Project information

Grant amount applied for (EURO)   196 394

Project title
Itinerariul Dialog

Project description
Romania faces enormous challenges pressured by commitments with EC, IMF & ECB tending approve urgent law changes to reduce labor costs & turn labor relations more flexible aiming more dynamic labor market, not always taking into account or having the necessary time for negotiation & consensus generation with workers & their representatives. Furthermore Prison Staff will have to deal with DG Justice Agenda where Romania can be hit by massive wave of inmates returning to their mother country, pressuring workers. Additionally the new law on social dialogue in Romania brings new challenges in terms of imposing to the unions more restrictive conditions. Under these conditions social dialogue is a must be as stated in European prison rules - chapter V & motivated by above mentioned factors.
This project aims to act on develop social dialogue capacity between Prison Union (SNLP) and their Public Administration Body (NAP). The purpose is to design, test & disseminate a participatory social dialogue immersive experience model.
The actions are organized to deliver immersive social dialogue model targeting the negotiation of an agenda in prisons administration putting the public administration structure and Union working together to set priorities and filled them acknowledging resources scarcity and cultural specificities.
The objectives succeed accordingly:
1. Deliver training program, both to public administration Top Management and Union representatives, focus on simulations.
2. Build a conjoint social dialogue road map focusing on priorities and practicability of actions adapted to Romanian public prison administration context.
3. Promote unionization of workers in public administration implementing participative strategies & actions.
4. Disseminate outputs and achievements towards other unions & federations.
The project is organized in 5 working packages (WP), each of them sub-divided in 3 or more activities. The first WP addresses project management, where its included partnership, planning, operational implementation, financial, reporting, procurement, quality, contingency management & relation with Norway Grant Management Authority.
The WP 2 addresses competence development, crossing social dialogue training state-of-the-art study, stakeholders hearings, learning expedition, common recruitment and selection process which will concur to develop an unique social dialogue training program that put together union and employer representatives to acquire skills from case studies, role plays, work group challenges and in an e-learning based platform.
WP 3 aims to apply the skills and competences acquired in previous training to a set up of a social dialogue road map in cooperation in an simulation that is key to sustainable future cooperation since will be the foundation of it. Decent work will be one of approached issues helping participants awareness development on it.
WP 4 addresses workers participation in influencing the social dialogue and decent work agenda. It includes the development of skills and acquisition of resources by SNLP to implement it on-going and in a sustainable way - by their own means.
Finally, WP 5: evaluation will work strictly linked to communication & dissemination, allowing to confirm & share outcomes achieved, completing the quality & suitability of foreseen outputs while communicating & disseminating them.
The project hits the heart of Norway Grants in tripartite dialogue, creating channels between workers, unions & employers to improve their social dialogue and decent work processes, platforms and resources.
Sustainability is achieved by knowledge acquisition by SNLP & NAP (supported by expertise in key areas), investment in saving money tools & the development of products to guide new achievements & support replication in other contexts. All partners already collaborate in: needs and funding sources identification and in project development.

Outcomes, outputs and risk

Outcome
Improved social dialogue and tripartite dialogue structures and practices

Outcome indicators

Indicator	Description	Indicator value	
		Baseline	Target
Mutual understanding of working in Social Dialogue process	Design together the trainees selection process and the training groups to run the program	0	1
Common development in a Conjoint Training Program on Social Dialogue	One platform accessible for all training participants, both employer and unions, participation in simulation sessions and in workshops and forum's	0	1
Common development and implementation of Social Dialog Agenda to assess the benefits of conjoint work	A bidirectional consultancy and joint work commission to define and implement a common agenda on social dialogue	5	10

Source of verification
1. State of the art on Social Dialogue Training final document
2. Case Study and good practices research document
3. Conjoint learning expedition to Norway report
4. Focus group for training program
5. Conjoint Social Dialogue Training Program
6. Selection process document with meetings outputs report and developed tools
7. Training groups and trainees inscription statistics
8. Training platform
9. Training assessments
10. Training evaluation report
11. Prioritization research report
12. Conjoint Social Road Map sessions reports
13. Participation sheets
14. Conjoint Social Road Map Agenda and Plan

Outputs with attached indicators

Output	Output indicator	Indicator value	
		Baseline	Target
Social Dialogue Negotiation Training Program	• Nº of contributions introduced in the program development (state-of-the art; focus group and other)	1	3
	• Satisfaction training level	50	80
	• Impact rate in participants	50	75

Description
1. Social Dialogue Negotiation Training Program: a coherent program for conjoint social dialogue negotiation (involving employer and employees representatives with participation of third countries similar structures external experts), covering a set several learning domains, established recurring to potential trainees participation in defining domains, focus in interactive training methods: case studies, simulations and learning management systems (e-learning platforms). All program details will be included: modules, sessions, trainees' recruitment process, evaluation systems, session plan, session contents and resources and implementation case study.

Output	Output indicator	Indicator value	
		Baseline	Target
Model for Road Map for Social Dialogue	Rate of topics covered in plan	20	10
	Rate of session reports	0	6
	Rate of participation	9	7

Description
1. Model for Road Map for Social Dialogue: a document which will expose the planed and implemented process, the road map plan, presenting the strategies defined, their advantages and disadvantages, resources available and nonexistent, a critical review of achievements and cutbacks, lessons learned, the session program, session reports and guidelines to replication.
2. Conjoint Recommendation on Social Dialogue Policy and Practices: a set of publications, conceived by social dialogue workgroup members, organized in small groups, addressing key conclusions and results from their work to be analyzed and considered in the Romania social dialogue process. These recommendations will be presented in dissemination events, mainly on the final event and sent to social dialogue stakeholders.

Risk and mitigation plans

Description of risk	Assessment	
	Likelihood	Impact
Participation and assiduity below expected	Medium	High

Risk mitigation plan
1. Involve all partner in planning (early stages) and validating final proposals
2. Involve selected participants using awareness techniques and commitment statements
3. Incentive accountability of individuals to group and organizations
4. Implement goal oriented monitoring, focusing in small steps achievements
5. Compromise participants and partners with detailed operational plans

Description of risk	Assessment	
	Likelihood	Impact
Conflicts between different parties on training and road map sessions	Medium	High

Risk mitigation plan
1. Focus training program on empathy, using ice-breaking and "the other side of the mirror" techniques, create small groups and mix participants (employers and employees) giving them specific challenges that require cooperation
2. Emphasize conflict losses and cooperation gains throughout the events using outside experiences and expertise sharing
3. Use external case studies and role plays that can afterwards be projected in each person and organization experience in a more emotional and impartial approach
4. Invest strongly in group challenges with mix members with clear cooperation goals

Outcome

Enhanced understanding of the benefits of decent work

Outcome indicators

Indicator	Description	Indicator value	
		Baseline	**Target**
Mutual understanding of the importance of addressing decent work, include it on Social Dialog Agenda and the impact on the organization	Introduce the theme "benefits of decent work" to be inserted in the Social Dialog agenda and Training.	0	10
Build awareness in workers to participate in influencing decent work agenda	Set the systems to increase participation of workers in defining and influencing the decent work agenda and feed social dialogue	0	1
Mutual understanding of the importance of the State-of-the-art in conjoint social dialogue training for social dialogue preparation	Existent training programs, models, methodologies, case studies and other pedagogical resources	0	1

Source of verification
1. State of the art on Social Dialogue Training final document
2. Case Study and good practices research document
3. Training assessments – decent work session assessment
4. Training evaluation report
5. Prioritization research report
6. Conjoint Social Road Map sessions reports – decent work session report
7. Results and reports from focus groups, panels and questioners applied to workers
8. Contribution from workers
9. Participation in dissemination events

Outputs with attached indicators

Output	Output indicator	Indicator value	
		Baseline	**Target**
Model for Road Map for Social Dialogue	Nº of topics specifically on decent work covered in the agenda	0	1
	Nº of sessions addressing decent work in training program	0	2
	Nº of awareness actions increase, addressing workers, including decent work agenda	8	12

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Output	Output indicator	Baseline	Target
Unionized workers participation in Applied Research	Nº of contributions collected from worker introduced in social dialogue agenda	0	30
	Nº of participants in applied research techniques	0	200
	Decent work agenda awareness level	0	200

Description

1. Applied Research: an configured ICT platform, where SNLP can run questioners and panels to cover workers participation and influence on social dialogue and decent work issues. A report will also be issued containing the methodological process of research, guidelines of focus group, questioners and panels used and their the testing and roll out application results with a critical review.

2. Dissemination Process Guide: the compilation of critical analysis on actions implemented, register in the communication plan, stating the results achieved, path to implement actions and future strategies.

Risk and mitigation plans

	Assessment	
Description of risk	**Likelihood**	**Impact**
Low participation of workers	Medium	High

Risk mitigation plan

1. Start with testing in small groups for each of applied techniques
2. Design data collection instruments synthesized, focus on key indicators to prevent time consuming
3. Create viral marketing techniques to create awareness on the importance and benefits from participation
4. Give feedback from collected information in impartial way
5. Give feedback from achievements of the action

	Assessment	
Description of risk	**Likelihood**	**Impact**
Technical problems in ICT Platform and data collecting instruments	Low	Low

Risk mitigation plan

1. Server acquisition compliance with SNLP IT standards
2. Definition of requirements, standards and infra-structure in multidisciplinary teams
3. Definition of persons to receive training and creation of simulations before roll out to test skills acquisition
4. Multiple revision of design data collecting instruments and before launching implementation of testing