

Oslo, 11.04.2025

LO-Norway invites you to submit a proposal for a Review of the Programme "Social Partners for Decent Work"

Dear Sir/Madam,

The Service is required for The Social Partners for Decent Work (SPDW) programme (2023–2025), a joint initiative by the Norwegian Confederation of Trade Unions (LO) and the Confederation of Norwegian Enterprise (NHO), funded by the Norwegian Agency for Development Cooperation (Norad). The aim is to promote social dialogue and decent work by building skills in negotiation and cooperation between employers' and workers' organisations in Colombia, Ghana, Tunisia, and Vietnam.

Please find enclosed the following documents which constitute the Request for Proposal:

1. Annex 1: Draft Contract
2. Annex 2: Terms of Reference
3. Annex 3: Organisation and Methodology Form (to be completed by the Candidate)
4. Annex 4: Proposal Submission Form (to be completed by the Candidate).

If you were invited by e-mail, we will be grateful if you inform us by email of your intention to submit or not a proposal by 28.04.2025 by e-mailing nina.monsen@lo.no.

LO-Norway:	LO Norway Torggata 12. N-0181 Oslo, Norge
Contract title:	Review of LO-NHO Social Partners for Decent Work Programme (2023-2025)
Contact Person:	Nina Monsen, Advisor and Project Manager of the Social Partners for Decent Work Programme. Nina.monsen@lo.no Please submit your bid via e-mail to the above-mentioned e-mail address.
Deadline for submission of bids:	28.04.2025 by 16.00 PM CET.

1.0 Instructions

The Candidates are expected to examine carefully and comply with all instructions, forms, contract provisions and specifications contained in this Request for Proposal.

1.1 Scope of services

The Services required by LO-Norway are described in the Terms of Reference in Annex 2. The Candidate shall offer the totality of the Services described in the Terms of Reference. Candidates offering only part of the required Services will be rejected.

1.2 Cost of proposal

The Candidate shall bear all costs associated with the preparation and submission of his proposal and LO-Norway is not responsible or liable for these costs, regardless of the conduct or outcome of the process.

1.3 Exclusion from award of contracts

Contracts may not be awarded to Candidates who, during this procedure:

- (a) are subject to conflict of interest
- (b) are guilty of misrepresentation in supplying the information required by LO-Norway as a condition of participation in the Contract procedure or fail to supply this information

1.4 Documents comprising the Request for Proposal

The Candidate shall complete and submit the following documents with the proposal:

- a. Proposal Submission Form (Annex 3) duly completed and signed by the Candidate
- b. Organisation and Methodology using the structure in Annex 4
- c. CV highlighting the Candidate's experience in undertaking reviews and evaluations, and if the Candidate has any experience from the focus countries of the programme under review.
- d. Copies of any registration certificates as required by national legislation or competent authorities including company registration certificates, tax registration, VAT registration and membership certificates of any relevant professional bodies.
- e. Examples of previous work
- f. Three recent references (no older than two years).

11.04.2025

The proposal and all correspondence and documents related to the Request for Proposal exchanged by the Candidate and LO-Norway must be written in the language of the procedure, which is English.

1.5 Financial proposal

The Financial Proposal shall be presented as an amount in NOK, EUR or USD in the Proposal Submission Form in Annex 3. The remuneration of the Candidate under the Contract shall be determined as follows:

Global price: The Candidate shall indicate in his/her proposal his/her proposed global remuneration for the performance of the Services. The Candidate shall be deemed to have satisfied themselves as to the sufficiency of his/her proposed global remuneration, to cover both his/her fee rate, including overhead, profit, all his/her obligations, sick leave, overtime and holiday pay, taxes, social charges, etc. and all expenses (such as transport, accommodation, food, office, etc.) to be incurred for the performance of the Contract. The proposed global remuneration shall cover all obligations of the successful Candidate under the Contract (without depending on actual time spent on the assignment) and all matters and things necessary for the proper execution and completion of the Services and the remedying of any deficiencies therein.

If you are a Norwegian Company, kindly include the costs of VAT in your financial offer.

VAT and/or any sales tax applicable to the purchase of services shall be indicated separately in the proposal.

If the Candidate is Norwegian, a tax certificate no older than six months should be included in the offer.

1.6 Validity

Proposals shall remain valid and open for acceptance for 20 days after the closing date.

1.7 Submission of proposals and closing date

Proposals must be received at the address mentioned on the front page via e-mail no later than the closing date and time specified on the front page. Late bids will not be evaluated.

1.8 Evaluation of Proposals

The evaluation method will be the quality and cost-based selection. A two-stage procedure shall be utilised in evaluating the Proposals; a technical evaluation and a financial evaluation.

11.04.2025

Proposals will be ranked according to their combined technical (*St*) and financial (*Sf*) scores using the weights of 75% for the Technical Proposal; and 25% for the offered price. Each proposal's overall score shall therefore be: $St \times 75\% + Sf \times 25\%$.

Technical evaluation

For the evaluation of the technical proposals, LO-Norway shall take the following criteria into consideration, with the indicated weights:

Technical evaluation		Maximum Points
1	Candidate's relevant experience from undertaking project and programme reviews and evaluations	20
2	Candidate's experience in the countries (Ghana, Vietnam, Colombia and Tunisia) e.g. knowledge of local language, culture, labour relations, etc.	5
3	To what degree does the proposal show understanding of the task, and has the terms of reference been addressed in sufficient detail?	20
4	To what extent does the candidate demonstrate expertise in labour relations, social dialogue and tripartite cooperation, experience with the ILO system and knowledge of "the Norwegian Model" of social dialogue.	30
5	Is the sequence of activities and the planning logical, realistic and promising efficient implementation to the Contract?	15
6	Is the work plan adequate in responding to the Terms of Reference	10

11.04.2025

Total Technical Score	100
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LO-Norway will award the Contract to the Candidate whose proposal has been determined to be substantially responsive to the documents of the Request for Proposal and which has obtained the highest overall score.

Interviews

LO-Norway plans to undertake interviews with shortlisted candidates in May 2025.

Financial evaluation

Each proposal shall be given a financial score. The lowest Financial Proposal (Fm) will be given a financial score (Sf) of 100 points. The formula for determining the financial scores shall be the following:

$Sf = 100 \times Fm/F$, in which

Sf is the financial score

Fm is the lowest price and

F is the price of the proposal under evaluation

1.9 Signature and entry into force of the Contract

Prior to the expiration of the period of the validity of the proposal, LO-Norway will inform the successful Candidate in writing that its proposal has been accepted and inform the unsuccessful Candidates in writing about the result of the evaluation process.

Within 5 days of receipt of the Contract, not yet signed by LO-Norway, the successful Candidate must sign and date the Contract and return it to LO-Norway. On signing the Contract, the successful Candidate will become the Contractor and the Contract will enter into force once signed by LO-Norway.

If the successful Candidate fails to sign and return the Contract within the days stipulated, LO-Norway may consider the acceptance of the proposal to be cancelled.

1.10 Cancellation for Convenience

LO-Norway may for its own convenience and without charge or liability cancel the procedure at any stage.

11.04.2025

1.11 Data Protection and Privacy

LO-Norway may collect and process personnel data such as names, addresses, telephone numbers, email addresses, banking details and CVs. Such data will be used for the sole purpose of managing the procurement process and any subsequent Contract issued as a result of the procurement process, including transmission to bodies charged with monitoring and or inspecting procurement processes, in accordance with applicable EU, international and national law on data protection. Data may be stored for as long as a legitimate reason remains for its storage and up to a period of seven years.

Submission of any bid, proposal, quotation or offer and acceptance of any subsequent Purchase Order or Contract signifies the bidders consent to such data collection and its processing

11.04.2025

Annex 1: Draft Contract (Service)

Contract title: Review of LO-NHO Social Partners for Decent Work Programme (2023-2025)

Instructions to tenderers: at this stage of the tender preparation this Draft Contract document is for your information and intended to make you aware of the contractual provisions. The information missing in this document will be filled in when a successful Tenderer has been selected, and the “Draft” Contract will then become the final Contract between LO-Norway and the Contractor

LO Norway

Torggata 12.

N-0181 Oslo, Norge

("The Contracting Authority"),

of the one part,

and

<Name and address of candidate>

("The Contractor")

of the other part,

have agreed as stipulated in the Contract.

11.04.2025

For the Contractor

For the LO Norway

Name

Name

Title

Title

Signature

Signature

Date

Date

This Contract shall be signed and stamped by the Contractor and returned to the LO Norway to nina.monsen@lo.no latest within five working days from date of receipt.

11.04.2025

Special conditions

1. Scope of services

The subject of the Contract is : Review of LO-NHO Social Partners for Decent Work Programme (2023-2025) and will be conducted as a desk-based assignment. The “Services” are described in the Terms of Reference and further specified in the Organisation and Methodology.

2. Commencement Date

The Contract shall commence after signature of this Contract by both parties.

3. Period of implementation

The period of implementation of the services is five months from the commencement date.

4. Delivery of Services

The Contractor agrees to deliver Services to the Contracting Authority pursuant to the Contract, which shall conform with the Terms of References, Annex 1, and the Organisation and Methodology, Annex 2 and the price specified in this Contract.

In the event of the Contracting Authority placing a contract, which the Contractor considers it cannot substantially meet because of unavailability of staff or inability to meet the Terms of References, before proceeding to make a partial delivery of the services, the Contractor shall seek further written instructions from the Contracting Authority.

The Contractor shall cover all costs related to the remedy of an unacceptable Service.

The Contractor shall be responsible for providing all the necessary personnel, equipment, materials and supplies and for making all necessary arrangement for the performance of its obligations under this Contract.

5. Remuneration

Global Price

In consideration for his/her services, the Contractor shall receive a global remuneration of <insert currency> <insert amount>. This global remuneration covers the Contractor’s fee rate, including

11.04.2025

overhead, profit, all his/her obligations, leave, sick leave, overtime and holiday pay, taxes, social charges, etc. and all expenses (such as transport, accommodation, food, office expenses, etc.) to be incurred for the performance of the Contract. The global remuneration covers all obligations of the Contractor under the Contract (without depending on actual time spent on the assignment) and all matters and things necessary for the proper execution and completion of the services and the remedying of any deficiencies therein.

Costs and expenses, which are not mentioned above, shall be deemed covered by the overhead of profit included in the Contractor's global remuneration.

VAT and/or any sales tax applicable to the purchase of services shall be indicated separately in the Contractors invoice.

6. Reporting

The Contractor shall submit reports as specified in the Terms of Reference, Annex 1. The Contractor shall keep the Contracting Authority updated on contract progress on a regular basis.

7. Payment

Payments shall be made in <currency> by bank transfer to the following account:

Account number:

Name of bank:

Address of bank:

Account name:

Swift Code:

Payment will be made in <two instalments>.

11.04.2025

The first instalment of 40% <currency and amount> will be paid within <30> days after receipt of a draft report and the Contractor's invoice.

The second and last instalment of 60% <currency and amount> will be paid within <30> days after approval of the final report and receipt of the Contractor's final invoice.

8. Tax and social contributions

The Contracting Authority shall have no obligation or responsibility in connection with taxes or levies payable by the Contractor in its country of establishment or in the beneficiary country in connection with its performance of this Contract.

9. Order of precedence of contract documents

The Contract is made up of the following documents, in order of precedence:

1. This Contract
2. Terms of Reference
3. Organisation and Methodology Form
4. Proposal Submission Form
5. CVs of the consultant(s)

The various documents making up the Contract shall be deemed to be mutually explanatory; in cases of ambiguity or divergence, they should be read in the order in which they appear above.

10. Language

The language of this Contract and of all written communications between the Contractor and the Contracting Authority shall be English.

11. Entry into force and duration

The Contract shall enter into force and effect after signature by both parties of this Contract and until the delivery of the final product has been approved and paid for.

12. Delays in performance

If the supplier fails to perform the services within the contract period, LO Norway may, without formal notice claim liquidated damages for each day (or part) of delay. The daily rate is calculated by dividing the contract value by the number of days in the implementation period. If damages exceed 15% of the contract value, LO Norway may, after notice:

11.04.2025

- Terminate the contract
- Complete the services at the Supplier's expense

13. Termination

LO Norway reserves the right to terminate this agreement with 15 days written notice if:

- The Supplier fails to meet contractual obligations.
- There is evidence of unethical or illegal practices by the Supplier.

The Supplier must adhere to National Laws and Ethical Standards.

14. Confidentiality

The Supplier shall treat all information related to this agreement and subsequent orders as confidential and shall not disclose it to third parties without prior written consent from LO Norway.

15. Intellectual Property Rights

All reports, data, and materials produced by the supplier under the contract, including copyrights, shall be the property of LO Norway. Upon completion, all such items must be delivered, with no copies retained or reused without written consent.

The supplier shall not infringe on third-party intellectual property rights. Prior written consent is required to publish, reference, or disclose information related to the services or obtained from LO Norway.

16. Notices

Any written communication relating to this contract between the Contracting Authority and the Contractor must state the Contract title and must be sent by e-mail to the addresses identified in this Contract.

11.04.2025

17. Data Protection and Privacy Contractor's Obligations

The Contractor will treat any personal data related to beneficiaries or any other persons that has been collected in connection with this contract with the utmost confidentiality. Such data will not be shared with third parties. Any personal data must be erased upon completion of the contract. The Contractor must ensure that personal data is collected, processed, and stored in adherence with European Union General Data Protection Regulations (EU GDPR) and any international and national laws and regulations on data protection.

18. Data Protection and Privacy Contracting Authority's Obligations

The Contracting Authority may collect and process personnel data such as names, addresses, telephone numbers, email addresses, banking details and CVs. Such data will be used for the sole purpose of managing the procurement process and any subsequent Contract issued as a result of the procurement process, including transmission to bodies charged with monitoring and or inspecting procurement processes, in accordance with applicable EU, international and national law on data protection. Data may be stored for as long as a legitimate reason remains for its storage and up to a period of seven years.

Submission of any bid, proposal, quotation or offer and acceptance of any subsequent Purchase Order or Contract signifies the bidder's consent to such data collection and its processing.

19. Dispute Resolution

Any disputes arising under this agreement shall be resolved amicably between both parties. If no resolution is reached, disputes will be subject to arbitration in Oslo, Norway.

Annex 2: Terms of Reference for a Review of the programme: Social Partners for Decent Work (2023-2025)

1. Background

Program description:

The Nordic labor model, characterised by social dialogue and tripartism, has become a trademark of the Nordic countries, and there is great international interest in learning about the model. Although there are many similarities between the Nordic countries, the model does vary. In this programme we are focusing on the Norwegian model. Elements of the Norwegian model include high levels of trust, cooperation between employers and workers, openness to global trade, and a shared belief in the benefits of equitable distribution. The success of the Norwegian model is attributed to implications of coordinated wage setting, bipartite and tripartite cooperation and social dialogue as defined by ILO. ILO defines social dialogue to include all types of negotiation, consultation, or simply exchange of information between, or among, representatives of governments, employers, and workers, on issues of common interest relating to economic and social policy. It can exist as a tripartite process, with the government as an official party to the dialogue, or it may consist of bipartite relations only between labor and management (or trade unions and employers' organisations). Workplace cooperation, collective bargaining at company, sector, or cross-industry levels, and tripartite consultation processes are common forms of social dialogue.¹

Partners:

Ghana:

Trades Union Congress (TUC) and the Ghanaian Employers' Association, GEA.

Tunisia:

Union Générale Tunisienne du Travail (UGTT) and Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA).

Vietnam:

The Vietnam General Confederation of Labor (VGCL) and the Vietnam Chamber of Commerce and Industry (VCCI)

Colombia:

Central Unitaria de Trabajadores (CUT), Confederación de Trabajadores de Colombia (CTC) and Asociación Nacional de Empresarios de Colombia (ANDI).

¹ <https://www.ilo.org/resource/social-dialogue-0>

11.04.2025

Social dialogue is often regarded as a tool to achieve shared growth and prosperity, better working conditions, higher living standards, and higher productivity.²

In the *Social Partners for Decent Work (SPDW)* programme, the Norwegian Confederation of Trade Unions (LO) and the Confederation of Norwegian Enterprise (NHO) are joining forces to support ILO's decent work agenda.³ The two-year programme (2024-2025) is funded by the Norwegian Agency for Development Cooperation (Norad).

LO and NHO aim at contributing to skill-building in social dialogue and negotiations among the social partners in Colombia, Ghana, Tunisia, and Vietnam, resulting in decent work, sustainable economic growth, and strengthened social dialogue. LO and NHO are cooperating with their respective sister organisations in the focus countries who are the most representative employers and workers' organisations in these countries. Other stakeholders such as state institutions are included in some of the planned interventions, where relevant. Most of the program activities take place in the partner countries in the form of studies, workshops and meetings. The programme's end date is 31st December 2025.

The programme aims to create arenas where the social partners can meet and discuss common goals for bipartite and tripartite cooperation. The timeframe for such a process to fully bear fruit is much longer than the modest two years that this program has funding for. Thus, this is a very limited window to be able to strengthen the conditions for bipartite or tripartite cooperation in four different countries with varying levels of trust between social partners. Nonetheless, we hope to see some indication of how the target groups are responding to LO and NHO's 'mentoring' of partners on the Norwegian Model after approximately 1.5 years of activities. Only a longer horizon of intervention would be able to show a greater degree of goal achievement, so one of the main aims of this review is to provide input into the design of a continuation of the SPDW programme beyond this first phase.

It is also important to mention that the four partner countries differ in economic, political, and cultural contexts, which are factors that influence how social dialogue is enabled or challenged to varying degrees. These contextual factors must be considered in an assessment of the relative progress of social dialogue in each country.

2. Goals/outcomes of the programme:

The programme aims to achieve two main outcomes:

² https://s42831.pcdn.co/wp-content/uploads/1662/65/cic_pathfinders_social_dialogue_as_a_tool_to_fight_inequality_recover_after_a_pandemic_july_2021.pdf

³ The four pillars of decent work are employment creation, social protection, rights at work, and social dialogue (<https://www.ilo.org/topics/decent-work>)

11.04.2025

- (1) The social partners have jointly influenced national policies in line with the ILO's decent work agenda, and;
- (2) The climate for social dialogue has improved in the focus countries.

Apart from these main guiding stars, the programme has a results-based management goal hierarchy, consisting of several outputs in addition to the main outcomes above. Each goal level in turn has key indicators to chart progress toward each of the goals. The review will be guided by the formulations of the different goal levels and their associated indicators, and how partners in different countries are progressing toward these goals, including challenges they are facing. The support role of LO and NHO in the progression toward overall goals is an important aspect of the programme. The successes of the 'Norwegian Model' of social dialogue are meant to be showcased to partners to inspire their respective quests toward social dialogue for decent work.

3. The Purpose of the Review

The review is a **requirement** in the agreement between Norad and LO (the agreement holder), and it is stipulated that it shall be conducted in the final year of the programme and is to be completed by September 1st. 2025. By undertaking a review of the initial programme, LO and NHO wish to build knowledge about the effect of the program, ideally providing **valuable insight** for the development of a new program phase. It is meant to document and deliver learning on best practices and will provide input to a decision to scale up and continue or discontinue support for a programme on social dialogue.

The review is also intended to document results to be reported back to LO, NHO and Norad, and will help serve for more **general learning** purposes. With this in mind, we hope for the review to contribute to insight that could be useful in NHO's and LO's other international work, where findings may be used as lessons learned in a broader context.

Finally, to the degree that it is possible, we also wish to obtain **generalisable knowledge** on what is needed to succeed with joint social dialogue programs of this nature, based on findings of what is needed to succeed in the partner countries with their varying socio-political contexts.

4. Objectives and Key Questions to be Answered:

The review should center around addressing the **four main questions** below, central to the program's theory of change, to **test corresponding hypotheses (assumptions)** linked to these about: *how social dialogue is cultivated and maintained, whether it stimulates increased attention to cross-cutting issues, such as gender equality, and the role of trust when developing social dialogue.*

OECD-DAC Criteria for the Review:

In answering and analyzing our main questions and associated hypotheses, we wish for the review to link **selected aspects of the OECD-DAC⁴ evaluation criteria**,⁵ which we deem most relevant for the programme. The selected criteria of focus should be considered as general entry points to be related to our more specific questions and hypotheses.

Firstly, the **relevance** of the SPDW programme should be evaluated, asking how the SPDW *program objectives and design respond to beneficiaries' needs, even in changing and sometimes challenging political, national, social and cultural contexts?*⁶

Secondly, we would like to assess the **coherence** of the SPDW programme vis-à-vis other interventions and related policies. This criterium should shed light on *synergies and interlinkages between the program and other initiatives carried out by program partners, and consistency with relevant international norms and standards*⁷, such as relates to partners' engagement with the ILO on social dialogue (*internal coherence*).

Thirdly, we would like to assess the **effectiveness** of the programme as relates to its *stated objectives and the extent to which these and any related results have been achieved*. This should include *progress toward objectives along the results chain /causal pathway* which are *closely attributable* to program design.⁸

Lastly, the review should assess the level of **impact** of the SPDW programme relating to *the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects*.⁹ We expect that such higher-level effects will not necessarily be evident at this stage in the program, given the short scope of the intervention. Nonetheless, we cannot discount the possibility of unintended results/consequences ensuing from the program, including potential positive and/or negative impacts on the practice of social dialogue in partner countries, which are essential to spot to correct for or emphasize in a potential future continuation of the programme.

⁴ The OECD "Development Assistance Committee" is a group of 32 members representing the world's largest providers of aid. The aim of DAC is to "promote development co-operation and other relevant policies that contribute to the sustainable development of developing countries, including inclusive and sustainable economic development, the advancement of equalities within and among countries, poverty eradication, and the improvement of living standards. The ultimate aim is a future in which no country will depend on aid." <https://www.oecd.org/en/about/committees/development-assistance-committee.html>

⁵ <https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html>

⁶ OECD-DAC (2019). "Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use", p. 7. https://www.oecd.org/en/publications/better-criteria-for-better-evaluation_15a9c26b-en.html

⁷ OECD-DAC (2019), p. 8

⁸ OECD-DAC (2019), p. 9

⁹ OECD-DAC (2019), p. 10

11.04.2025

Review Questions & Hypotheses:

1. How has the SPDW program impacted the climate for social dialogue in the partner countries? This is related to OECD-DAC criteria on the programme's *relevance* to its goals and to the partners' needs.
 - a. Have the social partners increased their ability to join forces to influence national policies?
 - b. To what extent has the programme created platforms for cooperation and facilitated a neutral space for joint learning and relationship building, and improved social dialogue between the social partners?
**Linked to output indicator 2.1.1, "Number of exchanges held between LO/NHO and the social partners"*
 - c. What is the impact of the SPDW programme on informal contact between the two social partners?
 - d. Do partners have trust in social dialogue as a process to achieve common goals in the world of work?

Hypothesis: Bringing the partners together in arenas for exchange will facilitate a more conducive and less conflictual space for joint learning and relationship building, and create a common knowledge base, better relations and joint understanding of challenges and opportunities. This will help build trust in social dialogue as a method for achieving decent work. The social partners' trust in each other is an advantage, but trust in social dialogue as an effective tool is more consequential to get the partners to sit down and cooperate.

2. Have the social partners used social dialogue to achieve common goals on gender equality and wage setting in the world of work? This is related to OECD-DAC criteria on the programme's *coherence* vis-à-vis other interventions, such as national wage setting processes and ratification and implementation of ILO conventions.
 - a. Within the theme of gender equality, has this programme lead to achievements on gender equality at the workplace or in joint measures to influence national policies in tripartite cooperation?
**Linked to output indicator 1.1.2, "Number of capacity-strengthening tools produced", and 1.2.1, "Number of focus countries where social partners propose joint actions on gender equality"*
 - b. Within the theme of wage setting in the world of work, has this programme enabled bipartite cooperation on topics that would otherwise not have been addressed at this time?
**Linked to outcome indicator 1.1.2, "Number of capacity-strengthening tools produced".*

Hypothesis: Social dialogue is an effective tool to reach equality in the world of work both at workplace level and national level. When social partners come together and discover issues of mutual interests, the impact on their members (unions and businesses) and the government is greater than the impact they may make separately

11.04.2025

3. How do we best share the social dialogue method, as practiced in Norway by LO, NHO, and the government with other countries, considering partner countries' differing contexts? This is related to OECD-DAC criteria on the programme's *effectiveness* to its objectives and the extent to which these and any related results have been achieved.
 - a. How can the Norwegian experience be exported to obtain the best effect?
 - b. What type of exposure to the Norwegian model of social dialogue helps partner countries to engage in a similar type of approach? For example, how effective was the partners' exposure to Norwegian businesses and social dialogue at the workplace?

Hypothesis: Sharing experiences of how social dialogue is developed and is currently implemented in Norway will inspire similar dialogue processes between partners in target countries.

4. What are possible unforeseen impacts or unintended consequences of the SPDW program? This is related to OECD-DAC criteria on the programme's *impact* and if it has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
 - a. Is the focus on building trust between partners too high at the expense of building trust in social dialogue as a method?
 - b. Is there a potential risk of increasing the distance between the social partners due to the nature of our activities?
 - c. Is there a risk of demotivating the social partners as the framework of social dialogue in Norway differs significantly from the partner countries (very conducive environment for social dialogue due to long-standing traditions of bipartite cooperation, political and financial stability, strong and independent institutions and legal framework, trust, and respect from the state towards the social partners, fairly gender equal society)?

Hypothesis: Norway has for more than a century developed a conducive environment for social dialogue and enjoys economic and political stability, as well as a high level of trust in governmental bodies and society at large. However, our assertion that this method could be adopted by other countries with differing contexts and histories could be misguided or overly optimistic.

5. Approach and Methodology

The following approaches and methodologies should be used by the consultant in the review:

- ❖ Document review of relevant documentation (to be provided by NHO and LO) and reference literature¹⁰ (including academic literature, reports, etc.)
- ❖ Interviews with key informants (i.e. country project managers, participants from workshops), respecting privacy of interviewees and accepting potential requests for anonymity
- ❖ Semi-structured interviews (if appropriate)
- ❖ Interview LO/NHO staff

¹⁰ The literature review will map key concepts, the history and lessons learned from social dialogue in the Norwegian context, and its applicability in the national socio-economic contexts of the focus countries.

11.04.2025

- ❖ Analysis of quantitative and qualitative data (documentation from project logical frameworks, interviews, etc.)
- ❖ Interviews with other organizations with similar programmes on social dialogue in comparable countries to gather their experiences (Confederation of Danish Industry, the Danish Confederation of Trade Unions, International Labour Organisation, the International Council of Swedish Industry, Swedish Union to Union)

The assignment is desk-based.

6. Deliverables

The deliverables will be developed in coordination with the responsible individuals at NHO and LO. The main deliverables consist of:

- ❖ Review/evaluation plan, including approaches and methods to be utilized, as well as a timeline for the assignment, interviews, and all other stages of the review deemed necessary to develop a final report to be delivered to LO and NHO by the final deadline (max. 1 week after signing of consultant contract)
- ❖ Draft report in English, including a detailed analysis of data, both generated by the program (i.e., results framework and brochures), and from external sources (i.e. the ILO, academic journals, databases, etc.).
- ❖ Inclusion of the most striking quotes from interviewees.
- ❖ Final report in English (max. 30 pages excl. annexes)
- ❖ Executive Summary in English (max. 5 pages)

7. Consultant Qualifications:

- ❖ Proven track record of previous reviews and evaluations of high quality
- ❖ Experience/knowledge of the project countries is a plus
- ❖ Familiarity with labour relations, social dialogue, tripartite cooperation, the ILO system and the Norwegian Model of Social Dialogue.
- ❖ Fluency in English. Advantage if applicant speaks French, Spanish, and/or Vietnamese

8. Time frame

- ❖ Expected start of work: second week of May 2025
- ❖ Draft report to be submitted by: 4th August 2025
- ❖ Feedback on draft from LO/NHO by: 21st August 2025
- ❖ Final report to be submitted by 1st September 2025 at 16 PM CET.
- ❖ Expected number of working days (25 days):
 - Start-up meetings: 1 day
 - Document and literature review: 3,5 days
 - Develop interview guides: 1 day
 - Interviews with key informants in focus countries and Norway (about 15 persons) 7 days (including transcriptions)

11.04.2025

- Data analysis: 3,5 days
- Writing of reports, draft (6 days) and final (2 days)
- Meetings for feedback on draft report/final report: 1 day

Kindly provide your financial offer based on an estimate of 25 working days of eight hours.

Sincerely

NHO and LO