



**FAIRNESS, FREEDOM AND  
INDUSTRIAL RELATIONS ACROSS  
EUROPE:  
UP AND DOWN THE MEAT VALUE  
CHAIN**

*Research Work Packages Specification*

# WORK PACKAGE 1

## Project management and coordination

Duration: month 1 to month 24

WP leader: University of Urbino “Carlo Bo”

### Overall Objective

To monitor and to ensure the timely and successful implementation and quality of all the activities foreseen by the project, as well as to provide to EU institutions and to project stakeholders a complete scientific and administrative reporting. This work package will coordinate the activities of each work packages as well as a smooth and efficient communication within the partnership and with the EU Commission.

### Specific Objectives

- To agree term of reference, roles and responsibility of the working groups
- To fulfil the project objectives and to ensure the effective operability of the partnership
- To release deliverables in due time
- To guarantee that the expected results are effectively produced and disseminated to broader audiences
- To respect the duties linked to the Grant Agreement by both the project leader and consequently the entire consortium so as to ensure that the project meets its contractual obligations in terms of deliverables, internal reporting, quality and timeliness - as well as budgetary framework and quality standards - through continuous progress monitoring and efficient internal communications
- To prevent and eventually manage any conflict that can arise in the Consortium
- To organise constant exchanges and meetings among partners and to manage relationships with the funding Authority
- To liaise with other relevant projects within EC Funding Programmes, and with other initiatives promoted by public authorities and CSOs at national and international level.
- To plan sustainability by studying other potential funding applications for follow-ups.
- To ensure financial management and to meet EU requirements in terms of IPR management.

### Description of work

T1 Project Administration

T1.1 Management and reporting on administrative and financial aspects. The overall management approach will be a mix of centralised control and monitoring, and decentralised management by WP/task leaders and individual participants. Cost and time management will be ensured by monitoring and implementing by managing the allocation of human and financial resources and related accounting as foreseen;

T1.2 Regular exchanges with the EU Funding Authority and preparation of internal financial reporting (intermediate and final) and deliverables;

T1.3 Quality control measures. Measures to ensure quality will include internal peer reviews, reviews/feedback and overall quality checking. For quality management the following performance indicators will be identified: input, output, outcome and impact indicators;

T1.4 Engage with institutional ethical review processes as appropriate.

## T2 Project Coordination and Management

T2.1 A detailed work plan, including milestones, deadlines and roles will be developed and circulated among all partners. Project Management will be organized to separate project administration, technical and quality management and final exploitation of project's results. Decision making process as well as daily management of project activities will be similarly divided.

T2.2 Organisation of 8 Project events: one kick-off meeting to be held in Urbino; 6 open local workshops with local Policy Platforms, sided by internal project meetings; one final European Conference to be held in Bologna. Appropriate project management tools, communication and decision-making procedures will be used in between the partnership meetings, such as an intranet, e- mail distribution lists, internet, phone meetings, among others. The final conference will be transmitted live online (webinar). The local Policy Platforms are composed by relevant local, regional and national stakeholders willing to support the project in terms of dissemination of the activities and results, as well as direct beneficiaries of the action.

T2.3 Establishment and maintenance of a management structure and governance through the preparation and implementation of a Consortium Agreement, also stating the financial guidelines to be followed by partners; use of tools like MindMeister ([www.mindmeister.com](http://www.mindmeister.com)) in order to graphically represent the project structure and work plans as appropriate.

T2.4 Coordination with the WP Leaders to plan project-related activities at the project and WP levels.

T2.5 Quality assurance proceedings will be put in place related to all management aspects of the project, including indicators of progress, quality, outcomes, network activities and overall impact. A Project Quality and Assessment Plan will be established to be the reference for project external quality monitoring and control.

T2.6 Periodic reports - as outcome of the project workshops - will be produced and delivered to the project website, as well as technical reports will be produced and circulated among the partners in due time. The reports will include description of the work performed by each partner;

overview of the budgeted cost and actual costs by partners and major costs items; detailed cost analysis by partner and cost category; financial statements; summary of the financial report; distributions of the EU contribution.

### **Deliverables**

D1.1 Kick off Report (Project Report no. 1)

D1.2 Internal financial and procedural guidelines

D1.3 Interim and Final financial Report

D1.4 Project Quality and Assessment Plan to ensure the accomplishment of the objectives defined in the project, including Indicators of quality control

D1.5 Management and Technical reports of project progress according to the planned activities

D1.6 Consortium Agreement for the Consortium Partners Milestones: M1.1 Kick-off meeting in Urbino (M1)

## WORK PACKAGE 2

### Development of the methodological approach and analysis of the pork value chain industrial relations across Europe

Duration: months 5 - 10

WP leader: University of Erlangen

#### Objectives

1. To adopt the road map of the research methodology
2. To share and develop a common methodological approach based on interdisciplinary links
3. To set conditions for the theoretical and empirical analysis of the pork value chain
4. To analyse and map the pork value chain in all partners' State

#### Description of work

The partnership will be jointly share and contribute to develop research methods and their timing along the project life span (program, time, rules, responsibility). Each single phase of research activities needs precise and differentiate investigation approaches based on the involved disciplines in order to better reach the specific objectives foreseen within the project (interdisciplinary approach). Within WP2 the partners will present and discuss the theoretical and empirical tools to be used for the comparative study of the pork value chain. Partners will set conditions to evaluate social dialogue experiences, with a particular focus on both literature and aspects of quantitative and qualitative research

##### T1: Methodology

T1.1 From agreement to practice: a common research methodology. At the beginning of the project, a kick-off meeting will be held in Urbino. The aim is to adjust and adopt the project road map, as well as to develop and share a common approach from a conceptual, terminological and methodological point of view. European (Eurostat, ETUI, Eurofound, Etuc, BusinessEurope) and local statistics (national statistics on labour force, companies, sectoral added value, wages and, where it is possible, centralised and decentralised collective bargaining) will be consulted in order to have coherent and comparable information with regard to the structure of the meat value chain.

##### T2: Pork value chain analysis

T2.1. Features of pork value chain in all partners involved. Based on T1.1 findings, and with regard to each targeted State, all partners will proceed to a theoretical and empirical study of the chain at all stages, from the production of raw material to its processing and distribution. The

study will follow an interdisciplinary approach (economic, legal and sociological aspects will be considered as key dimensions of industrial relations systems), with a particular focus on the fragmentation of the value chain, the inter-firms contractual relationships, the precarious work conditions, the wage-inequalities and the social vulnerability of at least a portion of the workers. The analysis is aimed at mapping the type and the dimension of practices (that can be either legal or illegal) aimed at reducing the labour costs such as transnational posting, undeclared work, flexible contracts, bogus self-employment etc.

## **Deliverables**

### **D2.1 Report (Project Report no. 2) of the Erlangen Open Workshop findings (M4)**

Each project Open Workshop shall be followed by the publication on the project website of small reports, reporting the debates and the findings of the roundtables (participated by the local Policy Platforms), as well as relevant discussions among partners themselves. The final intermediate and final results will be uploaded on the project web site too. These reports shall become the basis of the project scientific outputs. Every partner will also produce an abstract of the report in its national language to spread dissemination of the project results. In these occasions partners will search for a privileged dialogue with the policy makers and the associations representing the various stakeholders of the pork value chain. The debate will also concern the transferability of the project findings. The internal meetings will serve to debate the project activities and provisional results among partners, with the aim of undertaking a more scientific approach (while open workshops have a dissemination approach. This applies also to the following research WPs: 3-5.

## **Milestones**

Open workshops in Erlangen (M3) with the local Policy Platform + partners' internal meeting

## WORK PACKAGE 3

### **Rebuilding the national and European social dialogue frameworks in the pork value**

Duration: months 11-14

WP leader: University of Copenhagen

#### **Objectives**

1. To describe the general pork value chain at the European level as a general background before developing an in depth-analysis of the comparative study
2. To analyse with a comparative approach the pork value chains in the partners' States, based on the findings of WP2
3. To set common guidelines for the selection of the case-studies
4. To relate the industrial relation systems of each targeted EU Member State
5. To rebuild the framework of industrial relations in the pork value chain of the European level, in general, and of the targeted Countries, more in specific
6. To analyse and map the European social dialogue in the pork value chain

#### **Description of work**

T1 Comparison of the targeted Countries' pork value chains

T1.1 Cross-checking assessment. Partners will carry out a cross-checking assessment of the features of the pork value chains at the European level, in general, and of each Country involved by taking into consideration and highlighting convergences and differences (comparative analysis of the pork value chain), with possible creation of specific models to prepare the ground for the selection of the case studies.

T2 Reconstruction of the industrial relation systems at the targeted national levels. To better contextualise the enquiry into the social dialogue practices at every targeted national level, the project research teams will collect and study the existing national literature in order to produce a synthetic reconstruction of the industrial relations' framework in the national contexts, by also considering the different and more general consolidate models in Europe.

T3. Study of the industrial relations national frameworks in the pork value chain at the European level and of the targeted Countries

T3.1. Theoretical analysis of the European and national industrial relations systems in the pork

value chain. A desk research will be carried out in order to rebuild the framework of the industrial relations in the national pork value chains. Project partners will use the existing relevant literature and gather the collective bargaining agreements in the pork value chain to evaluate the subjects, the contents and the possible forms of coordination along the chain. They will investigate the strategy of the actors in interest representation and, in particular, contents, forms and levels of collective agreements. As there are significant differences between contracting companies, subcontractors, subsidiaries and temporary agencies, the levels of interest representation coverage and protection at the various points of the value chain should be specially investigated.

T3.2 Empirical analysis of the national industrial relations systems in the pork value chains. An empirical research will be carried out through interviews to trade union and union business representatives in search for significant and/or critical practices. The interviews will be conducted on the basis of common guidelines in order to favour the comparability of the outputs and stimulating a sharing oriented approach. Findings will be linked to the results of the theoretical analysis to inform the content of some national micro reports.

## **Deliverables**

D3.1 Report (Project Report no. 3) of the Copenhagen Open Workshop findings (M8)

D3.2 Report (Project Report no. 4) of the Hasselt Open Workshop findings (M12)

## **Milestones**

M3.1 Open workshops in Copenhagen (M7) with the local Policy Platform + partners' internal meeting

M3.2 Open workshops in Hasselt (M11) with the local Policy Platform + partners' internal meeting



## WORK PACKAGE 4

### Interdisciplinary analysis of selected case studies

Duration: months 14-19

WP leader: University of Lodz

#### Objectives

1. To examine the results of the comparative analysis resulted from the previous WP3
2. To select 2 relevant national case studies per Country according to agreed guidelines
3. To analyse the practice of social dialogue in the selected case studies
4. To analyse innovative experiences of industrial action and social dialogue in the selected case studies
5. To verify the diffusion, in the selected case studies, of new trade unions strategies to recruit, operate and advance the interests of the employees
6. To investigate the presence of intersectorial collective bargaining practices in the above mentioned cases
7. To understand the reasons of some failures of the social partners in contrasting poor work and social exclusion phenomena concerning the pork industry
8. To verify the existence of territorial arrangements involving public authorities, trade unions and employers' association ("tripartite dimension") in the industrial relations

#### Description of work

T1. Selection of 2 case studies in the pork processing industry in each targeted Country

T1.1. Cross-checking of previous WPs results. Partners will carry out an evaluation of the WP3 findings in search for convergences and differences among the analysed pork value chain's industrial relations to create potential specific models (comparative analysis).

T1.2. Selection of 2 case studies per targeted Country. The case studies will be selected according to the methodological tools developed in WP2, as well as according to the main findings of WP3, regarding territorial settlement, dimension, juridical form of the companies, specific position in the supply chain, degree of internationalization, specific position in the value chain, as well as industrial relation analysis (industrial conflict, degree of unionism, levels and contents of collective bargaining). The project partners will study not only innovative practices in the field of social dialogue, but also some conflictual cases, where inequalities and social vulnerability are very strong, and the industrial conflict is still strongly perceived and social partners are not able to

solve the struggles. The associate partners and the Policy Platforms will validate the case selection.

## T2. Analysis of the case studies

T2.1. Courses of action. The analysis will be conducted on the basis of the specific characteristics of the economic or corporate environment of each case study. It will also concern the peculiarities of the value chain of reference. Project partners will pay particular attention to the forms and reasons of the collective disputes, as well as to the actors of the social dialogue. Afterwards, they will verify the strategies of the trade unions and workers representatives as well as of the business unions and management to balance the economic competitiveness with equality and social fairness' values. Within this framework it will be of particular interest to verify if there are initiatives to encourage the integration of "weak operators" (such as migrants), as well as strategies of rebuilding coordinated bargaining, re-composition of structures of interest representation, cross sectorial trade union cooperation and social pacts at the territorial level.

## **Deliverables**

D4.1 Report (Project Report no. 5) of the Lodz Open Workshop findings (M16)

D4.2 Report (Project Report no. 6) of the Warsaw Open Workshop findings (M19)

## **Milestones**

M4.1 Open workshops in Lodz (M15) with the local Policy Platform + partners' internal coordination meeting

M4.2 Open workshops in Warsaw (M18) with the local Policy Platform + partners' internal coordination meeting

## WORK PACKAGE 5

### Recommendations to improve trade unions relations

Duration: months 20 - 24

WP leader: Istituto di Ricerche Economiche e Sociali Emilia-Romagna

#### Objectives

1. To design recommendations to improve trade unions relations
2. To verify the possibility to strengthen a coordination of interest representation in the pork value chain
3. To enhance the "tripartite dimension" in the industrial relations
4. To verify possible improvements of the legal framework to support social dialogue
5. To understand the perspectives of the social dialogue as part of a more comprehensive policy to cope with wage inequality and social exclusion.

#### Description of work

##### T1 Critical analysis

T1.1 Analysis and assessment of the project findings and results At this stage the partners of the project will assess the general cognitive framework that emerged from the study that has been carried out.

##### T2 Perspective of the social dialogue in the pork value chain

T2.1 Recommendations to improve trade unions relations The analysis carried out in the previous WPs and a comparative study of the existing industrial relations practices can contribute to provide recommendations to union organisation. The idea of taking into consideration existing measures has some positive aspects. The first one is that the practice has been already tested and also if it has been not successful, the mistakes done or the wrong choices made can improve the expertise on what can be avoided and what can be integrated and modified in order to make a practice more effective. Secondly, each existing industrial relations practice is supposed to have faced some critics from both the employers' and workers' side and that certainly represents a enriching instrument for unions recommendations. In proposing recommendations specific attention will be paid to the restrictions related to each legislation system and industrial relations system in order to produce recommendations that can be fit to diverse union backgrounds. Recommendations will not only refer to industrial relations practices as a closed system but will include positive interactions between industrial relations in themselves and some other aspects affecting labour and work issues. Specific room will be given to the relationship between

industrial relations and corporate responsibility measures with a view of emphasizing possible solutions to manage the whole meat value chain: transnational corporate agreement (TCA), Global reporting initiative (GRI), OECD guidelines, SA8000 and other forms of social standards and certification. Furthermore, industrial relations do not vanish within the companies in a dialogue between two actors (management and worker representatives), but assume tripartite forms including public actors. Recommendations are then oriented to highlight effective and positive tripartite formal and informal pacts that foster policies and improve industrial relations along the value chain and among countries.

## **Deliverables**

D5.1 Report (Project Report no. 7) of the Urbino Open Workshop findings (M22)

D5.2 Project book

D5.3 Recommendations report will be drafted and published online in English and national languages of the countries involved

D5.4 Report (Project Report no. 8) Final European Conference in Bologna (M24)

## **Milestones**

M5.1 Open workshops in Urbino (M21) with the local Policy Platform + partners' internal coordination meeting.

M5.2 Final European Conference in Bologna (M23)

## WORK PACKAGE 6

### Communication, dissemination, exploitation

Duration: months 1 – 24

WP leader: University of Urbino “Carlo Bo”

#### Objectives

1. To disseminate news of MEAT-UP-FFIRE achievements (scientific and societal) methodology and solutions to policy-makers and the academic community in particular.
2. To raise awareness of the project activities in order to co-create knowledge, and to transfer it, to the targeted beneficiaries, the general public and the other project target audiences (stakeholders).
3. To engage further stakeholders.
4. To improve and specify the exploitation plan by on-going involvement of grassroot actors.
5. To achieve high quality and open access to project scientific and policy-oriented results.
6. To organise highly attended local public events (No. 6 local open workshops, 1 final conference/webinar in Bologna) attended by partners, stakeholders, policy-makers, scholars, academic networks, social entrepreneurs, representatives of third sector organisations and related umbrella organisations, and the citizenship, in general.

#### Description of work

##### T1 Project communication

T1.1 Creation of the project institutional web-site/portal. The project web-portal will provide website-like services, with purposes of information and general communication. In this section, the key information about the project and its products will be available. The site will be available in English (while abstract of the project reports will also be produced in all partners' languages too). The website will be an essential element of the internal and external project communication, providing project overviews and highlights, up-to-date information on project results, including public and periodic reports. Additional information on project events including meetings, conferences as well as contact details will be available.

T1.2 Regular update of the project website and implementation of a proper social media strategy carved out on the project audiences (Twitter, Facebook). All conferences and events promoted and/or participated by the project will be covered with live tweeting across different countries by using and ad hoc #hashtag for the social dissemination of its findings and results. The social media campaign is aimed at widening the engagement of the target groups and its interest in the

project by adopting the most used innovative communication tools and collaborative technologies.

T1.3 Organisation of quarterly e-newsletter during the project implementation to constantly engage and interact with relevant stakeholders

T1.4 Design and production of branded communication materials such as brochure. The brochure will be translated in partners' languages and designed to be understandable for widest possible audiences, such as vulnerable groups of workers (one of target groups of the project) given the complexity of the topics.

T1.5 Design and production of branded communication materials such as infographic. The infographic will be designed by the Lead Applicant (it can be easily created for example in PowerPoint) for to visually presenting statistics, concepts and important information findings of the project and it is comprehensible and usable from a potentially large public.

## T2 Scientific dissemination.

T2.1 Attendance of public events/conferences organised by other relevant projects/networks and national and EU institutions.

T2.2 Publication of 6 Project Reports, plus 9 scientific articles (1 each research partner) on peer-reviewed academic journals. In order to foster acknowledgement from stakeholders and the expert community at large, the research partners will be committed to writing academic articles and looking for publication opportunities in specialised journals, at national level and possibly also at international scale.

T2.3 Organisation of No 6 Local open workshop, and 1 final international conference (final event) in Bologna attended by partners, stakeholders, policy-makers, scholars, academic networks, social entrepreneurs, representatives of third sector organisations and related umbrella organisations, and the concerned citizenship, in general. Following each local workshop, the organising local partner and its related local Policy Platform will edit a Working Report to be published electronically as a downloadable pdf document on the project website. This micro task implies a thorough networking activity and the building of special relations with the local/national stakeholders.

## T3 Spotting good practices.

T3.1 Analysis of the data collected in the previous Research WP. In order to spot good practices that can spread collective awareness on the targeted research topic. Being able to count on a research that relies on data from six different European countries, the project partners will be able to identify and discuss recurrent patterns.

## T4 Formulating policy advices.

T4.1 Using the results from the previous WPs, as well as from T3 of this WP, project partners aim to offer policy advices which are consistent with the European Union's legislative framework and Strategy, and that can be applied by policy makers.

## T5 Exploitation.

T5.1 Organisation of internal seminars for creating awareness and circulating results for classes and students of the research partners.

T5.2 Active engagement of relevant local industrial and social players and Specially Interested Groups (SIGs: local and regional authorities, enterprises, social partners, scholars) interested in the developed project tools, approach, methodology.

T5.3 Regular information on the project activities through the publication of a quarterly e-newsletter. This task implies the development of periodic e-newsletters presenting not only the main project results and progress, but also articles and editorials dealing with emerging issues, upcoming events and publications. The e-newsletters will be made available in the public section of the project web portal and the publication notice will be sent to a mailing list containing the contacts of local networks of project partners.

T5.4 Exploitation Plan: the exploitation plan will provide information about the potential results of the project. The exploitation plan will:

- Clearly identify the project results and classify them accordingly to their exploitation potential;
- Analyse and continuously monitor the target groups, the scenario and users in order to have a clear account of its structure, its key players and react to their needs and future trends.

Each partner will contribute to smooth implement the exploitation strategy.

## **Deliverables**

D6.1 Project website in English (M2)

D6.2 Publication of work in progress reports and scientific peer reviewed articles

D6.3 Reports on the local workshops, containing the main results of discussion occurred during the local workshops - reports to be completed by 4 weeks after the local events

D6.4 Executive exploitation plan

D6.5 Periodic quarterly e-newsletters

D6.6 Brochure

D6.7 Infographic