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## TeXDR Network

Textile & Clothing **SOCIAL DIALOGUE CSR Network** for  
European SMEs

**BUDGET HEADING**  
**04.03.01.08**

**CALL FOR TENDERS/EXPERTS**

## **1. BACKGROUND**

The EU textile and Clothing (T&C) industry is made of approximately 185.000 enterprises, employing almost 1,84 million people in Europe. Over 99% T&C companies are SMEs, with a very significant share (over 84% in textile, over 87% in clothing) of enterprises employing less than 10 people. The geographical distribution of T&C employment in Europe is not homogeneous, with 5 countries representing almost 60% of the workforce in both subsectors.

At the same time, T&C companies have been facing (and still are), challenges of growing difficulty in the international market. Factors that have impacted most in the past year include globalization, the 2007 economic crisis and the rapid increase of sustainability and CSR requirements following the Rana Plaza event in 2013.

EURATEX and IndustriAllEurope are the European Social partners of the textile and clothing industry. Along the years, their collaboration has been always constructive and has been taken several times as example of best practice for other industrial sectors. One of the peculiarities of the T&C EU Social Dialogue has always been to focus the definition of its work programme on real industrial sectoral needs, defined through a close interaction with national social partners and, through them, with the market. This interaction and the consequent exchange of information has shown that one of the most important topics for the T&C EU industry.

These two elements drove the social partners to always define the Work Programme of the Social dialogue as much as possible in line with the evolving sectoral needs. The last adopted workprogramme of the T&C sectoral SD included among others objectives on Trade, on industrial relations and, very important, on Corporate Social Responsibility and Capacity Building.

Despite these efforts of being concrete and updated, in recent years, national participation to EU SD committees has not been shown to be at the level that social partners were expecting. For this reason Euratex and IndustriAll have decided to launch a 18 months project with the aim of renewing the objectives and priorities of action of the EU SD Committee, identify the most important problems for the weak national attendance to EU Social dialogue, propose innovation. The results have been presented during a final conference on June 9<sup>th</sup> 2017 in Brussels, where a list of 10 priorities of action has been presented to EU Social partners and their respective members, finding consensus:

RECOMMENDATION	
1	<p><b>“European Value”</b> Concerted actions to valorise the European Design, European production, European Products</p>
2	<p><b>“Business Equality”</b> Tools and strategies to balance the market relationships between T&amp;C SMEs and big retailers and brands</p>
3	<p><b>“Tradition, Culture, Territories”</b> Enhance the cooperation with Regions traditionally important for T&amp;C production, with actions to animate the sector, enforce the T&amp;C culture, attract new and skilled workforce</p>
4	<p><b>“CSR, Sustainability, Business Transparency”</b> Develop strategies and tools to consolidate the leading position of EU SMEs in the adoption and implementation of strategies and practices on CSR and Sustainability. Develop strategies to favour harmonisation of market requirements on sustainability, coming from retailers, brands and international groups referring to them (es. ZDHC, SAC)</p>
5	<p><b>“Innovation, Skills, Competences”</b> Develop long term strategies to keep the leading Edge of EU T&amp;C companies, both in terms of technologies and product innovation and in terms of advanced skills, that have to be in line with the most important drivers of change.</p>
6	<p><b>“Credit and Finance”</b> Develop strategies, in cooperation with other EU actors (EIB) to favour the access to credit to T&amp;C SMEs, (potentially linking CSR risk management to evaluation of companies by banks).</p>
7	<p><b>“Business models”</b> Develop long term strategies, financially supported, to develop and export in the world new business models (Globalised niche), while exploiting advanced concepts (Life Cycle Design) and of Supply Chain Structures (Circular Economy).</p>
8	<p><b>“Better international Trade”</b> Structural measures, lobbying activities (also in co-operation with other sectors) to improve and increase markets access worldwide</p>
9	<p><b>“Young T&amp;C Workforce”</b> Development of programmes and projects to favour the access of new and qualified workforce to quality jobs in the T&amp;C sector</p>
10	<p><b>“Collaborative national social dialogue”</b> Development of programmes and projects to favour the development of cooperative and structured industrial relations in the most important T&amp;C EU countries</p>

It is evident therefore how Corporate Social Responsibility is an increasingly important issue for Textile and Clothing manufacturing companies around the world and in Europe in particular.

Moreover, the sectors' international strategies of globalisation and delocalisation of production towards low labour cost countries have been implemented over the years and this has been one of the factors leading to significant reductions in terms of turnover, companies and employment in the European Textile and Clothing industry. Over time, many cases showed a consistent lack of implementation of adequate Social and Environmental measures.

On the other hand, associations, federations, unions related to T&C industry are postulating for a more sustainable and competitive industry by connecting and sharing information among apparel and textile industry subjects. They also have a need of providing complete solutions and strategies to European fashion and textile industry subjects.

In this context, Corporate Social Responsibility (CSR) practises and standards emerged, as possible answers to the described situation. Ideally CSR would function as a built-in, self-regulating mechanism whereby business would monitor and ensure their adherence to law and international standards.

In the framework outlined above, the European Social Partners of the Textile and Clothing industry, Euratex and industriAll European Trade Union, have implemented 2 projects in a row on the issue: "Corporate Social Responsibility in the European Textile and Clothing Industry (VP/2013/001/0214 and VP/2014/001/0595) aiming at facilitating the adoption of CSR good practices by European SMEs and their suppliers. The most important and tangible result of these project is represented by [www.responsiblesupplychain.eu/textile](http://www.responsiblesupplychain.eu/textile), the CSR risk management platform for globalized production systems. ResponsibleSupplyChain.eu promotes the adoption of good practices along the supply chains deployed around the globe on: Human Rights, Labour Practices, The Environment, Fair Operating Practices, Consumer Issues. It has been designed as a central repository for sector specific information and knowledge on CSR for the textile and clothing industry. It is also the hosting site for the first specialized tool for CSR risk management in the Textile and Clothing industry. The Risk Management Tool, created has been mentioned as "Best Practices" by European Commission into the Staff Working Document (2017 - 147<sup>1</sup>).

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<sup>1</sup> Pag 22: <<[...] The project developed an easy-to-use and accessible CSR Risk Assessment Tool, implemented in accordance with a set of internationally recognised standards on CSR>>

This Background led the European Social Partners to the decision of investing more time and efforts to support EU SMEs of the Textile and Clothing sector in the adoption of best practices related to CSR, guided by the indications provided by the Risk Management Tool. To this aim, the concept of “TeXdr Network – The Textile and Clothing Social Dialogue CSR Network for European SMEs” has been created and will be developed in this project

## **2. PURPOSE OF THE TENDER**

External Expertise is required to assist the European Social Partners (EURATEX and IndustriAll European Trade Union) in the concrete execution of project activities. Euratex and industriall do possess the operational capacity to complete the different actions of the project. In any case, several reasons made it clear to the Beneficiaries that some tasks of the project will need to be assigned to an independent third party:

- the need to provide specific competencies in the field of international surveys and analysis of unstructured information from international sources
- the need for an impartial and technical view, when interacting with national social partners
- the need to have an independent view (and not therefore specifically linked with Employers or Trade Unions), when implementing on site activities
- the need for specific expertise and experience in producing dissemination material which is accessible in terms of both format and content

Under these conditions, the beneficiaries jointly decided to use external services for the support in the implementation of some specific project tasks. It has to be pointed out that the services sought do not constitute a full subcontracting.

The work of the contract can be undertaken by one contractor or a consortium of contractors with one lead contractor, provided they can demonstrate that they can work in effective and close cooperation.

### **3. STARTING DATE OF THE CONTRACT AND DURATION OF THE TASKS**

The contract will be signed between EURATEX, the European Apparel and Textile Organization and its Subcontractor. The contract might be signed within 7 days of tender award. Tasks assigned will need to be completed by the end of the project.

### **3. DETAILED DESCRIPTION OF THE TASKS**

The external support limited to the following project actions:

<b>ACTIVITY 1</b>		
<b>Task 1.1</b>	<b>Identification of the most relevant stakeholders</b> at International Level, as possible members of the CSR SMEs Network for T&C, focus on countries representing at least 90% of T&C employment (IT, DE, DK, FR, ES, AT, BG, HU, HR)	Contribution to the identification of key stakeholders other than national social partners
<b>Task 1.2</b>	<b>Interviews and off site survey</b> to identify elements for the definition of best possible strategies for network enforcement, training of trainers, diffusion of best practices (Employers, Trade Unions, SMEs, Standard Owners)	Contribution in the elaboration of the questionnaire, contact and follow up phone calls to key data sources identified in the previous task. Data collection.
<b>Task 1.3</b>	<b>National discussions</b> to adapt the elements collected to the different national peculiarities and for network enforcement, (Employers, TU, SMEs), including structure of network contracts and agreements	On site interviews and meetings in cooperation with Social partners in all countries.
<b>Task 1.4</b>	<b>First TeXdr Network Meeting:</b> discussion of the key elements identified during the tasks 1.1, 1.2, 1.3 proposals for the definition of a EU wide strategy (on and off line) for the consolidation and enforcement of the TeXdr Network	Contribution to the conceptual preparation of the meeting, preparation of presentations, attendance to the meeting

ACTIVITY 2		
<b>Task 2.1</b>	<b>Interviews and off site survey</b> to identify elements for the identification of best practices and business cases specifically related to CSR application in T&C SMEs	Contribution to the identification of key stakeholders and data sources other than national social partners
<b>Task 2.2</b>	<b>National discussions</b> (during the meetings defined in Task 1.3) to collect and discuss more in detail the best practices identified, with the main aim of identifying conditions for success and transferability	On site interviews and meetings in cooperation with Social partners in all countries.
<b>Task 2.3</b>	<b>First TeXdr Network Meeting:</b> discussion of the key elements identified during the tasks 2.1, 2.2, 2.3, proposal for the best possible means for spreading CSR best practices on and off line	Contribution to the conceptual preparation of the meeting, preparation of presentations, attendance to the meeting
<b>Task 2.4</b>	<b>Formalization of the CSR intelligence</b> produced, aggregation in a usable format of the knowledge gathered on the platform <a href="http://www.responsiblesupplychain.eu/textile">www.responsiblesupplychain.eu/textile</a>	Contribution to the identification, classification and description of the best practices implemented.

ACTIVITY 3		
<b>Task 3.1</b>	<b>NETWORK CONSOLIDATION:</b> Signature of the TeXdr Network agreements with all members.	
<b>Task 3.2</b>	<b>PREPARATION AND TRANSLATION OF TRAINING AND COMMUNICATION MATERIAL (for NETWORK MEMBERS):</b> ppt slides, infographics, short videos and spots, detailed instructions for the use of the RMT Tool also to be uploaded on web pages of network members	Contribution to the preparation of all training and communication material
<b>Task 3.3</b>	<b>CAPACITY BUILDING AND TRAINING OF TRAINERS - MEETINGS IMPLEMENTATION:</b> 1,5 Days national meetings, for transfer of knowledge on best practices (day 1) and for open discussion and first dissemination to SMEs (day2) (IT, DE, DK, FR, ES, AT, BG, HU, HR)	Attendance to meetings, training implementation
<b>Task 3.4</b>	<b>Second TeXdr Network Meeting:</b> discussion of the key elements emerged during the meetings, state of the art of the dissemination strategy (as in following Activity 4)	Contribution to the conceptual preparation of the meeting, preparation of presentations, attendance to the meeting

ACTIVITY 4		
<b>Task 4.1</b>	<b>PREPARATION AND TRANSLATION OF TRAINING AND COMMUNICATION MATERIAL (for SMEs):</b> ppt slides, infographics, short videos and spots	Contribution to the preparation of all training and communication material
<b>Task 4.2</b>	<b>OFF LINE DISSEMINATION ACTIVITIES, DONE AT COUNTRY LEVEL BY NETWORK MEMBERS</b> (IT, DE, DK, FR, ES, AT, BG, HU, HR), Collective meetings with Companies at national level	Contribution to the conceptual preparation of the meeting, preparation of presentations, attendance to the meeting
<b>Task 4.3</b>	<b>OFF LINE DISSEMINATION ACTIVITIES, DONE AT COUNTRY LEVEL BY NETWORK MEMBERS</b> (IT, DE, DK, FR, ES, AT, BG, HU, HR), Customised meetings and Demos on site for selected number of companies (minimum 5 per Country)	
<b>Task 4.4</b>	<b>ON LINE DISSEMINATION ACTIVITIES, DONE AT EU LEVEL BY NETWORK STRUCTURE</b> (IT, DE, DK, FR, ES, AT, BG, HU, HR), 2 Newsletters, Social, Indicisation, Web Marketing, update of <a href="http://www.responsiblesupplychain.eu/textile">www.responsiblesupplychain.eu/textile</a>	Attendance to the Final conference, presentation of the reports

ACTIVITY 5		
<b>Task 5.1</b>	Definition of the key topics and of the expected outcomes of the final conference	
<b>Task 5.2</b>	Conceptual and practical organisation of the conference	
<b>Task 5.3</b>	Public and private stakeholders involvement	
<b>Task 5.4</b>	Final project conference	Attendance to the Final conference, presentation of the reports

The External experts will also be asked to take part to the steering committees in order to provide technical reports on the status of advancement of the activities that involve them directly.

#### **4. REQUIREMENTS:**

Knowledge of the sectors involved and previous activities in similar or background projects are required, with particular references to specific developments in logical structures and tools.

#### **5. EFFORT AND PRICE:**

For the implementation of the activities listed above, the beneficiaries foresee a need for 230 man/days. This external expertise implies the need for:

- A T&C, CSR and Social Dialogue expert to provide technical assistance for the realisation of surveys, for the concrete onsite support to national social partners implementation and monitoring of the best practices, to support the realisation of the TeXdr Network meetings, to favour the interaction with different categories of stakeholders, other than national social partners, to implement the training of trainers. The expert will be asked also to take part to the Steering Committees. (120 man/days)

The maximum price is:

- CSR and Social dialogue expert: 90.000 €

## **6. SELECTION PROCEDURE:**

The contractor will be awarded to the tendered whose offer represents the best value for money – taking into account the above criteria. It should be noted that the contract will not be awarded to a tender who receives less than 70% on the Award Criteria. National Experts can opt to adhere separately to the Bid. In this context, also separate offers will be accepted.

Tenders will set out their relevant experience and outline how they would obtain information for the study. They must include:

- All information and documents necessary to appraise the bid on the basis of the selection award criteria
- Detailed CV(s)
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Bids shall be submitted electronically to the following address: [francesco.marchi@euratex.eu](mailto:francesco.marchi@euratex.eu)

**Deadline for submission is 15 January 2018.**

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