-driven chains which tend to be coordinated via captive or hierarchical governance. See <https://globalvaluechains.org/concept-tools>

<sup>13</sup> SA8000 by Social Accountability International

<sup>14</sup> Global Reporting Initiative's Guideline G4

some multinationals, it seems that the signature of TCAs can be a door opener to their involvement in more precise agreements for example when TCAs are renewed, or even their participation in complementary types of initiatives as shown in the Action, Collaboration, Transformation (ACT) project example<sup>15</sup>.

### 3. An evolving policy and regulatory framework

The responsible business debates at International, European and national levels are intertwined with debates on the implementation of a number of international guidelines, principles or regulations framing corporate responsibility in the social field. These debates are gaining great impetus at international level with recent initiatives such as the G7's Declaration on sustainable supply chains from June 2015 or the ILO Decent Work in Global Supply Chain conclusions adopted in June 2016<sup>16</sup>. Moreover, the guidelines and principles adopted at international level<sup>17</sup> are gradually taken over at European and national levels and have more and more impact on behaviours of companies of all sizes (eg. National Action Plans on business and human rights).

Traditionally, many companies make explicit reference to core international labour standards in their TCAs or codes of conduct, committing themselves to "give effect to" or "act in accordance with" or "support" the ILO's core Conventions. More recently, TCAs are understood as a possible tool to live up to companies' due diligence obligations as defined by the UNGPs, the OECD Guidelines for multinational enterprises and various National Action Plans on Business and Human Rights (NAPs). This is all the more important in conjunction with the growing number of initiatives to make all or part of the human rights due diligence process mandatory by introducing sanctions and civil liability for those companies failing to take such actions like in France or by regulating certain aspects of supply chains such as the support given by the European Parliament to a mandatory certification of EU conflict minerals importers in May 2015 or the US Dodd-Frank Act.

Even if TCAs are not a reporting tool, their adoption cannot be totally separated, from a management's point of view, of obligations incurred by the EU Directive<sup>18</sup> and the national legislation transposing the new EU rules on non-financial reporting which is legally-binding for companies. EU Member States have to implement this Directive until 6 December 2016 into national law. Indeed, in order to comply with the demands of the EU Directive, companies face the question to develop management systems in parallel to integrating sustainability/CSR strategies into their corporate structures and achieve more transparency on the way they live up to their commitments. Companies which are doing business in the UK have to obey the UK Modern Slavery Act and its reporting obligations. Again, the potential of TCAs to respond to some of the challenges faced by companies in an era of growing regulatory pressures needs to be examined in more detail.

## II./ PROJECT OBJECTIVES

The present project (phase IV) is a continuation and extension of the previous phases. The **general objective** remains the same i.e. to strengthen management representatives' capacity to make better informed decisions when engaging in and implementing TCAs, through the development and exchange of knowledge, tools and practices.

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<sup>15</sup> Transforming supply chain industrial relations, IndustriAll, December 2015

<sup>16</sup> [http://www.ilo.org/ilc/ILCSessions/105/reports/provisional-records/WCMS\\_489115/lang--en/index.htm](http://www.ilo.org/ilc/ILCSessions/105/reports/provisional-records/WCMS_489115/lang--en/index.htm)

<sup>17</sup> Notably the United Nations Guiding Principles on Business and Human Rights (UNGPs); United Nations Global Compact; ILO MNE Declaration; OECD Guidelines for Multinational Enterprises

<sup>18</sup> Directive 2014/95/EU

The **specific objectives** of the project are:

- 1) to provide a state of the play on the nature, content and effects of agreements concluded in multinational companies and to strengthen cooperation among companies representatives and/or employers delegates;
- 2) to provide for a platform of sharing of practical experiences among management representatives as well as with trade union representatives;
- 3) to provide for capacity-building and guidance tools on the different practical issues raised by the negotiation, adoption and implementation of TCAs;
- 4) to increase understanding of the overall policy and regulatory context surrounding international industrial relations today and on the possible tools and instruments available to define corporate responsibilities in companies;
- 5) to raise the capacity of employer organizations to guide and advise members companies in the sphere of global industrial relations.

### **III./ PROJECT ACTIVITIES**

The current proposal includes the following activities:

<b>1. Preparatory phase</b>	
<b>Identification of capacity gaps</b>	The Employers' programme of the ITC-ILO will identify, during the preparatory phase, the capacity needs of the beneficiaries of training. Results will be used to tailor and adapt the training programmes and material. The creation of a web-based platform will facilitate the promotion and registration processes of participants. Before the activities, documentation carefully chosen to avoid a too extensive process of transmission of facts and knowledge, which would place a needless burden on the real activities, will be shared via the platform.
<b>Creation of a web-based platform</b>	
<b>Development of guidance material</b>	
<b>Steering committee meeting</b>	<p>The platform will also foster discussion and exchange of good practices. Finally, it will serve as dissemination tool on the results of the project (this as well as earlier phases of the project) and multiplication effect.</p> <p>Specific guidance material will be developed with the help of an external expert to prepare the discussions with the aim to maximize learning and experience sharing during the workshops.</p> <p>One one-day steering committee meeting between the Employers' programme of the ITC-ILO, the employers' organizations partners to this project and the external expert to discuss the calendar of events, the final technical content and methodologies of each workshop.</p> <p>Participants: ITC- ILO (2), partners (2), support organizations (3), external expert (1)</p> <p>Time: January 2017</p> <p>Venue: Brussels</p> <p>Duration: 1/2 day meeting</p> <p>Language: EN</p>
<b>2. Main events</b>	
<b>Five workshops in Paris (Activity 1), Berlin (Activity 2), Rome (Activity 3), Madrid (Activity 4) and Copenhagen (Activity 5)</b>	<p><b>Target audience:</b></p> <ul style="list-style-type: none"> <li>• Employer Organizations' staff (national, sectoral, regional levels) involved in representation, advice and guidance services for company members in the field of social policy and industrial relations</li> <li>• Company representatives concerned with IR, HR, Procurement, Sustainability, Public Affairs, Supply Chain management, CSR and representatives of smaller companies</li> </ul> <p><b>Workshop overview:</b> The workshops will focus on the following topics:</p> <ul style="list-style-type: none"> <li>• The impact of international Global Supply Chains debates on industrial relations <ul style="list-style-type: none"> <li>○ Recent evolutions of the Global Industrial Relations scene ie. role played by International Organizations (eg. EU, ILO, UN, OECD, ISO) and other global players (eg. GUFs; NGOs) in influencing companies responses;</li> <li>○ Relevance for business of new evolutions ;</li> </ul> </li> <li>• TCAs and global supply chains – What does it mean for business in practice?</li> </ul>

	<ul style="list-style-type: none"> <li>○ Characteristics and potentialities of TCAs as transnational IR tools (form and content of TCAs; role played as regulation tool for companies; advantages/downsides and operational challenges concerning TCAs);</li> <li>○ Type and extent of obligations incurred by signing TCAs; similarities/difference/added value compared to other tools such as Codes of Conducts;</li> <li>○ Implications of referring to ILO Conventions in TCAs or Codes of Conduct as well as opportunity to use existing instruments in the framework of due diligence processes;</li> <li>○ Scope of obligations vis-à-vis the supply chain and implementation/monitoring efforts;</li> <li>● TCAs – What are stakeholders’ expectations? <ul style="list-style-type: none"> <li>○ Exchange of views with trade union representatives at International, European and national levels as well as with other stakeholders (notably NGOs);</li> </ul> </li> <li>● TCAs, Human Rights and supply chain responsibility – What does it mean for businesses and how does it affect SMEs? <ul style="list-style-type: none"> <li>○ Extent and enforceability of obligations of buyers and suppliers;</li> <li>○ Added value of TCAs compared to other tools for building collaboration in the supply chain;</li> </ul> </li> <li>● Role played by Employers Organizations in policy debates and in service provision.</li> </ul> <p>The workshops are vehicles for information, knowledge transmission and exchange of views between participants. The workshops will be implemented five times at different dates and locations in order to reach out to a critical mass of participants. Participants will be free to apply to any of the scheduled workshops, the goal being to secure a mixed audience in each workshop (national participants and participants from other countries). Workshops will be promoted through the ITCILO and partner organizations’ networks and will be specifically promoted to colleagues from new Member States and Candidate Countries facing particular capacity-building challenges of their staff.</p>
	<p>Number of participants:</p> <ul style="list-style-type: none"> <li>● Management representatives: 25 x 5 seminars (125 participants)</li> <li>● Experts per workshop: ITC-ILO (2), partners (2), support organizations (3), external expert (1), speakers (4) ie. 12 x 5 seminars (60 participants)</li> </ul> <p>Time: June 2017 (Activity 1); October 2017 (Activity 2); February 2018 (Activity 3); June 2018 (Activity 4); September 2018 (Activity 5)</p> <p>Venues: Paris, Berlin, Rome, Copenhagen, Madrid</p> <p>Duration: 1 day workshops</p> <p>Language: EN</p>
<b>Development of guidance document</b>	<p>Based on desk review as well as specific interviews with company players, a guidance document will be developed. The aim of the document will be to update the booklet <i>Key issues for management to consider with regard to Transnational Company Agreements (TCAs) - Lessons learned from a series of workshops with and for management representatives</i><sup>19</sup> published in December 2010 taking into account the new policy and regulatory environment as well as evolving companies’ practices regarding TCAs. In addition, the guidance document will contain examples of good practices with the aim to concretely help companies in their decision-making process when faced with the challenges of negotiation, adoption and implementation of TCAs. The guidance tool will be developed by the Employers’ Activities Programme of the ITC-ILO with the inputs of the external expert.</p>
<b>Steering group meeting</b>	<p>One steering group meeting between the project leader and partners to take stock of the development of the project and workshops at mid project.</p>
	<p>Participants: ITC- ILO (2), partners (2), support organizations (3)</p> <p>Time: November 2017</p> <p>Venue: by video conference</p> <p>Duration: 2 hours meeting</p> <p>Language: EN</p>
<b>3. Follow-up</b>	
<b>Steering group meeting</b>	<p>One steering group meeting between the project leader and partners and to finalize the reporting phase of the project before submission.</p>

<sup>19</sup> [http://www.itcilo.org/en/the-centre/programmes/employers-activities/hidden-folder/TCAs\\_Booklet\\_ENG\\_final.pdf](http://www.itcilo.org/en/the-centre/programmes/employers-activities/hidden-folder/TCAs_Booklet_ENG_final.pdf)

	Participants: ITC- ILO (2), partners (2), support organizations (3) Time: October 2018 Venue: by video conference Duration: 2 hours meeting Language: EN
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#### **IV./ BENEFICIARIES OF THE PROJECT**

The main beneficiaries of the project are, on the one hand, management representatives (both from multinationals and their subsidiaries and from smaller companies) engaged in the process of decision making, assessing, drafting and implementation of TCAs and, on the other, staff members of employers' organizations which task is to inform and guide companies on industrial relations and corporate responsibility matters.

All participants of the project phases I, II and III will be invited to participate to the workshops. In addition, active promotion of the project activities will be done by the ITCILO, the partner and supporting organizations (BDA, CEOE, MEDEF, Confindustria, DA/DI and their umbrella organizations BUSINESSEUROPE and the IOE<sup>20</sup>), with the aim to reach out to new audiences ie. companies from different sectors, size, national origin and employers' organizations from all Member States and Candidate Countries as well as sectoral employers federations. These activities will be open to company representatives from extra-European countries to ensure the broadest possible exchange of experiences – these participants will cover their own costs (not reflected in the project's budget).

Particular attention will be given to the selection of the participants to ensure the impact of the project. As far as criteria are concerned, these will concentrate on the following elements:

- Professional duties in the fields of human resources, industrial relations, CSR/sustainability and legal/procurement departments;
- Professional duties at operational/plant level that will be expected to communicate and implement the agreements;
- Participants representing a diversity of sectors;
- Capacity to report to the company about the results of the workshop and to disseminate at large scale the knowledge gained, including board level meetings and training events.

The selection process will be carried by the ITCILO and with the active support and advice of the project partners. It will include different stages: contacts with the companies/organizations themselves, screening to verify the criteria of selection and assessment of specific knowledge or training gaps.

#### **V./ EXPECTED RESULTS, OUTPUTS AND ADDED VALUE**

The **expected results** of the project are:

- 1) Improved capacity of company representatives to assess and implement TCAs, thus enhancing their full potential and impact;

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<sup>20</sup> The following national employer organizations are formally co-applicants to the project: BDA (Germany), CEOE (Spain). The following national, European and International employer organizations are formally supporting the project: MEDEF (France), Confindustria (Italy), IOE (International Organisation of Employers) and BUSINESSEUROPE. The two representative employer and business organizations in Denmark (Danish Employers DA and Danish Industry DI) have been consulted and they agree to take an active part in the implementation of the project.

- 2) Increased capacity of employers' organisations staff to inform and guide their members on the role of TCAs as an important instrument in the context of evolving policy and regulation as well as society's expectations on business;
- 3) Increased networking and shared understanding among employers' organisations staff and company representatives on TCAs as unique industrial relations tool in the broader context of the global supply chains.

The expected **outputs** of the project are:

- 1) Organization of five different training activities, in different locations across Europe, reaching out to 125 business representatives;
- 2) Strengthened network between national employers' associations from France, Germany, Spain, Denmark and Italy but also, through their European and International networks; to other business representative bodies across Europe;
- 3) Tailor-made and practical guidance material for companies and employers' organizations representatives;
- 4) Web platform to disseminate information and results of the project's phase IV but also to give visibility to previous phases of the project and their outputs.

The project has **innovative elements and strong added value** in a number of aspects:

- 1) To the best of our knowledge, the present project is the only one introduced on behalf of a consortium of national, European and International Employers' Associations;
- 2) The project focusses on a particular audience namely management representatives while taking into account different needs and profiles of companies vs. employers' organizations staff;
- 3) The project directly involves well established and representative bodies;
- 4) The project takes the issue of TCAs into the operational level. Therefore, the activities concerned will be designed for practitioners thus adopting a practical approach centred on companies' exchange of experiences and considerations on TCAs;
- 5) The project's participants are chosen with care to ensure the multiplier effect;
- 6) This will be a European wide exercise involving the widest possible range of countries, sectors and companies;
- 7) The project also targets participants that have decision-making power thus propagating the impact of the results of the project;
- 8) The collaboration and the involvement of workers' representatives in the project will enable a direct exchange of views and information between both players in the transnational negotiation process.

## **VI./ METHODOLOGY AND EVALUATION**

The **methodology** adopted throughout the project will heavily rely on the expertise of the project leader, the ITCILO. Workshops will take into account of a number of factors such as the need to propose practical solutions to participants, tailor-made to their job and respecting their tight timing for face-to-face workshops. The methodology will consist of a mixture of elements: theory and lectures; exercises which facilitate the learning process; cases presented by practitioners, allowing participants to experience a wider range of cases; take-home tools, self-assessments, tailored material for direct use. Specific training and information material will be developed and made available ahead of the workshops through the web-based platform.

Moreover, a guidance document will be developed and published. Based on desk review as well as specific interviews, the booklet *Key issues for management to consider with regard to Transnational Company Agreements (TCAs) - Lessons learned from a series of workshops with and for management representatives*<sup>21</sup> published in December 2010 will be updated taking into account the new policy and regulatory environment as well as evolving companies' practices regarding TCAs. In addition, the guidance document will contain examples of good practices with the aim to help companies in their decision-making process when faced with the challenges of negotiation, adoption and implementation of TCAs. The guidance tool will be developed by the Employers' Activities Programme of the ITC-ILO with the inputs of the external expert. Documentation will be disseminated in hard copy (for the publication) and through the online platform and will complement the material developed during phase I, II and III of the project. This will be instrumental in order to substantiate and prepare the discussions of employers' representatives and company leaders during the workshops, allowing to maximize learning and experience sharing.

**Evaluation** of the activities - Each activity in the project will be evaluated to determine both the relevance of the content for participants and the effectiveness of the chosen methodology. An assessment of the impact of the project will be undertaken with the steering group committee members.

## **VII. PARTNERSHIP**

The lead applicant/coordinator of the present project is the International Training Centre of the International Labour Organization (ITC-ILO) through its Employers' Activities Programme, by way of a mandate granted by two recognized national employers' organizations from Germany and Spain: Bundesvereinigung der Deutschen Arbeitgeberverbände (Confederation of German Employers' Associations BDA) and Confederación Española de Organizaciones Empresariales (Spanish Confederation of Entrepreneurs' Organizations CEOE).

The following national, European and International employer organizations are formally supporting the project: MEDEF (France), Confindustria (Italy), IOE (International Organisation of Employers) and BUSINESSEUROPE.

In addition, the two representative employer and business organizations in Denmark (Danish Employers DA and Danish Industry DI) have been consulted prior to the submission of this project and they agree to take an active part in the implementation of the project, notably in the organization and delivery of the workshop to be held in their country.

<b>Role in the project</b>	<b>Description and Tasks</b>
Lead partner/Coordinator	<p>The ITC-ILO is the training arm of the International Labour Organization (ILO). The ITC-ILO has long experience of designing, implementing and evaluating training and learning programmes in six major subject areas: international labour standards, employment and enterprise development, social protection, social dialogue (including the strengthening of employers' and workers' organizations), management of development and training technology. The Employers' Activities Programme of the ITC ILO is the specialist unit that works directly with employers' representatives and focuses mainly on building the capacity of employers' associations and companies.</p> <p>In this project, the ITCILO is responsible for the overall coordination of the project, its administration, covering all aspects of financial administration, monitoring of the activities, delivery of formal reports and cost statements to the Commission, and the management of communication flows. The ITCILO</p>

<sup>21</sup> [http://www.itcilo.org/en/the-centre/programmes/employers-activities/hidden-folder/TCAs\\_Booklet\\_ENG\\_final.pdf](http://www.itcilo.org/en/the-centre/programmes/employers-activities/hidden-folder/TCAs_Booklet_ENG_final.pdf)

	<p>will also lead the development of training material and the relations with the project expert. The ITCILO will develop and maintain the project web site. The ITCILO will take over the administrative and logistical organization of the project activities (workshops and steering committee meetings). For what concerns the content development, the delivery of the activities, the selection of speakers and participants, work will be done in partnership with the other partners but the ITCILO will be the overall coordinator and oversee work progress and the evaluation activities to ensure smooth realization of the project and quality assurance.</p>
<p>Mandators and Partners</p>	<ul style="list-style-type: none"> <li>• Bundesvereinigung der Deutschen Arbeitgeberverbände (Confederation of German Employers' Associations BDA)</li> <li>• Confederación Española de Organizaciones Empresariales (Spanish Confederation of Entrepreneurs' Organizations CEOE)</li> </ul> <p>BDA and CEOE are the recognized and most representative national employers' organizations in Germany and Spain. These two organizations will play a central role in the project as partners and mandators.</p> <p>BDA and CEOE will be represented in the steering committee through high-level staff in charge on international and European social issues. The organizations commit to give advice on the content and delivery of all project activities. BDA and CEOE will also review the selection of background material and give inputs on the guidance documents to be developed. They will actively promote the project activities and help to ensure participation of German and Spanish companies and employers' staff in the activities. Moreover they will help disseminate and promote the project through their active European and International networks (BUSINESSEUROPE and IOE) to employer organizations and companies in other countries. As steering committee members, they will review the selection of speakers and participants to the project activities. They will help the ITCILO in the practical organisation of the activities when scheduled in their home country.</p>
<p>Support Organizations</p>	<ul style="list-style-type: none"> <li>• Mouvement des Entreprises de France MEDEF</li> <li>• Confindustria</li> <li>• BUSINESSEUROPE</li> <li>• International Organisation of Employers (IOE)</li> </ul> <p>MEDEF and Confindustria are the recognized and most representative national employers' organizations in France and Italy. BUSINESSEUROPE is the leading European business organization, whose members are 40 central industrial and employers' federations from 34 countries, working together to achieve growth and competitiveness in Europe. The IOE is the largest network of the private sector in the world, with more than 150 business and employer organisation members. In social and labour policy debate taking place in the International Labour Organization, across the UN and multilateral system, and in the G20 and other emerging processes, the IOE is the recognised voice of business.</p> <p>All four supporting organizations will play an important role in the project. The national employers' organisations MEDEF and Confindustria will be represented in the steering and will give advice on the content and delivery of all project activities. They will actively promote the project activities and help to ensure participation of French and Italian companies and employers' staff in the activities. They will also help the ITCILO in the practical organisation of the activities scheduled in their home country. BUSINESSEUROPE and the IOE will participate to the project activities (steering committees, workshops) depending on availability, for example, by way of speakers during events or comments on draft documents, and they will contribute to disseminating information on the various activities and on the project's main results across Europe.</p>