

## Tender specifications

### Capacity Building in the Temporary Agency Work sector

1. Background
2. About the Research
3. Presentation of the overall project
4. Purpose of the contract
5. Tasks to be performed by the Contractor
6. Expertise required
7. Time schedule and reporting
8. Payments and standard contract
9. Price
10. Selection and award criteria
11. Content and presentation of the bids
12. Publication and conditions of the bids

#### 1. Background

The World Employment Confederation-Europe is the voice of the private employment services industry at the European level, representing national federations as well as workforce solutions companies from across Europe. Members of the World Employment Confederation-Europe represent a wide range of HR services, including agency work, direct recruitment, career management, Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP).

UNI Europa is a European Trade Union federation. It unites trade unions organising in services and skills sectors in 50 different countries. With over 320 affiliated Trade Union organisations, UNI Europa represents 7 million workers.

The World Employment Confederation-Europe and UNI Europa, the two EU sectoral social partners of the temporary agency work sector implement a joint project submitted under the SOCPL-2022-SOC-DIALOG Support for social dialogue call for proposals, entitled Capacity Building in the Temporary Agency Work sector - 2023/101102312.

The project is fully aligned with the adopted work programme of the dedicated European Sectoral Social Dialogue Committee and as such aims to address specific capacity-building needs in the temporary agency sector, whilst in parallel advancing the discussion and reflection on the important role the temporary agency social partners play in job matching and labour market resilience in the new covid context whilst focusing its activities on social innovation, training and social protection practices regarding diverse forms of work. The project aims to engage capacity building activities related to the three identified themes of appropriate regulation, social protection, and skills and vocational training.

The World Employment Confederation-Europe and UNI Europa, in the context of their updated work programme for the sectoral social dialogue on temporary agency work would like to engage research to identify concrete guidance in developing new solutions for working conditions, learning and social protection. The aim is to address diverse forms of work and assess how far new and existing diverse forms of work or labour market needs can be matched through effective social dialogue by the temporary agency industry.

By identifying approaches, tools and methods for strengthening the capacity of the sectoral social partners for temporary agency work, the project holds both a sectoral and multi-sectoral dimension, as solutions developed within the temporary agency work industry could be of interest to other sectors and countries, and as such facilitating good-practice exchange and mutual learning. The World Employment Confederation-Europe and UNI Europa are responsible for managing and implementing the project and will work closely with the selected researcher.

## 2. About the Project

Sectoral Social Dialogue and collective bargaining are a central component of the Social Market Economy in Europe and the Political Guidelines of the von der Leyen Commission put a strong emphasis on the role of social partners. Capacity building for EU social partners was also a key element in the report of Andrea Nahles on the Strengthening the EU Social Dialogue of 2021<sup>1</sup>. At the same time, the role and capacity of social partners, both employers' organisations and trade unions vary considerably between countries, sectors and regions in Europe.

The Covid-19 crisis in Europe since 2020 highlighted the importance of sectoral social partners in adapting to change and in developing innovative solutions to adapt to new realities and support companies and workers in challenging times. Solutions put in place in countries such as Belgium, The Netherlands, France and Italy highlighted the importance of strong sectoral social partners and constructive industrial relations.

Building on the joint project of the sectoral social partners for temporary agency work in 2019/2020 on "Social Innovation in the temporary agency work industry"<sup>2</sup>, the World Employment Confederation-Europe and UNI-Europa focus this project on contributing to the promotion of social dialogue at sectoral level, developing European sectoral social dialogue, and building and strengthening the capacity of national social partners, in particular following the Covid crisis. The joint project also aims at building on the conclusions and joint recommendations signed by the World Employment Confederation-Europe and UNI-Europa "Towards more dynamic, inclusive and resilient labour markets" of February 2022.<sup>3</sup>

The project will address capacity building of sectoral social partners for temporary agency work, looking at the capacity to be involved in employment and social policy as well as collective bargaining and thereby shaping appropriate, less restrictive regulation on temporary agency work, the capacity to contribute to skills enhancement and training and the role of social partners in putting in place new solutions in the area of social protection.

---

<sup>1</sup> Report on strengthening EU social dialogue by Ms Andrea Nahles, Special Advisor on Social Dialogue to Nicolas Schmit, Commissioner for Jobs and Social Rights. [Report on strengthening EU social dialogue \(4\).pdf](#)

<sup>2</sup> The Final Report is accessible here: [https://www.uni-europa.org/old-uploads/2020/12/CEPS-HIVA\\_Social-Innovation\\_Final-Edited-version.pdf](https://www.uni-europa.org/old-uploads/2020/12/CEPS-HIVA_Social-Innovation_Final-Edited-version.pdf)

<sup>3</sup> The joint recommendations are available here: [2022-02-02\\_WEC-Europe-UNI-Europa-joint-recommendations-inclusive-labour-markets-post-recovery.pdf](https://www.wec-europe.org/2022-02-02_WEC-Europe-UNI-Europa-joint-recommendations-inclusive-labour-markets-post-recovery.pdf) ([wec-europe.org](https://www.wec-europe.org))

The project aims to identify and discuss enabling factors to strengthen the capacity of sectoral social partners in shaping appropriate, less restrictive regulation, and in developing solutions for training and social protection in temporary agency work. As outcomes of the project and with the support of the external consultant, practical guidance to employers and trade unions to strengthen their capacity shall be developed, which could include references to practices developed by sectoral social partners of the temporary agency work industry in other European countries.

In this sense, the project will build on the Joint Recommendations adopted by the social partners on the background of the 2019/2020 joint project on “Social Innovation in the temporary agency work industry<sup>4</sup>”, and provide concrete guidance to social partners in developing new solutions for working, learning and social protection. This jointly submitted project aims to contribute to the following priorities: measures to disseminate, promote, monitor and evaluate European social dialogue activities and outcomes; measures to improve the coordination, functioning and effectiveness of European social dialogue, including through the identification and development of joint approaches by the social dialogue committees, such as the exchange of good practice and related joint training events; measures to maintain, develop and improve the capacity of national social partners; and importantly further developing and strengthening the membership of European social partner organisations; building and reinforcing the capacity of national sectoral social partners to engage in national social dialogue and to participate in and contribute to European social dialogue, in particular in those Member States where social dialogue is underdeveloped e.g. through information and training seminars aiming at developing legal expertise or organisational/administrative skills, or at expanding membership and representativeness.

### 3. Presentation of the overall project

The project proposal follows and builds upon the successfully completed 2019/2020 joint project on “Social Innovation in the temporary agency work industry<sup>5</sup>”. The project will enable social partners to identify concrete guidance in developing new solutions and building capacity for working conditions, learning and social protection. The aim is to address diverse forms of work and assess how far new and existing diverse forms of work or labour market needs can be matched through effective social dialogue by the temporary agency industry.

The project aims to address specific capacity-building needs in the temporary agency sector whilst in parallel advancing the discussion and reflection on the important role the temporary agency social partners play in job matching and labour market resilience in the new realities whilst focusing its activities on social innovation, training and social protection practices regarding diverse forms of work. This project will use the relevant results from the previous project, disseminate those further and enable their presentation to specific European areas, where national social dialogue is less developed or not established. The activities are complementary in that sense with the activities of the European social partners, their engaged social dialogue, and their address of social innovation practices regarding diverse forms of work that can enable capacity-building in the sector at national and European levels.

---

<sup>4</sup> Joint recommendations on social innovation: <https://www.uni-europa.org/old-uploads/2020/11/WEC-Europe-UNI-Europa-Joint-Recommendations-Social-Innovation-Dec-2020-signed.pdf>

<sup>5</sup> The Final Report is accessible here: [https://www.uni-europa.org/old-uploads/2020/12/CEPS-HIVA\\_Social-Innovation\\_Final-Edited-version.pdf](https://www.uni-europa.org/old-uploads/2020/12/CEPS-HIVA_Social-Innovation_Final-Edited-version.pdf)

The project aims to organise two Regional Seminars facilitating directly and indirectly capacity building of national and European social partners in Southern Europe and Central and Eastern Europe. These regionally targeted seminars would encompass exchanges on fostering social innovation, training, and social protection aspects for diverse forms of work, whilst in parallel building social dialogue capacity at national and European levels in countries where temporary agency social dialogue is underdeveloped.

The project duration foreseen is 24 months. Through the project it will be possible to stage two Regional Seminars focused on capacity-building on the three identified themes of appropriate regulation, social protection, and skills and vocational training and a Final Conference. To ensure an interactive format of the Seminars, preference would be given to physical meetings preferably one in the Southern European region and one in Central Eastern European region.

The Regional Seminars would enable, in addition to the capacity-building activities which are in the project objectives, the exchange and discussion of good practices on the identified themes enabling the participation of the varied membership of the recognised European social partners and bring added value for those countries where social dialogue in the temporary agency sector is less or not developed. The call for tender will allow the Project Steering Group to select and contract an external consultant that will facilitate the Regional Seminars, the Final Conference and prepare the common survey, the overview report from the survey results and the Final Report consolidating all the information and exchanges gathered through the Regional Seminars and Final Conference. The sectoral social partners for temporary agency work are not in the capacity to implement the project without external expertise and thus aim to contract an external consultant to carry out the different project deliverables.

### Phase 1 – Preparation and launch of the research (months 1-8)

In this phase, the World Employment Confederation-Europe and UNI Europa will take all the necessary steps to launch the research:

- Set-up a Project Steering Group between the two secretariats, the World Employment Confederation-Europe and UNI Europa, to coordinate the project.
- Draft and publish the call for tender to subcontract the research. An external research team will support the sectoral social partners in project implementation.
- Review the applications received and select the most suitable proposal.
- Hold a Project Steering Group with the selected external consultant to prepare the drafting of the common survey and to agree on the methodology and on the direction of the research (Month 2).
- Drafting and approval of the common survey to be available in English, French, and German.
- Once Survey is agreed, call to World Employment Confederation-Europe and UNI Europa members to provide case studies and examples to contribute to the research (Month 5).
- Collect survey responses and consolidate the information and results to be presented at the two Regional Seminars and at the Final Conference in an Overview Report (15 pages).
- Hold a Project Steering Group with the selected external consultant to present the Overview Report addressing the three capacity-building topics to be drafted by the external consultant (Months 7-8).

The Survey will collect information and enable exchanges on fostering social innovation, training, and social protection aspects for diverse forms of work, whilst in parallel building social dialogue capacity at national and European levels in countries where temporary agency social dialogue is underdeveloped, during the different project activities.

The survey aims to gather information on capacity building activities related to the three identified themes of appropriate regulation, social protection, and skills and vocational training. The selected external consultant will be tasked to draft a policy paper (5 pages) on each capacity-building topic. The policy papers will be consolidated with national examples to enable the exchange at each Regional Seminar and Final Conference.

Following the staging of these events, the Project Steering Group together with the external consultant will update the Policy Reports and consolidate them into a Final Report to disseminate the collected and gathered information as well as the exchanges during the Seminars and Final Conference. The Final Report (30 pages) will provide an overview with the information collected through the survey and the exchanges during the Seminars and Final Conference. The Final Report will be available into English, French, and German.

## Phase 2 – Regional Seminars and Final Conference (months 8 – 22)

This phase will enable the Project Steering Group and the selected researcher to stage two Regional Seminars and a Final Conference addressing capacity building of sectoral social partners for temporary agency work, looking at the capacity to be involved in employment and social policy as well as collective bargaining and thereby shaping appropriate, less restrictive regulation on temporary agency work, the capacity to contribute to skills enhancement and training and the role of social partners in putting in place new solutions in the area of social protection.

The objective is to use the information collected during the first phase and facilitate the exchange among social partners during the Regional Seminars and Final Conference on the basis of the Overview Report. The aim for the Regional Seminars is to cover all the mentioned topics and facilitate exchanges on those with presentations from key experts. One Regional Workshop will cover Central-Southern Europe and the other mainly Central-Eastern Europe. The intention of the social partners is to engage social dialogue activities that can strengthen the capacity of national social partners where social dialogue is less or not developed. This will be achieved through exchanges of good practices at the Regional Seminars.

- The researcher with the Project Steering Group will be tasked to organise and run the first Regional Seminar in Italy focusing on exchanging and discussing capacity building of sectoral social partners for temporary agency work (Month 11).
- The researcher with the Project Steering Group will be tasked to organise and run the second Regional Seminar in Austria focusing on exchanging and discussing capacity building of sectoral social partners for temporary agency work (Month 17).
- The researcher with the Project Steering Group will be tasked to organise and run the Final Conference of the project in Brussels, Belgium (Month 21).

## Phase 3 – Final Reporting and dissemination of project results (months 22 - 24)

This Phase will enable the Project Steering Group and the external researcher to disseminate and communicate the results of the project to the relevant audiences. This Phase is aimed at disseminating the outputs of the projects to the different target groups: workers, workers representatives, employers and employers organisations, as well as wider audience of EU-level policy-makers. Social partners will use all means available to them to communicate and disseminate the final report as adopted by the Project Steering Group following the completion of the Final Conference. The Final Report will consolidate the overview report of the survey analysis and compile all the exchanges that occurred during the Regional Seminars and Final Conference. The Final Report will be made available publicly so as to enable its wide dissemination to interested parties in addition to the experts and

speakers at the project events. In this phase, the World Employment Confederation-Europe and UNI Europa will take care of the final reporting about the progress of the action and will provide the European Commission with all the necessary documents to close the project, in accordance with the guidelines set out in the call for proposals and in the grant agreement.

- The Final Report will consolidate the overview report of the survey analysis and compile all the exchanges that occurred during the Regional Seminars and Final Conference. The Final Report will be made available publicly so as to enable its wide dissemination to interested parties in addition to the experts and speakers at the project events. The Final Report is expected to be of around 30 pages providing room for additional policy recommendations and conclusions (Month 23).
- The Project Final Report is agreed and approved by the Project Steering Group (Month 24).

The World Employment Confederation-Europe and UNI Europa will ensure the appropriate dissemination of the results of the capacity building Regional Seminars and will follow-up on the conclusions of the pan-European Final Conference. A Final Report comprising practical guidance, the lessons learned, the presentations given during the conference, and recommendations issued by the sectoral social partners will be produced. It will be published online on both World Employment Confederation-Europe and UNI Europa's websites as well as distributed internally to all their national members. The proceedings of the conference, the main findings of the research and the key recommendations launched at the pan-European conference will be also sent to the key national and European stakeholders (e.g. national bipartite training funds, European Commission, MEPs interested in the topic, academics). In all published materials of the project it will be made visible that the project has received EU funding.

## 4. Purpose of the contract

As neither the World Employment Confederation-Europe nor UNI Europa have the capacity to carry out such a research project without an external partner, they need to request support of external expertise. The external expert(s) will be responsible to carry out the research project (drafting of common survey and data analysis) as described above, to write a full report, including the Overview Report of the survey analysis and the additional policy recommendations following the staging of the project events. The external expert(s) will have to participate and present findings at relevant meetings and events linked to the action. This work will be undertaken under the supervision of and in cooperation with the World Employment Confederation-Europe and UNI Europa composing the Project Steering Group.

## 5. Tasks to be performed by the contractor

The external consultant will be tasked to devise and carry out the survey of the social partners' membership and draft an overview report following the survey responses. The Survey will collect information and enable exchanges on fostering social innovation, training, and social protection aspects for diverse forms of work. It will in parallel build social dialogue capacity at national and European levels in countries where temporary agency social dialogue is underdeveloped, during the different project activities.

The survey aims to gather information on capacity building activities related to the three identified themes of appropriate regulation, social protection, and skills and vocational training. The selected external consultant will be tasked to draft a policy paper (5 pages) on each capacity-building topic.

The policy papers will be consolidated with national examples to enable the exchange at each Regional Seminar and Final Conference.

Following the staging of these events, the Project Steering Group together with the external consultant will update the Policy Reports and consolidate them into a Final Report to disseminate the collected and gathered information as well as the exchanges during the Seminars and Final Conference. The Final Report (30 pages) will provide an overview with the information collected through the survey and the exchanges during the Seminars and Final Conference. The Final Report will be available into English, French, and German.

Additionally, the selected consultant will facilitate the exchanges during the Regional Seminars and Final Conference as well as providing a draft Final Report of 30 pages consolidating all the gathered information and exchanges. The Project Steering Group and the external consultant will devise the survey, translate it and launch it across the social partners' membership. An overview report of 15 pages addressing the three capacity-building topics will be drafted by the external consultant and adopted by the Project Steering Group.

The external consultant will facilitate and present during the two Regional Seminars and the Final Conference. The external consultant will facilitate and present during the project events addressing capacity building of sectoral social partners for temporary agency work, looking at the capacity to be involved in employment and social policy as well as collective bargaining and thereby shaping appropriate, less restrictive regulation on temporary agency work, the capacity to contribute to skills enhancement and training and the role of social partners in putting in place new solutions in the area of social protection.

The aim for the Regional Workshops is to cover all the mentioned topics and facilitate exchanges on those with presentations from key experts. One Regional Workshop will cover Central-Southern Europe and the other mainly Central-Eastern Europe. The intention of the social partners is to engage social dialogue activities that can strengthen the capacity of national social partners where social dialogue is less or not developed. This will be achieved through exchanges of good practices at the Regional Seminars.

The external consultant together with the Project Steering Group will organise and run the Regional Seminars focusing on exchanging and discussing capacity building of sectoral social partners for temporary agency work as well as the Final Conference of the project in Brussels, Belgium. The Project Steering Group together with the external consultant will align the content of the Regional Seminars and Final Conference such as Agenda, list of speakers and good practices exchanges facilitated by the external consultant.

The Final Report will consolidate the overview report of the survey analysis and compile all the exchanges that occurred during the Regional Seminars and Final Conference. The Final Report will be made available publicly so as to enable its wide dissemination to interested parties in addition to the experts and speakers at the project events. The Project Final Report is drafted by the external consultant and adopted by the Project Steering Group.

The external contractor should define the methodology of the research as well as information gathering from World Employment Confederation-Europe and UNI Europa's members and external sources in their application. Data that comes from bipartite sources and research should be privileged for the purpose of the research. The contractor should attend the Project Steering Group meetings, the Regional Seminars and the Final Conference. The contractor shall also provide an update on the state of play of the project when necessary during the EU Sectoral Social Dialogue Committee meetings. All of these meetings will be held in Brussels physically or virtually. English will be the

working language of the whole project. However, it is expected knowledge of French, German, Dutch, Italian and Spanish to analyse and compile data from national members' databases.

## 6. Expertise required

The contractor will have to demonstrate:

- Ability to work in English (fluency in oral and written English) to draft the reports, participate at the meetings and present at the relevant meetings and at the final conference;
- Ability to work in French, German, Dutch, Italian and Spanish to compile data from the World Employment Confederation-Europe and UNI Europa's national members;
- Expertise and knowledge/references in the topic of the research;
- Have experience in the European (Sectoral) Social Dialogue;
- Have already conducted similar research related to the topic and hold knowledge of the temporary agency work sector;
- Have experience in projects carried within the framework of EU Commission budget heading for social dialogue;
- Be able to work in a multinational project team.

## 7. Time schedule and reporting

The project will run for 24 months starting from the month of September 2023. Deadlines to be met for producing documents are mentioned in the table below.

ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
Project Steering Group overall project coordination	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Selection of external consultant	█	█																						
Common Survey adoption and launch - Research	█	█	█	█	█	█																		
Facilitation and coordination on project deliverables with regular virtual meetings		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Drafting of survey results in Overview Report							█	█																
Stage Southern Regional Seminar											█	█												
Stage Eastern Regional Seminar																	█	█						
Stage Final Conference																					█	█		
Adopt of the Project Final Report																							█	█
Project results Dissemination																							█	█



## 8. Payments and standard contract

Payment to the contractor will be made in two invoices. A first invoice will be issued when the contract is signed (whose amount should not exceed 30% of the overall budget). A second invoice of the remaining fees will be paid at completion of the project.

## 9. Price

The external expert will be paid in accordance with the contract signed with the European Commission. Therefore, terms of price are not negotiable and do not represent a criteria of award. The selected external expert will be paid according to a maximum amount of €55,000 (fifty-five thousand euros), VAT included. Travel and accommodation costs will be covered by the project's budget and should not be included in the submitted offer.

## 10. Selection and award criteria

The contract will be awarded to the tenderer whose offer represents the best value for money. The methodologies proposed by the external consultants will be determinant in their selection. The following criteria will be considered to select among external contractors:

- The presentation of the bid must be clear, well-constructed and responding to the demand.
- The clarity and efficacy of the presented methodology is of high importance.
- A team of international consultants would be an important asset.
- The presentation of additional ideas would be appreciated. The bid should be sent both in electronic and paper version.
- Capacity to work in a team project and knowledge of EU social and economic policies, notably around social dialogue.
- Knowledge and experience of the temporary agency sector
- Knowledge and experience on work organisation patterns, industrial adaptation, labour market resilience, skills anticipation, notably training and VET policies (preferential).
- Capacity to work in fluent English. Additional languages such as French, German, Dutch, Italian, and Spanish are welcome.
- Ability to draft the Common Survey, the Overview Report, and to consolidate the Overview Report into a larger Final Project Report including additional material gathered through the project events.
- Ability to produce an Executive Summary of the Final Report.
- Experience from previous projects carried out in the same/similar field.
- Ability to meet deadlines.
- Ability to meet budget constraints.
- Availability to attend meetings of the Project Steering Group, EU stakeholders and project events, as well as the EU Sectoral Social Dialogue Committee (if needed).
- Capacity to prepare and to give PowerPoint presentations during the meetings and Final Conference.

The external consultant should exhibit some knowledge and expertise in the subjects of social dialogue capacity-building for sectoral social partners as well as aspects of fostering social innovation, training, and social protection aspects for diverse forms of work. The external consultant should exhibit expertise in designing surveys and conducting qualitative and quantitative data analysis on capacity building activities related to the three identified themes of appropriate regulation, social protection,

and skills and vocational training. The external contractor should have a good understanding of Industrial Relations and social issues.

The selected external expert will have to specify, in the written contract it will sign with UNI Europa that it undertakes to accept checks and/or audits by the European Commission under the same conditions as those applied to UNI Europa, and that it will relinquish all claims & interests in respect to the Commission and in the name of the convention between the latter and UNI Europa.

**All interested applicants must send in their application by Friday 13 October 2023 at the latest, to UNI Europa Temporary Agency Work Director Dimitris Theodorakis at: [dimitris.theodorakis@uniglobalunion.org](mailto:dimitris.theodorakis@uniglobalunion.org).**

## 11. Content and presentation of the bids

The bid, written in English, shall include the following elements:

- An official tendering letter
- A detailed résumé of the person(s) that will manage the project
- A detailed budget in euros meeting the requests of the European Commission
- A tendering document detailing how the objectives of the call for tenders will be met; the tendering document should include a detailed description of the methodology and actions to implement the research project.
- Information on references from the contractor on similar projects already handled.

## 12. Publication and conditions of the bids

The bids for this call for tender must be submitted electronically to [dimitris.theodorakis@uniglobalunion.org](mailto:dimitris.theodorakis@uniglobalunion.org) and by letter post to:

UNI Europa  
Dimitris Theodorakis  
40, Rue Joseph II  
B - 1000 Brussels

The bids must be sent in a sealed envelope. Bids that will be received after the deadline of 6 October 2023 will not be taken into consideration. All envelopes received that have met the deadline will be opened in the presence of a representative of World Employment Confederation-Europe and of a representative of UNI Europa. An evaluation Committee will be set up representing both World Employment Confederation-Europe and UNI Europa. This Committee will assess the content of the tenders received in due time. A statement of evaluation and classification of those requests for participation will be established, signed and dated by the evaluation committee. It will be preserved for purposes of later reference.

This statement will comprise of:

1. Name and address of contracting authority, the object and market value;
2. Name of excluded candidates and the motives for their rejection;
3. Name of the candidates retained for further scrutiny and justification of choice;
4. Name of the proposed candidate and justification of choice with regards to selection or award criteria.

All candidates must send their offers by registered letter or by hand, addressed to the attention of Dimitris Theodorakis, UNI Europa – 40, Rue Joseph II, B-1000 Brussels Belgium. For those bids sent by registered letter, the date stamped will be considered as the day of dispatch. For requests submitted

by private courier services and by hand which require a signed receipt, UNI Europa administrative service will provide a signature and date stamped with the last open day of presentation, or if dated earlier, will be acknowledged by office receipt.

