
Tender Specifications – Invitation to tender No VT/2008/037

Study on non-legislative initiatives for companies to promote gender equality at the workplace

1. Title of the contract

Study contract - "Study on non-legislative initiatives for companies to promote gender equality at the workplace"

2. Introduction: the PROGRESS programme

The Social Agenda (2005-2010) has set itself the overall strategic goal of promoting more and better jobs and offering equal opportunities for all. Achieving this relies on a combination of instruments, including EU legislation, the implementation of open methods of coordination in various policy fields and financial incentives such as the European Social Fund.

Decision No 1672/2006 establishing a Community programme for employment and social solidarity — PROGRESS — was adopted by the European Parliament and the Council on 24 October and published in the Official Journal on 15 November.

The purpose of the PROGRESS programme is to support the core functions of the European Community relating to the fulfilment of its Treaty-delegated tasks and the exercising of the powers conferred on it in the fields of employment and social affairs. The intention is to strengthen the EU contribution in support of Member States' commitments and efforts to create more and better jobs and to build a more cohesive society. To that effect, PROGRESS will be instrumental in:

- providing analysis and advice on PROGRESS policy areas;
- monitoring and reporting on the implementation of EU legislation and policies in PROGRESS policy areas;
- promoting policy transfer, learning and support among Member States on EU objectives and priorities; and
- relaying the views of stakeholders and society at large.

More specifically, PROGRESS will support:

- (1) the implementation of the European Employment Strategy (section 1);
- (2) the implementation of the open method of coordination in the field of social protection and inclusion (section 2);

- (3) the improvement of the working environment and conditions, including health and safety at work and reconciling work and family life (section 3);
- (4) the effective implementation of the principle of non-discrimination and promotion of its mainstreaming in all EU policies (section 4);
- (5) the effective implementation of the principle of gender equality and the promotion of its mainstreaming in all Community policies (section 5).

This invitation to tender is issued in the context of implementing the 2008 annual work programme, which can be consulted at:

http://ec.europa.eu/employment_social/progress/docs_en.html.

3. Background

The situation of women and men on the labour market

Gender equality is a fundamental value of the European Union and a necessary condition for the achievement of the EU's objectives of growth, employment and social cohesion. Female employment rates have risen strongly over recent years and now constitute a real force for growth in employment in Europe. However, women are still at a disadvantage on the labour market. Labour market segregation and inequalities in working arrangements persist, and this is reflected in a significant, continuing gender pay gap.

As emphasised in the 2008 report on equality between women and men¹, the employment rate for women (57.2% in the EU-25 in 2006), though rising, is still lower than that for men (71.6%).

The labour market remains compartmentalised. Growth in female employment can be seen mainly in sectors and occupations already primarily feminine, such as public administration, education, health and social welfare. *Almost 80% of persons working in health care and social welfare and more than 70% in education are women, who also represent more than 60% of those working in retail trade*². Moreover, half of female workers are compartmentalised in low-status, low-pay occupations. *In 2005, in the EU-25, sales assistant was the largest occupational category for women in the EU, accounting for 8% of total female employment, but only the tenth largest for men (less than 3%). Moreover, the next largest categories of employment were domestic assistance and nursing/care work, accounting for around 7 to 8% of female workers but just 1% or less of male workers. Given that another 4% of women are employed as catering service workers, over 25% of women in employment work in just four relatively low-skilled occupational categories. These four occupations represent just 6% of male employment.* Indicators on occupational and sectoral segregation³ by sex therefore show no sign of a significant decline.

There is also a persistent imbalance between women and men in decision-making positions. In 2006, women represented just 32.6% of managers. Even though women are becoming ever more qualified (representing almost 60% of new university graduates in the EU), they still encounter major difficulties in reaching responsible positions in political and economic life and, in particular, the highest-level positions⁴.

The gender gap also persists in the area of part-time work: in 2007, 31.4% of working women worked part-time in the EU, compared to just 7.8% of working men. Although this may reflect

¹ COM(2008) 10.

² EUROSTAT, Statistics in focus "The concentration of men and women in sectors of activity" 2007

³To calculate sectoral segregation by gender, the average national share of employment for women and men is applied to each sector, the differences are added up to produce a total amount of gender imbalance, expressed as a percentage of total employment (NACE nomenclature). Occupational segregation between the sexes is found by adding together the differences in the average national share of employment for men and women applied to each occupation (ISCO nomenclature).

⁴ http://ec.europa.eu/employment_social/women_men_stats/index_en.htm

personal preferences, the pronounced gap between the sexes also shows that men and women do not use their time in the same way. It also shows that women tend to be the ones to look after dependent family members and that they find it more difficult to reconcile work and family life.

The segregation of the labour market, the difficulties in reconciling work and family life, the continuing existence of stereotypes, also in the choice of fields of education and on the labour market and in companies are all factors shoring up the persisting gender pay gap. In the EU, women earn an average of 15% less than men for every hour worked.

Framework of Community Action

There have been many policy responses to this imbalance at Community level. A significant body of law has been developed to combat discrimination and guarantee equal treatment. Non-legislative measures have also contributed to promoting equality between men and women at the workplace.

Since 1997, gender equality has been an important part of the European Employment Strategy and this is still the case since it was integrated in 2005 in the "Renewed strategy for growth and jobs" with Integrated Guidelines for the period 2005-08, and in the new Guidelines proposed by the Commission for 2008-10⁵.

Under the fifth action programme⁶ concerning the Framework Strategy on Gender Equality (2001-2006)⁷, the European Commission funded many projects tackling various issues (pay gaps⁸, reconciling work and family life, stereotypes⁹, etc.).

The Roadmap for equality between women and men¹⁰, which sets the framework for the Commission's work, identifies priority areas for the Union's action on gender equality. Equal economic independence for women and men, the reconciliation of work and private and family life, the balanced participation of women and men in decision-making, the elimination of gender stereotypes in society and on the labour market are four priority areas where the action taken must contribute to equality between men and women at the workplace.

The Community database on women and men in decision-making¹¹ provides relevant and up-to-date statistics and contributes to raising awareness of the unequal situation of men and women in positions of power. A project to raise the awareness of companies about gender stereotypes is under way.

In its Communication on "Tackling the pay gap between women and men"¹², the Commission highlights and encourages initiatives in the Member States to support the efforts of employers, in particular the promotion of labels awarded to companies whose practices in this area and whose management of human resources promote gender equality.

The European social partners:

In March 2005, the European social partners adopted a framework of action on gender equality¹³. The two follow-up reports in 2006¹⁴ and 2007¹⁵ mention a large number of activities to contribute to gender equality at the workplace.

⁵ The aim of guideline 18 is to promote a lifecycle-based approach to work which increases female employment and reduces gender inequalities in employment, unemployment and pay. The need for better reconciliation of work and private life and the provision of accessible and affordable childcare facilities and care for other dependants are also mentioned.

⁶ Decision 2001/51/EC

⁷ COM(2000)335 final

⁸ http://ec.europa.eu/employment_social/publications/2007/ke7606199_en.pdf

⁹ http://ec.europa.eu/employment_social/emplweb/gender_equality/index_en.cfm

¹⁰ COM(2006)092

¹¹ http://ec.europa.eu/employment_social/women_men_stats/index_en.htm

¹² COM(2007)424

¹³ http://ec.europa.eu/employment_social/news/2005/mar/gender_equality_en.pdf

¹⁴ http://ec.europa.eu/employment_social/social_dialogue/docs/fram_actions_gender_1streport06_en.pdf

¹⁵ http://ec.europa.eu/employment_social/social_dialogue/docs/fram_actions_gender_2ndreport07_en.pdf

It should be noted too that, beyond gender equality, the concept of diversity in employment¹⁶ has become an issue for public debate in the 27 EU Member States over recent years. In 2005, a study on "The Business Case for Diversity"¹⁷ was conducted on the European Commission's behalf, and a new study is under way¹⁸ on managing diversity within companies, including diversity charters.

Action taken at national level targeting companies on the issue of gender equality

Many national laws have been framed on the basis of the Community acquis in this area. However, gender inequalities on the labour market persist. Greater awareness of the economic and social impact of inequalities on the labour market and in companies have led the national authorities, the social partners and other players on the labour market to develop tools to manage, measure, communicate and reward good practices in social policy and in the gender equality field in particular.

These tools include, first of all, those taking the form of "label", of various forms and names (certificate, audit, prize, programme, etc.), for example the "*label égalité*" in France, the "certification scheme of family-friendly companies" in Slovenia, or the "*Familie und Beruf Audit*" in Austria.

These tools consist of defining a strategy and taking measures. They promote companies' commitment to promote gender equality in a more or less sustainable way.

They are usually managed by the national authorities. There are sometimes independent initiatives, too. For example, the "Total e-quality award" in Germany is managed by Total e-quality Deutschland e.v., whose founder members represent various organisations such as the trade union confederation, the federation of employers, certain federal ministries and institutes.

These labels or other prizes/certificates can be awarded to public or private companies. They are based on voluntary initiatives taken by the company.

The evaluation procedures have different levels of complexity: there may just be a checklist, to be completed by the employer and evaluated by an independent jury, as is the case for the "Total e-quality award". Sometimes, the company also has to allow itself to be tested by the label's managing authority, as is the case for the OPTIMA programme in Spain: objectives, an action plan and assessment criteria are established by common accord and the label is not awarded until the successful accomplishment of the action plan has been verified.

Some of these tools have existed for a decade or so, whilst others are pilot projects, such as the "*Label égalité diversité*" in Belgium. Still others have only just been announced, such as the "*Bollino rosa S.O.N.O.*" in Italy.

There are also other types of tools. The list below, whilst far from exhaustive, gives an overview of the various approaches. These include "charter" type tools which are not exclusively targeted at companies but which constitute a declaration of intent or a step towards the promotion of equality between men and women.

There also exist tools such as the classification of companies, purchase guides, prizes, etc. which are not managed by the national authorities and whose main objective is to inform consumers eager to know about the practices of companies commercializing products of large consumption or job-seekers looking for a company whose culture suits them.

Many other tools have been developed in the context of corporate social responsibility¹⁹. This wide-ranging group of tools includes guiding principles and codes of conduct, as well as more complicated screening methods, such as socially responsible investment, but these are not to be studied under this contract.

¹⁶ The management of diversity in employment is a way of managing human resources in such a way as to prevent discrimination on the grounds of sex, race or ethnic origin, religion or belief, disability, age and/or sexual orientation)

¹⁷ http://ec.europa.eu/employment_social/fundamental_rights/pdf/pubst/stud/basicase_en.pdf

¹⁸ http://ec.europa.eu/employment_social/emplweb/tenders/tenders_en.cfm?id=1265

¹⁹ In 2004, the Commission created an ABC of the main tools of corporate social responsibility: http://ec.europa.eu/employment_social/social/csr/csr_abc.pdf. In 2007 it also updated a compendium of national corporate social responsibility policies: http://ec.europa.eu/employment_social/emplweb/csr-matrix/csr_matrix_en.cfm

Ever more tools for companies wishing to promote equality between men and women and improve the position of women at the workplace are being developed by the Member States. Their diversity is astonishing. Whilst some of them enjoy a good reputation and benefit from a degree of visibility because of the length of time they have existed, many others are much less well known. Why were they created in the first place? How do they work? What has been their impact? Does the introduction of tools such as these confer a competitive advantage on companies by allowing their staff to realise their full productive potential, for example? Does the implementation of gender equality practices in a company provide access to new sources of labour, providing a way of dealing with shortfalls? Is it a way of attracting and keeping highly qualified staff? Are there other benefits in terms of recognition, image and/or new openings on the market? Is it better for a company to tackle this issue independently or to sign up to an "obligatory" procedure with a view to obtaining a label or another type of recognition?

All these tools and initiatives need to be analysed in depth so as to gain an exhaustive overview of what already exists, their origin and operation. It is also important to be able to judge how effective they are, their impact and added value on gender equality at the workplace. It is also important to be able to put forward economic arguments to companies as to why they should sign up to these activities.

4. Subject of the contract

Objectives

The objective of this study is therefore to dispose of an inventory of and analyse label-type or other initiatives which, by encouraging and highlighting exemplary practices of companies, aim to promote gender equality at the workplace. The study will also look at the origin, operation and results of these initiatives, their effectiveness, impact and added value on equality between women and men at the workplace. It will also highlight the arguments and economic and social benefits, for companies, of undertaking steps of this kind.

Expected results

This analysis should have the following results:

- a comprehensive overview of existing initiatives taken by the national authorities, the social partners, networks of companies and other stakeholders;
- better knowledge of the operation, relevance and added value of these different initiatives;
- a comparison between the various types of initiative, in terms of their economic and social impact and their impact on gender equality in particular, whilst taking into account the different contexts;
- greater knowledge of the economic and social arguments which motivate companies to sign up for label-type initiatives or encourage them to implement gender equality practices independently.

Field of study

The targeted initiatives:

These are initiatives by the national authorities, the social partners, networks of companies and other relevant players to encourage and highlight exemplary practices of companies.

Subsequently, attention will be paid to initiatives taken independently by companies, not as part of a recognised initiative (and taken by several actors), in order to give a full overview and to be able to compare these initiatives in terms of their impact. These initiatives taken by companies themselves should be part of a medium- to long-term approach in several areas (recruitment, training, communication, social dialogue, enterprise culture, reconciliation, etc.) rather than isolated activities, so that they can be compared with the initiatives mentioned above.

These initiatives can be intended for all types of companies (SMEs, multinationals) and/or public organisations and can relate to a wide range of issues, as long as their impact on gender issues can be measured.

Initiatives where gender equality is tackled in the context of a broader issue (diversity, the family, etc.) must also be analysed, taking into account the broader context in which they are implemented. The contractor will analyse the effect of the context on the impact in terms of gender equality.

However, the primary focus of this contract will be initiatives whose main objective is to promote gender equality. Tools and initiatives where gender equality is embedded in too broad a context to be able to measure the gender impact, or initiatives and tools already examined in the context of "The Business Case for Diversity" (study carried out in 2005²⁰ and ongoing study²¹ on diversity charters in particular) are not to be examined under this contract.

It should be noted that prizes or other awards for individual skills or activities should not be taken into account, as the study is concerned with business practices rather than the merits of individuals.

The study will concern initiatives in the 27 Member States and the EEA/EFTA countries (Norway, Iceland and Liechtenstein).

5. Participation in the tendering procedure

Please note that:

The competition is open to any physical person or legal entity coming within the scope of the Treaties and any other physical person or legal entity from a third country which has concluded with the Communities a specific agreement in the area of public contracts, under the conditions provided for in that agreement.

Where the Multilateral Agreement on Public Contracts concluded within the framework of the WTO applies, the contracts are also open to nationals of States which have ratified this Agreement, under the conditions provided for therein. It should be noted that research and development services, which come under Category 8 of Annex II A of Directive 2004/18/EC, are not covered by this Agreement.

In practice, the participation of applicants from third countries which have concluded a bilateral or multilateral agreement with the Communities in the area of public contracts must be allowed under the conditions provided for in that Agreement. Bids submitted by applicants from third countries that have not concluded such an agreement may be accepted, but may also be rejected.

²⁰http://ec.europa.eu/employment_social/fundamental_rights/pdf/pubst/stud/busicase_en.pdf

²¹http://ec.europa.eu/employment_social/emplweb/tenders/tenders_en.cfm?id=1265

6. Tasks to be carried out by the contractor

Description of tasks

Task 1: Exhaustive and detailed inventory, by country

The contractor will carry out an exhaustive inventory of initiatives, as defined in point 4 above, both those that have finished and those still under way in each country referred to in point 4. These will be national or regional-level initiatives (in particular for countries with a federal structure).

The contractor will have to describe precisely, for each initiative:

- The background: what is the prevailing situation, why was it created?
- The key players: who is behind it, who manages it, who is involved, who is monitoring it?
- Target groups: who or what is the target group for the initiative? Companies (size, sector), public or private, etc.?
- The objectives of the initiative and the fields of intervention (recruitment, training, communication, social dialogue, enterprise culture, reconciliation, purchasing policy, etc.).
- Operating principles: what does it consist of, what are the arrangements for participation, what is the procedure, what are the criteria and the specifications, is it monitored, what benefits does it offer participants?
- The results: how many companies/organisations participate and how many employees are concerned?

The contractor should base, but not limit, this work on all the existing analyses on this subject and should provide the Commission with a relevant bibliography.

Task 2: Detailed inventory of individual initiatives taken by companies, not part of a recognised approach

In addition to task 1, the contractor(s) will undertake an inventory of initiatives taken by companies individually.

For each initiative, the contractor(s) will have to describe precisely:

- The background: what is the prevailing situation, why was it created?
- The key players: who is behind it, who manages it, who is involved, who is monitoring it?
- The objectives of the initiative and the fields of intervention (recruitment, training, communication, social dialogue, enterprise culture, reconciliation, purchasing policy, etc.).
- Operating principles: what does it consist of, what are the measures/actions/practices implemented?
- The results: what is the scope (parent company/branches), how many employees benefit from it?

To perform this inventory, the contractor could base the work on rankings of companies, which allows him to dispose of the list of the largest European companies. The inventory will be performed on the basis of, but not limited to, existing analyses and studies. It should be noted that

work carried out in the context of the European Alliance for Corporate Social Responsibility²² constitutes a useful basis.

Task 3: Detailed analysis of the implementation of a selection of initiatives in companies

The contractor will propose a selection of significant initiatives taken at national and regional level (as described in task 1). The initiatives chosen should, together, be representative of the various types of existing initiatives and the political, economic and cultural contexts and should allow a comparison between as many countries as possible. The contractor will also include individual initiatives taken by companies (as described under task 2). This list will have to be validated by the Commission. The contractor will then analyse each of the selected initiatives in detail. To this end, various methods should be used, such as surveys and interviews with the managers and, if possible, staff of the companies implementing the most relevant initiatives, and interviews with the various stakeholders of the initiative (managing bodies, monitoring bodies, social partners, etc.). The various tools developed for this analysis (questionnaires, lists of indicators, etc.) will have to be submitted to the Commission for approval.

This analysis will have to highlight, for each initiative:

- the various steps in setting up the initiative, any obstacles encountered, the causes of any failure, the key factors of success, the main challenges faced in the past or still to be faced;
- the benefits to employers and employees;
- the economic and social impact for companies;
- the impact in terms of gender equality at the workplace.

The tenderer will have to indicate in the bid the criteria by which the most relevant initiatives will be selected for this in-depth analysis. The tenderer will, as far as possible, have to indicate the countries and initiatives which will be studied in depth in this detailed analysis. The tenderer will have to present, to the extent possible, the methodology to undertake the required analysis, in particular the impact analysis.

Task 4: Detailed inventory of initiatives at European and international levels

Tools and initiatives to promote gender equality for companies have also been developed at European and international levels. The contractor will conduct an inventory of gender equality initiatives undertaken at European level by the social partners or other relevant stakeholders, so as to obtain the most exhaustive overview. The contractor will also undertake a survey of gender equality initiatives at international level undertaken by organisations such as the OECD and the ILO. Even though these initiatives are not of the same order as those mentioned above, the inventory will be based, as far as possible, on the same criteria as those described in task 1.

Task 5: Synthesis report, publication and dissemination of the results

The contractor will draft a synthesis report in which a comparative analysis of the various initiatives and their results will be presented.

This report will summarise the work carried out under tasks 1 to 4. It will include, in particular, the type of initiatives, one sheet per country, and the presentation of case studies.

It will also include a comparative analysis. This analysis will have to highlight the differences between and the common denominators of all the initiatives. It will also compare the effectiveness and relevance of recognised national and regional initiatives and initiatives taken individually by companies. The contractor will draw conclusions on the relevance and value added of these

²²<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2006:0136:FIN:EN:PDF>

initiatives, in terms of, on the one hand, the competitiveness of companies and, on the other, European objectives of gender equality at the workplace. One part of the analysis will be specifically devoted to analysing the economic arguments and benefits associated with these initiatives for companies. It should also analyse the extent to which these initiatives are transferable from one country to another or at European level. The contractor could also make recommendations on the exchange of good practice associated with these initiatives.

The report will be the object of publication. It must be drafted clearly and instructively, in accordance with the following conditions:

- the text will be drafted in English;
- it will be provided to the European Commission in Word, with charts in Excel;
- the contractor should secure the rights and provide the Commission with 5 photos to illustrate the text;
- this invitation to tender does not relate to the layout, printing and dissemination of the report. These tasks will be performed by the company holding the framework contract for the publications of the Directorate-General for Employment, social affairs and equal opportunities and by the Publications Office of the European Communities;
- a draft publication must be available for dissemination at the conference to be organised under task 6. The report will therefore have to be validated by the Commission before this conference.

The contractor will also draft an executive summary of some 15 pages, in English, French and German.

The contractor may also, at the Commission's request, have to prepare material on certain parts of the report for dissemination to the general public (e.g. the text for a brochure in English, German and French).

Task 6: Organisation of a conference for the dissemination of the results

The contractor will have to organise, in close collaboration with the Commission, a one day long conference to disseminate the results to interested parties. The objective is to publicise the various existing tools and the results of their implementation by presenting practical case studies. The conference will be held in Brussels.

The contractor will be responsible for the whole organisation of the event, including:

- finding and reserving an appropriate venue in Brussels;
- organisation (programme, moderating of the event, etc.) with the effective participation of at least 100 people (providing French/English/German interpretation);
- identifying and inviting potential speakers, moderators, and participants;
- reimbursing the expenses eventually incurred by these speakers and moderators, as well as by the participants;
- drafting the conference programme and its proceedings and translating them (into English, French and German).

The conference will have to be organised after approval by the Commission of the synthesis report mentioned in task 5 above, with sufficient time before the end of the contract so that the costs of translating the proceedings can be committed during the contractual period. Speakers', moderators', and participants' travel and subsistence costs and all the expenses incurred in the organisation of the conference will have to be budgeted for in the bid submitted under this invitation to tender.

Guide and details of how the tasks are to be carried out

In executing this contract, the contractor will be expected to work closely with the Commission.

The contractor will appoint a person to coordinate the project, who will be the Commission's contact point.

The implementation of the contract will be monitored by a steering committee comprising persons representing the contractor, the relevant Commission services and (an)other competent person(s) appointed by the Commission. The contractor will attend a minimum of 4 to 5 meetings with this steering committee in Brussels during the term of the contract. Bilateral meetings between the contractor and the Commission may also be planned. The contractor must also be available to present the results of the study at meetings or working groups organised by the Commission maximum 3 times. Budget resources should therefore be earmarked for these participations in the bid.

At the Commission's request, the contractor may consult certain Commission groups and bodies working in the field of gender equality.

The contractor will also have to consult with the European level social partners.

The contractor will have to ensure that any subcontractor engaged performs the work to a satisfactory standard. The contractor remains responsible for any work performed by subcontractors and for compliance with the deadlines agreed with the Commission. Subcontracting must be authorised by the Commission in accordance with Article II.13. of the draft contract. Subcontractors included in the bid are to be considered as having been authorised by the Commission if the contract is awarded.

The PROGRESS programme is aimed at promoting gender mainstreaming in all its five policy sections and in commissioned or supported activities. Consequently, the contractor must take the necessary steps to ensure the following:

- in preparing the technical bid/proposal, questions relating to equality between men and women, including the situation and needs of men and women, must be taken into account where necessary;
- in providing the service, the gender dimension must be systematically taken into account;
- in measuring performance, data broken down by sex must be collected and collated where necessary;
- the team and/or staff proposed by the beneficiary must respect the need for a male/female balance at all levels.

Equally, the needs of disabled people must be duly acknowledged and respected in providing the requested service. This will in particular entail ensuring that, where the contractor organises training sessions or conferences, issues publications or develops dedicated websites, people with disabilities have equal access to the facilities or services provided.

Finally, the awarding authority encourages the contractor to promote equal employment opportunities for all its staff and team. This requires the beneficiary to ensure an appropriate mix of people, regardless of their ethnic origin, religion, age or qualifications.

The contractor will be required to detail in its activity report accompanying the request for the final instalment the steps and achievements it has made towards meeting these contractual provisions.

7. Professional qualifications required

The contractor will have to have an in-depth knowledge of gender equality issues, industrial relations expertise and appropriate experience in business.

The contractor will have to have the capacity to rely on national competences and/or experiences to collect the necessary information in an exhaustive and in-depth manner for all the countries mentioned in point 4.

The contractor will have to be able to draft such a study in a clear, synthetic and instructive manner and have proven capacity to manage the administrative and financial aspects of such a contract.

See also point 13.2 "Technical and professional capacity" and Annex IV to the draft contract.

8. Time schedule and reporting

See Article I.2. of the draft contract.

The contract will be concluded for a period of 20 months from its entry into force. The indicative intended commencement date of the contract is December 2008.

Additional requirements:

Each stage of the study (corresponding to each of the tasks described in point 6), will have to be validated by the Commission. The bid will contain a detailed work schedule, including the validation of the various steps by the Commission and an effective progress report system so that both the contractor and the Commission are fully aware of how far the project has progressed at any given time. The contractor will have, in particular, to:

8.1 – hold a meeting with the relevant Commission services in Brussels, following signature of the contract, in order to decide on the arrangements for the start of the work;

8.2 – submit a start-up report one month after signature of the contract describing the methodology to be used throughout the study;

8.3 – submit an interim report four months after signature of the contract, containing in particular the inventory, as described under tasks 1 and 2 in point 6, and a proposed list of initiatives for in-depth analysis, as described under task 3 in point 6;

8.4 – submit a second interim report within ten months of signature of the contract, presenting the case studies conducted (as described under task 3 in point 6). This may be accompanied by a technical report detailing the progress made in the implementation of tasks in the event of a request for an interim payment;

8.5 – submit a final synthesis report as described in task 5, 15 months after signature of the contract.

8.6 – submit the proceedings of the conference in English, German and French before the end of the deadline of execution foreseen in the contract.

8.7 – submit a final technical report within three months of the end of the deadline of execution foreseen in the contract (for payment of the balance, as described in point 9). This should include

all the elements of the interim technical report if one was drawn up and an overview of the entire project. In particular, as stated in the section "Guide and details of how the tasks are to be carried out", the contractor will be asked to include detailed information in this final technical report on the results obtained with a view to adhering to the contractual provisions relating to equal opportunities.

All the reports must be submitted, in English, to the European Commission.

Information and publicity requirements

1.- As a matter of principle, with a view to favouring valorisation by the European Commission of all results obtained and outputs delivered under PROGRESS programme, the Contractor will be required to provide - either upon specific request or in any event with the final report - for each of the tasks required under the present Call the following:

- Presentation of their key points in one page. Key points should be concise, sharp and easily understandable. They shall be provided in English, French and German. Other Community languages would be welcome even if not compulsory.
- And an executive summary in 5/6 pages in English, French and German unless otherwise more precisely described in the section "tasks to be carried out".

2- In accordance with the General conditions, the contractor must acknowledge that the service is delivered on behalf of the Community in all documents and media produced, in particular final delivered outputs, related reports, brochures, press releases, videos, software, etc., including at conferences or seminars, as follows:

This (publication, conference, study) is supported for under the European Community Programme for Employment and Social Solidarity (2007-2013). This programme is managed by the Directorate-General for Employment, social affairs and equal opportunities of the European Commission. It was established to financially support the implementation of the objectives of the European Union in the employment and social affairs area, as set out in the Social Agenda, and thereby contribute to the achievement of the Lisbon Strategy goals in these fields.

The seven-year Programme targets all stakeholders who can help shape the development of appropriate and effective employment and social legislation and policies, across the EU-27, EFTA/EEA and EU candidate and pre-candidate countries.

The purpose of the PROGRESS programme is to strengthen the EU contribution in support of Member States' commitments and efforts to create more and better jobs and to build a more cohesive society. To that effect, PROGRESS will be instrumental in:

- *providing analysis and advice on PROGRESS policy areas;*
- *monitoring and reporting on the implementation of EU legislation and policies in PROGRESS policy areas;*
- *promoting policy transfer, learning and support among Member States on EU objectives and priorities; and*
- *relaying the views of the stakeholders and society at large.*

For further information, see:

http://ec.europa.eu/employment_social/progress/index_en.html

Publications should also include the following disclaimer: "The information contained in this publication does not necessarily reflect the position or the opinion of the European Commission".

With regard to publication and any communication plan linked to this service, the contractor must insert the European Union logo and, where applicable, any another logo designed for the employment and social solidarity fields and must mention the European Commission as the contracting authority in any publication or related material prepared under this service contract.

Reporting requirements:

PROGRESS will be implemented according to the principle of results-based management (RBM). Managing for outcomes and results is about working to maximise results for European citizens. This includes:

- identifying the most important results for European citizens;
- managing for these results, including setting clear objectives, implementing plans based upon these results, and learning about ‘what works’ in the process;
- taking opportunities to work together whenever this helps to achieve results.

As a first step, a strategic framework for the implementation of PROGRESS has been developed in collaboration with the Member States and organisations from civil society. The strategic framework provides the basis for implementing PROGRESS, supplemented by performance measurement, which defines PROGRESS’s mandate and its long-term and specific results. An overview of the PROGRESS performance measurement framework is annexed. For more information on the strategic framework, please visit the PROGRESS website.

In this context the Commission will monitor the impact of initiatives supported or commissioned under PROGRESS and consider how these initiatives contribute to PROGRESS’s results as defined in the strategic framework. Accordingly, the contractor will be asked to work in close cooperation with the Commission and/or persons authorised by it to define the expected contributions and the set of performance measures against which the contributions will be assessed. The contractor will be asked to collect data and report regularly on its own performance to the Commission and/or persons authorised by it. In addition, the contractor must make available to the Commission and/or persons authorised by it all the documents or information that will allow the performance of PROGRESS to be measured correctly and will give them the rights of access.

9. Payments and standard contract

Bids should be drawn up bearing in mind the provisions of the standard contract, including the “General Terms and Conditions Applicable to Service Contracts”.

Payments will be made in accordance with the following procedure:

See Article I.4. of the draft contract.

Payments under the contract will be made in accordance with Article II.4 of the draft contract. Payments are executed only if the contractor has fulfilled all the contractual obligations by the date on which the invoice is submitted. Payment requests may not be made if payments for previous periods have not been executed as a result of default or negligence on the part of the contractor.

Pre-financing

After signature of the contract by the last contracting party, within 30 days of the receipt by the Commission of a request for prefinancing, together with the related invoice, a pre-financing of 20% of the total amount referred to in article I.3.1. of the draft contract will be paid.

Interim payment

Request from the contractor for the interim payment will be admissible only if accompanied by:

- an interim technical report in accordance with the instructions in annex 1 of the draft contract;
- corresponding invoices;

on condition that the report has been approved by the Commission.

The request for the interim payment can be submitted only after the Commission has approved the second interim report presenting the case studies conducted as described under point 8.4 (task 3 in point 6).

The Commission will have 60 days from receipt to approve or reject the report, and the contractor will have 30 days in which to submit additional information or a new report.

An interim payment corresponding to the relevant invoices and not exceeding 60% of the total amount stated in article I.3.1. of the draft contract will be made within 30 days of approval of the report by the Commission.

Payment of the balance

Request from the contractor for the balance will be admissible only if accompanied by:

- the final technical report drawn up in accordance with the instructions in annex 1 of the draft contract;
- corresponding invoices;

on condition that the report has been approved by the Commission.

The Commission will have 60 days from receipt to approve or reject the report, and the contractor will have 30 days in which to submit additional information or a new report.

Within 30 days of the date on which the report is approved by the Commission, payment of the balance of the total amount referred to in article I.3.1. of the draft contract will be made.

10. Prices

The maximum amount available for this contract is 400 000 EUR.

Under the terms of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities, the latter are exempt from all charges, taxes and duties, including value added tax; such charges may not therefore be included in the calculation of the price quoted. The amount of VAT is to be indicated separately.

The price must be stated in EUR (€), net of VAT (using, where appropriate, the conversion rates published in the C series of the Official Journal of the European Union on the day when the invitation to tender was issued), and broken down according to the model in Annex III included in the attached standard contract.

The price must be broken down as follows:

- Fees, expressed as the number of person-days multiplied by the unit price per working day for each expert proposed. The unit price should cover the experts' fees and administrative expenditure, but not the travel and subsistence expenses referred to below.
- Translation expenses.
- Travel expenses (not including local transport).
- Subsistence expenses of the contractor and its staff (covering expenditure incurred by experts on short trips away from their normal place of work).
- Expenses for the shipment of equipment or unaccompanied luggage, directly connected with performance of the tasks.
- Expenses for the entire organization of the conference.
- Other direct costs (to be specified in detail), if applicable, by the tenderer.

11. Groupings of economic operators or consortia

Tenders can be submitted by groupings of service providers/suppliers who will not be required to adopt a particular legal form prior to the contract being awarded, but the consortium selected may be required to assume a given legal form when it has been awarded the contract if this change is necessary for proper performance of the contract²³. However, a grouping of economic operators must nominate one party to be responsible for the receipt and processing of payments for members of the grouping, for managing the service administration and for coordination. The documents required and listed in the following points 12 and 13 below must be supplied by every member of the grouping.

Each member of the grouping assumes a joint and several liability towards the Commission.

12. Exclusion criteria and supporting documents

12.1 Bidders must provide a declaration on their honour, duly signed and dated, that they are not in one of the situations referred to in Articles 93 and 94(a) of the Financial Regulation.

Those Articles are as follows:

Article 93:

Applicants or tenderers shall be excluded if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are

²³ These entities can take the form of an entity with or without legal personality but offering sufficient protection of the Commission's contractual interests (depending on the Member State concerned, this may be, for example, a consortium or temporary association).

The contract has to be signed by all members of the group or by one of the members, which has been duly authorised by the other members of the grouping (a power of attorney or sufficient authorisation is to be attached to the contract) when the tenderers have not formed a legal entity.

- the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offence concerning their professional conduct by a judgment which has the force of *res judicata*;
 - c) they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
 - d) they have not fulfilled their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
 - e) they have been the subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
 - f) they are currently subject to an administrative penalty referred to in Article 96 (1)²⁴

(...)

Article 94:

Contracts may not be awarded to candidates or tenderers who, during the procurement procedure:

- a) are subject to a conflict of interest;
- b) are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the procurement procedure or fail to supply this information (...)."

12.2 The tenderer to whom the contract is to be awarded shall provide, within a time-limit defined by the contracting authority and preceding the signature of the contract, the evidence referred to in Article 134 of the Implementing Rules, confirming the declaration referred to in point 1.

Article 134 of the Implementing Rules — Supporting documents

1. The contracting authority shall accept, as satisfactory evidence that the candidate or tenderer is not in one of the situations described in points a), b) or e) of Article 93 of the Financial Regulation, production of a recent extract from the judicial record or, failing that, a recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance, showing that these requirements are met.
2. The contracting authority shall accept, as satisfactory evidence that the candidate or tenderer is not in the situation described in point (d) of Article 93 of the Financial Regulation, a recent certificate issued by the competent authority of the State concerned.

Where no such document or certificate is issued in the country concerned, it may be replaced by a sworn, or, failing that, a solemn statement by the interested party before a

²⁴ "Article 96 (1): The contracting authority may impose administrative or financial penalties on the following::

- (a) candidates or tenderers in the cases referred to in point (b) of [Article 94](#);
- (b) contractors who have been declared to be in serious breach of their obligations under contracts covered by the budget. (...)"

judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance.

3. Depending on the national legislation of the country in which the tenderer or applicant is established, the documents referred to in paragraphs 1 and 2 above shall relate to legal entities and/or physical persons, including, where considered necessary by the awarding authority, company directors or any person with powers of representation, decision-making or control in relation to the tenderer.

See Annex I of the tender specifications (which may be used as a checklist) for the supporting documents accepted by the European Commission to be provided by applicants, tenderers or tenderers to who the contract will be awarded.

12.3 The contracting authority may waive the obligation of a candidate or tenderer to submit the documentary evidence referred to in Article 134 of the Implementing Rules, if such evidence has already been submitted to it for the purposes of another procurement procedure launched by DG EMPL and provided that the issuing date of the documents does not exceed one year and that they are still valid.

In such a case, the candidate or tenderer shall declare on his honour that the documentary evidence has already been provided in a previous procurement procedure and confirm that no changes to his situation have occurred.

13. Selection criteria

Tenderers must provide evidence of their economic, financial, technical and professional capacity in accordance with the criteria set out below:

13.1 Economic and financial capacity:

Economic and financial capacity for carrying out the tasks required will be assessed on the basis of the following:

- the tenderer must demonstrate that turnover for each of the last two years for which accounts have been closed is at least 75% of the total value of the contract proposed by the contractor;
- balance sheets or extracts from balance sheets and profit and loss accounts for the last two years for which accounts have been closed; if the tenderer cannot provide these two documents, the bid must be accompanied by evidence that there is no legal obligation to publish the turnover and/or the balance sheet every year. If, for a valid reason (duly explained in the bid), these documents are not available, the tenderer must provide proof of his economic and financial situation in accordance with Article 136(2) of Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002 (Implementing Rules) (OJ L 357, 31.12.2002);
- a bank declaration certifying the tenderer's financial soundness.

In the case of tenders from consortia, these documents must be provided by each member of the consortium. However, the first selection criterion relating to turnover has to be fulfilled by the total consortium, not by each individual member.

13.2 Technical and professional capacity:

Technical and professional capacity for carrying out the tasks required will be assessed on the basis of the following:

The contractor will have to demonstrate significant professional experience in an international context, including the language skills required to ensure effective access to information in the countries concerned (assessed on the basis of a list of the main services provided in this field over the past five years).

The person responsible for coordinating the work:

- must have at least five years' relevant professional experience with regards the coordination and administrative tasks relative to the organisation and management of a study on this scale. The Commission will assess this criterion on the basis, inter alia, of a list of previous activities in this field presented clearly in the CV;
- must have in-depth knowledge of gender equality issues and the situation of women at the labour market. The Commission will assess this criterion on the basis, inter alia, of a list of previous activities in this field presented clearly in the CV;
- must have appropriate experience in industrial relations and business. The Commission will assess this criterion on the basis, inter alia, of a list of previous activities in this field presented clearly in the CV;
- must demonstrate the capacity to set up an appropriate organisational structure to accomplish all the tasks coming under this contract, and in particular the ability to access the necessary skills to deal with all the countries. The Commission will assess this criterion, inter alia, on the basis of a list of organisations on which the Contractor can rely on for the countries concerned by the contract and an organisational chart explaining the structure to be put in place.
- must be able to write well in English, French and/or German (assessed on the basis of previous publications);
- must be able to present well in English, French and/or German (assessed on the basis of references to previous presentations).

For the other members of the team, the requirements are as follows:

- The team proposed must include more than one member with significant experience in gender equality issues at the workplace in the private and/or public sector.
- At least one member of the team must have relevant experience in drafting reports on gender issues for a pan-European audience.
- The team proposed must include members with appropriate skills in evaluation techniques.
- The team proposed must have members with relevant experience in the coordination and organisation of European conferences.

Evidence: the technical and professional capacity of the tenderers to provide the services required will be assessed and verified on the basis of the following:

- the diplomas and professional qualifications of the persons responsible for providing the services, including any publications and/or studies and/or any other type of relevant work in the fields that are the object of the present contract.

- The CVs of the members must be enclosed and **must clearly show evidence of the skills required.**

14. Award criteria

The contract will be awarded to the bid offering the best quality/price ratio, taking account of the following criteria:

14.1 Quality

A. Approach: 30%

- Understanding of the nature of the assignment, its context and the results to be achieved.

B. Methodology: 40%

- The quality of the methodology proposed to ensure the collection of as much information as possible.
- The relevance of the criteria according to which the initiatives to be analysed in depth will be selected.
- The quality of the methodology proposed to allow as in-depth analysis as possible of the initiatives selected, including the measuring of their impact.

C. Work organisation: 30%

- Work organisation proposed by the tenderer, in particular for the administrative and logistical tasks (including the organisation of the conference). Relevance of the distribution of tasks.
- Method of coordination proposed to ensure the setting up and monitoring, the quality, homogeneity and consistency of the work and contact with the experts involved and the stakeholders concerned, in order to respect the deadlines set and ensure the necessary geographical coverage.
- The clarity and feasibility of the timetable and work programme proposed.

It should be noted that the contract will *not* be awarded to any bid receiving less than 70% for quality.

14.2 Price:

The points total shall then be divided by the price. The bid with the highest quality/price ratio will be selected.

The Commission may, before the signature of the contract, terminate the invitation to tender or the award procedure without the tenderers being entitled to claim compensation.

15. Content and presentation of bids

15.1 Content of bids:

Bids must include all information and documents necessary to enable the Commission to appraise the bid on the basis of the selection and award criteria (see sections 13 and 14 above).

Bids must be presented in three parts:

a) a first part containing all administrative information, including:

- the date of the bid;
- the contractor's name, full address, telephone and fax numbers and e-mail address;
- the name and function of the contractor's legal representative (person authorised to act on behalf of the contractor in any legal dealings with third parties);
- a "legal entity" form duly completed;
- proof of eligibility: Tenderers must indicate in which State they have their registered office or residence, providing the necessary supporting documents in accordance with their national law;
- legal status;
- date of establishment or registration;
- VAT number or proof of exemption;
- social security number;

b) a second part presenting the technical content of the bid, including:

- a detailed description of the planned approach and methodology to be used;
- a description of the intended organisation and management of the services and tasks to be carried out;
- a work-plan, indicative timetable and detailed description of the services to be provided;
- a description of relevant professional experience with emphasis on the specific fields covered by the tender specifications;
- detailed curriculum vitae and classification (see Annex IV (CVs and classification of experts) of the attached draft contract) of the main project team members proposed.

For a full description of the requirements imposed by the Specifications, see sections 13 and 14 above.

c) a third part containing the financial part of the tender, including:

- details of the proposed price presented as described in point 10 above and in accordance with the model in Annex III of the draft contract;
- a "Financial identification" form, duly completed, signed and stamped by the bank²⁵;

²⁵ Form available at the following address: http://europa.eu.int/comm/budget/execution/fliers_en.htm

- balance sheets and profit and loss accounts for the last two financial years for which accounts have been closed;
- overall turnover for the past two financial years.

15.2 Presentation of bids

- Bids must be submitted in triplicate (i.e. one original and two copies).
- Bids must contain all the information required by the Commission.
- Tenders must be clear and concise.
- They must be signed by the tenderer's legal representative..
- They must be submitted in accordance with the specific requirements of the letter of invitation to tender and, without fail, within the deadlines laid down therein.

Annex I to the Specifications for invitation to tender No VT/2008/037

Study on non-legislative initiatives for companies to promote gender equality at the workplace

Exclusion criteria (Article 93(1) FR)	Supporting documents to be provided by applicants, tenderers or tenderers to who the contract will be awarded	
	Procurement (Article 93(2) FR); Article 134 IR)	
<p>1. Exclusion from a procurement procedure, Article 93(1) FR:</p> <p>"Candidates or tenderers shall be excluded from participation in a procurement procedure if:</p>		
<p>1.1. (subparagraph a)</p> <p><i>they are bankrupt or being wound up,</i></p> <p><i>are having their affairs administered by the courts,</i></p> <p><i>have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters,</i></p> <p><i>or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations²⁶;</i></p>	<p>Recent extract from the judicial record</p> <p style="text-align: center;">or</p> <p>Recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance</p> <p style="text-align: center;">or</p> <p>Where no such certificate is issued in the country concerned: a sworn or, failing that, a solemn statement by the interested party before a judicial or administrative authority, a notary or a qualified professional organisation in his/her country of origin or provenance</p>	
<p>1.2. (subparagraph b)</p> <p><i>they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata²⁷;</i></p>	<p>See supporting documents for Article 93(1)(a) FR above</p>	

²⁶ See also Article 134(3) IR: Depending on the national legislation of the country in which the tenderer or applicant is established, the documents referred to in paragraphs 1 and 2 shall relate to legal persons and/or natural persons, including, where considered necessary by the contracting authority, company directors or any person with powers of representation, decision-making or control in relation to the candidate or tenderer.

²⁷ See footnote No 26.

Exclusion criteria (Article 93(1) FR)	Supporting documents to be provided by applicants, tenderers or tenderers to who the contract will be awarded	
	Procurement (Article 93(2) FR) Article 134 IR)	
<p>1.3. (subparagraph c)</p> <p><i>they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;</i></p>	Declaration by the candidate or tenderer that he is not in the situation described	
<p>1.4. (subparagraph d)</p> <p><i>they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed²⁸;</i></p>	<p>Recent certificate issued by the competent authority of the State concerned confirming that the candidate is not in the situation described</p> <p style="text-align: center;">or</p> <p>Where no such certificate is issued in the country concerned: a sworn or, failing that, a solemn statement by the interested party before a judicial or administrative authority, a notary or a qualified professional organisation in his/her country of origin or provenance</p>	
<p>1.5. (subparagraph e)</p> <p><i>they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests²⁹;</i></p>	Cf. supporting documents for Article 93(1)(a) FR above	

²⁸ See footnote No 26.

²⁹ See footnote No 26.

<p>1.6. (subparagraph f)</p> <p><i>g) they are currently subject to an administrative penalty referred to in Article 96 paragraph 1³⁰</i></p>	<p>Declaration by the candidate or tenderer that he is not in the situation described</p>		

³⁰ "Article 96 (1) FR : The contracting authority may impose administrative or financial penalties on the following::

- (a) candidates or tenderers in the cases referred to in point (b) of [Article 94](#);
- (b) contractors who have been declared to be in serious breach of their obligations under contracts covered by the budget.

Exclusion criteria (Article 94 FR)	Supporting documents to be provided by applicants, tenderers or tenderers to who the contract will be awarded	
	Procurement	Grants
2. Exclusion from a procurement or grant award procedure under Article 94 FR: “Contracts may not be awarded to candidates or tenderers who, during the procurement procedure:...		
2.1. (subparagraph a) <i>are subject to a conflict of interest;</i>	Statement by the applicant, tenderer or bidder confirming the absence of conflict of interests, to be submitted with the application, bid or proposal	
2.2. (subparagraph b) <i>are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information”³¹.</i>	No specific supporting documents to be supplied by the applicant, tenderer or bidder. It is the responsibility of the authorising officer, represented by the evaluation committee, to check that the information submitted is complete ³² and to identify any misrepresentation.	

³¹ Cf Article 146(3) of the FR Implementing Rules: “... the evaluation committee may ask candidates or tenderers to supply additional material or to clarify the supporting documents submitted in connection with the exclusion and selection criteria, within a specified time-limit.” and Article 178.2 of the FR Implementing Rules: “The evaluation committee may ask an applicant to provide additional proof or to clarify the supporting documents establishing financial and operational capacity, within a specified time limit.”

³² See footnote No 31

OVERVIEW OF PROGRESS PERFORMANCE MEASUREMENT FRAMEWORK

PROGRESS Ultimate Outcome
Member States implement laws, policies and practices in a manner that contributes to the desired outcomes of the Social Agenda

PROGRESS works toward its ultimate outcome by helping strengthen the EU's support for Member States' efforts to create more and better jobs and to build a more cohesive society. PROGRESS seeks to contribute to (i) an **effective legal regime** in the EU in relation to the Social Agenda; (ii) **shared understanding** across the EU with regard to Social Agenda objectives; and (iii) **strong partnerships** working toward Social Agenda objectives.

In operational terms, support provided by PROGRESS facilitates (i) provision of analysis and policy advice; (ii) monitoring and reporting on the implementation of EU legislation and policies; (iii) policy transfer, learning and support among Member States; and (iv) relaying to decision-makers the views of the stakeholders and society at large.

Legal Regime Outcome:

Compliance in Member States with EU legislation relating to PROGRESS areas.

Performance Indicators

1. Transposition of EU legislation on matters related to PROGRESS policy areas
2. Effectiveness of application in Member States of EU legislation on matters related to PROGRESS policy areas.
3. EU policies and legislation are grounded in thorough analysis of the situation and responsive to conditions, needs and expectations in Member States in PROGRESS areas
4. Extent to which PROGRESS-supported policy advice feeds into the development and implementation of EU legislation and policies
5. Cross-cutting issues are addressed in PROGRESS policy sections
6. EU policies and legislation display a common underlying logic of intervention in relation to PROGRESS issues
7. Gender mainstreaming is systematically promoted in PROGRESS

Shared Understanding Outcome:

Shared understanding and ownership among policy/decision-makers and stakeholders in Member States, and the Commission, of objectives relating to PROGRESS policy areas.

Performance Indicators

1. Attitudes of decision-makers, key stakeholders and general public regarding EU objectives in PROGRESS policy areas
2. Extent to which national policy discourses or priorities reflect EU objectives
3. Extent to which principles of good governance (including minimum standards on consultation) are respected in policy debate
4. Extent to which the outcomes of policy debates feed into the development of EU law and policy.
5. Greater awareness of policy- and decision-makers, social partners, NGOs, networks regarding their rights/obligations in relation to PROGRESS policy areas
6. Greater awareness of policy- and decision-makers, social partners, NGOs, networks regarding EU objectives and policies in relation to PROGRESS policy areas

Strong Partnerships Outcome:

Effective partnerships with national and pan-European stakeholders in support of outcomes relating to PROGRESS policy areas.

Performance Indicators

1. Existence of common ground/consensus among policy- and decision-makers and stakeholders on EU objectives and policies
2. Identification and involvement by the EU of key actors in a position to exert influence or change at EU and national levels
3. Effectiveness of partnerships in relation to outcomes related to PROGRESS policy areas.
4. Number of individuals served or reached by networks supported by PROGRESS.
5. Extent to which advocacy skills of PROGRESS-supported networks have improved
6. Satisfaction of EU and national authorities with the contribution of networks
7. Extent to which PROGRESS-supported networks take a cross-cutting approach