



CORPORATE SOCIAL RESPONSIBILIYT FOR ALL (CSR – for ALL)

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GLOSSARY OF ACRONYMS

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GLOSSARY OF ACRONYMS

TISK	Turkish Confederation of Employer Associations
IOE	The International Organization of Employers (IOE)
BCM	Business Confederation Macedonia
CEA/HUP	Croatian Employers Association
MEF	Montenegrin Employers Federation (MEF)
CNIPMMR	National Council of Small and Medium Sized Private Enterprises in Romania (CNIPMMR)
CSO	Civil Society Organization
CV	Curriculum Vitae
EU	European Union
STE	Short-term Expert
Description of Action	Terms of Reference
PIT	Project Implementation Team
PFA	Project Finance Officer
PC	Project Coordinator
PA	Project Assistant
PSC	Project Steering Committee
KOM	Kick-off Meeting
CP	Contact Person
EO	Employer Organization
PO	Project Office



OIP	Operational Implementation Plan
EO	Employer Organization
NGO	Non-Governmental Organization

List of Annexes:

- Annex 1** – Description of Action (ToR)
- Annex 2** – Operational Implementation Plan
- Annex 3** – Project Road Map
- Annex 4** – Communication and Dissemination Strategy
- Annex 5** – Visibility Guideline
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1. Project Implementation Strategy

The “**Project Implementation Strategy**” document was prepared by the Project office to ensure effective management and quality assurance of the project. It is well proven that only a clear and plausible strategic orientation will contribute to the overall success of a complex project.

This goal-orientated strategy will cover the expectations and priorities of the project. This document will form the framework for planning of activities; defining the main rules, channels, mechanism, mitigation measures, milestones and tools for consultation and collaboration in case of facing problems in implementation as well as monitoring and evaluation of project implementation periods.

This manual will also ease the follow-up of the activities and it will be used as a reference document for effective and timely management of the project, as well as valorization and communication activities.

Furthermore, this strategy will have two major documents which are extremely important in project management: Project Operational Implementation Plan (Annex 2) & Project Road Map (Annex 3) But this strategy will mainly be the basis for the Operational Implementation Plan which gives the activities and responsibilities with details to be undertaken within the available **financial** and **human resources** during the project implementation.

Also while explaining our approach to services, we will refer to eleven implementation guiding principles. These *Guiding Strategies* are designed by emphasizing the requirements in Description of Action (Annex 1) to be implemented efficiently during the process of project activities.



2. Project Synopsis

Project	Corporate Social Responsibility For All
Abbreviation	CSR for ALL
Contract No	EuropeAid/132438/C/ACT/Multi
Project Duration	24 MONTH
LOCATION	The Project office is based in lead agency TISK's premises in Ankara, Turkey. (The project will be implemented in every partner country at the same time: Turkey, Macedonia, Croatia, Romania and Montenegro)
EU Contribution	726.805,85
Contracting Authority	EU Commission

A. Overall Objective of the project:

- To contribute for a more dynamic civil society organizations who are actively participating in public debate on democracy, human rights, social inclusion and the rule of law and with capacity to influence policy and decision-making processes.

B. Specific Objectives of the Project

- To build awareness and capacity in partnership/network of employer organizations (EOs) in South East Europe regarding CSR in order to improve their participation in multi-stakeholder dialogue (as well as their influence on public sector reform process) at national and international levels and
- To create awareness and build capacity in the network of employer organizations (EOs) in the region to guide enterprises for their positive impacts on society and to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy.

C. Expected Results:

Following the above definition of the project purpose, the Project team is expected to provide all the necessary technical assistance in order to have the project to result in:

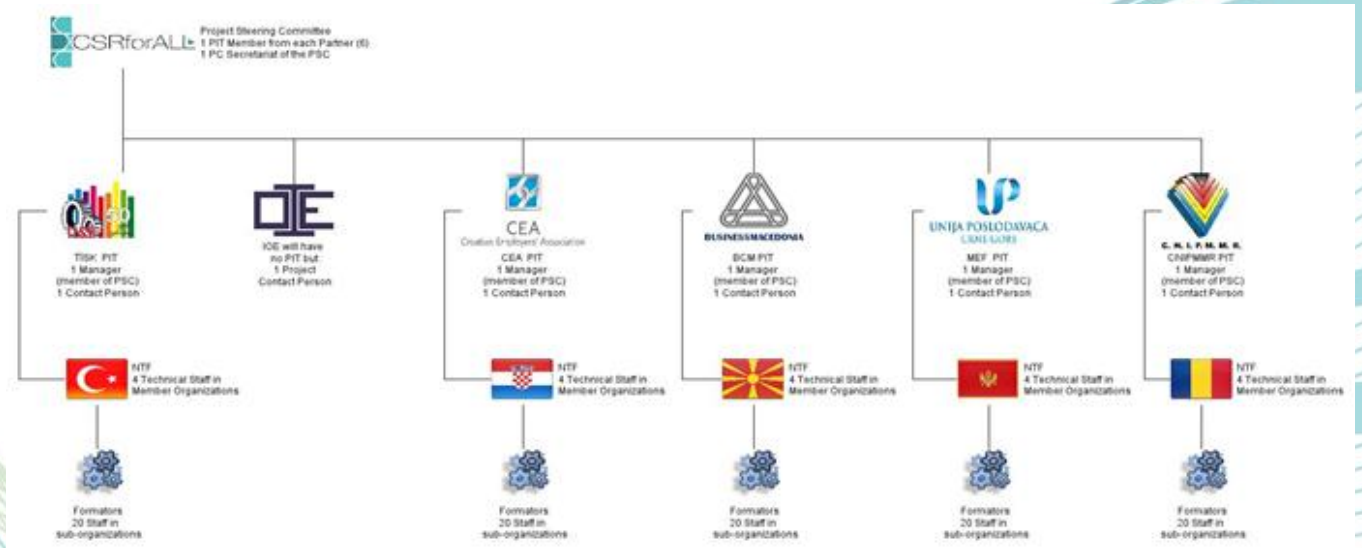
- Supporting package developed for capacity building of employer organisations on CSR for



helping the enterprises, influencing decision making process and developing joint strategic programmes with the aim of adding value to EO efforts and achieving sustainable outcomes.

- Capacity of partner EOs enhanced on CSR in order to perform timely consultations with other stakeholders, including governmental bodies and international networks.
- Selection criteria for CSR best practices identified and piloted at local level in line with latest EU developments in order to promote sustainable outcomes and innovative initiatives.
- Awareness of enterprises and other stakeholders raised throughout thematic areas of CSR by developing EO strategies, and encouraged visibility and disseminated actions.

3.Roles and responsibilities of all partners



CSR for All project consists of 5 Employer umbrella organizations: National Council of Small and Medium Sized Private Enterprises in Romania (CNIPMMR) (Member State), Business Confederation Macedonia (BUSINESSMACEDONIA), Croatian Employers' Association (HUP/CEA) and Montenegrin Employers' Federation (MEF/UPCG) (IPA Beneficiaries and



Western Balkan countries); International Organization of Employer (IOE) as the guiding organization and Turkish Confederation of Employer Associations (TISK) as the leading partner. They all represent employer's interest at national and/or international levels.

This partnership consists of well-designed partnership structure that will provide an efficient and effective management of the project.

In view of the complementarity of partnership, the project will be managed as one corporate entity with one single management structure. Within this framework, each partner will put its own contribution, in line with its main strengths vis-a-vis with the project.

The partnership among the partners that started in the past will continue during and after the completion of this project. Since they have been working together as umbrella employer organizations in this region at different levels (regional, international) and different areas of world of business, they will continue their cooperation during and after the lifespan of this project with more strong work relations and cultural exchange.

A. IMPLEMENTATION GUIDING PRINCIPLES:

CSR for ALL Projects' management approach will focus on working closely with the partners and coordinating with the relevant organizations involved in the implementation through a consultative and participatory process. Since the Project management is a transformative and integrative process, we would like to emphasize participation and dialogue by creating opportunities for all stakeholders to express their view, experiences and ideas in relation to the project. In order to accomplish efficient Project management, we would like to apply strategically focused, efficient, 11 success factors of project implementation, which are used for planning and scheduling project activities. We are confident, that these strategies will contribute to the achievements of the objectives specified in the Description of Action. These are shortly described as below:



- **Close Cooperation between the partners:** This Project has straightforward objectives but its success is possible only with an adequate level of management and co-operation between partners on all levels and of all components of the project. Close cooperation of all involved stakeholders is an essential prerequisite for successful and efficient implementation. In this respect; a separate budget breakdown for all the Partners is sent (budget breakdown will not supersede the overall budget of the Contract) for the sake of easier cooperation. This way project partners will inform TISK at any bottleneck and early difficulty they face in providing their services.
- **Sustainability:** Sustainability is one of the main attributes of our project's implementation. Sustainability can be best achieved by hands-on approach to project activities such as selection of the National Task Forces (NTF) which will be established within the partner EO's own capacity, training (workshop-based training is usually accompanied with practical on-the-job training). The aim of our approach is to ensure continuous transfer of knowledge from our trained NTFs to the formatters which will be selected within the partner EO's member enterprises and from formatters to the local counterparts through Awareness Raising Seminars and National Conferences. In this respect, we see selection criteria of the NTFs and the formatters as an important fact and suggest all the EO's to use their constant own staff. In addition, *Conference Book, National Review Reports* and *EO's Handbook* which will be prepared through related project activities, will be the main outcomes of the Project to be shared with all stakeholders and lead the future establishments.
- **Commitment:** The direct counterparts of the project team are the key players who make change happen. Their commitment to agreed tasks and responsibilities is vital for project progress and satisfying results. For addressed responsibilities please refer to Project Operational Implementation Plan.(Annex 2)
- **Active Involvement:** Any consulting activity at any stage of the project is to be tied in with efforts to motivate the beneficiaries or stakeholders towards active participation. The management team involved aims to apply direct and indirect motivational stimulus as appropriate to each participating group. This has two dimension in this project; **a) involvement of partners.** For instance; Project



Implementation Team (PIT) involved aims to apply direct and indirect motivational stimulus as appropriate to each participating group. It is respectively important for partners and their stakeholders to involve at each step of the Project. As well as **b) involvement of policy makers**: The Project also aims to affect decision makers through its activities to be able establish a common tradition for CSR.

- **Partnership & Ownership:** The Project has started by establishing partners, and it will continue all the way by adding itself new partners. Therefore, it is critically important to create a wide network of experts, beneficiaries, enterprises, parliamentarians, community and NGOs. All partners contribute to the project through their best means (experts, contacts and representative offices, support and backstopping facilities and equipment etc.), which are managed and coordinated by the project office in Turkey. By nature a project is a development intervention in an existing context and structure. Financial resources and international expertise aim to boost the performance of the structure to an effective level, supporting change. It is important that this process of change is sustained after the project ends to gain maximum benefit. To ensure that the project becomes an integrated part of a change process, the beneficiaries should be supported to develop their own initiatives and launch new actions during the lifetime of the project. The role of the international consultant in this respect is to complement their counterparts by seeking ways to make new ideas feasible.
- **Accountability:** Each partner must account for its activities by taking the budget and Description of Action as a reference point, and disclose the results in a transparent manner to the project office when it is needed. Project partners will also submit a *Quarterly Financial Report* to the PO together with all the related documents (Annex 13). Budget breakdown or other entrusted prosperities needs evidence based approach to ensure the trust along partners. Project Finance Officer (PFO) shall collect the required financial documents and project office shall collect project activities related document in order to ensure efficient and evidence based implementation.
- **Process Management:** is vital and it begins by discovering the underlying issues and the underlying goals, including; decision taking procedure, budget management, reporting and evidence based approaches as sub strategies. Project's decision taking body is Project Steering Committee (PSC).



They are also the members of PIT. PSC should be able to monitor all project related activities and provide evidence based study- such as invoices, confirmations, reports to the project office. Project Coordinator and Project Assisstant shall be informed about the process of the Project activities which are undertaken by the Project partners. The project office shall response questions of Project partners regarding respective activities.

- **Knowledge and information management:** Systematic knowledge management has become part of the project's strategy and is embedded in other management procedures, such as quality assurance. PSC has devised a number of instruments with a view to knowledge management and safeguarding the exchange of information, such as:
 - In order to encourage free and fast communication; PO and PIT members, mainly the Contact Persons uses "SKYPE".
 - E-mail and telephone based discussion for urgent topics
 - Regular, institutionalised meetings `(PSC meetings) for systematic exchange and review of experiences made

The systems and instruments of knowledge management described above will be applied throughout project implementation. The Project coordinator will assure that knowledge is regularly identified, acquired, further developed and stored. The team will then make best use of knowledge by using new information for project implementation and distributing knowledge to stakeholders through different channels (meetings and conferences, reports, other means).

- **Time Management:** Through using time management we assigned duration to each task. (Please refer to "OIP"). In order to prevent float or zero float conditions, sticking to the agreed schedule is crucial. Not filling the time frame will have a domino effect to other activities. All the activities especially in the implementation phase are related to each other. I.e. if partners neglect to give feedbacks to the IOE national review report templates on time, lack of internal information sharing will damage the transparency and active involvement of the partners to the project activities and strickt time schedule of the project will effect tremendously.



- **Capacity Enhancement:** The objectives, results and activities of this project strongly focus on capacity development of actors for being more social responsible in the business life. This project through all activities particularly via the capacity building support package with the technical assistance of IOE will increase the capacity of partner employer organisations on CSR for influencing decision making process and developing joint strategic programmes with the aim of adding value to EO efforts and achieving sustainable outcomes.

The role of EOs is to support domestically activities related with CSR which will lead international and national organizations in the future with the Project's outcomes.

Project requires full agreement and great efforts from partners on internal capacity building throughout all project activities.

- **Awareness Raising:** Kick-off meetings will be the first step for awareness raising among all stakeholders in all partner countries at national level. In addition, all related stakeholders (governmental bodies, other related CSOs, universities, media, consumer groups, etc.) must be invited to these meetings since success and sustainability of our project depends on the involvement of all. Project results should also be disseminated to target groups, relevant public authorities and national bodies. While doing this, filling the EU visibility requirements is an asset. (Please refer to Visibility Guideness (Annex 5) and Communication and Dissemination Strategy Report (Annex 4) for further guidance.) The role and use of mass media is also very important here; project office and STE developed comprehensive and research-based messages/slogans for CSR which will take media's attention.
- **Learning and Innovation:** The Project itself aims to create learning and transfer tradition on CSR along EOs, their sub organizations and in the society overall. Therefore this project includes trainings to be able to ensure the transfer of learning. Trainings encompass any learning activity that is directed towards the acquisition of specific knowledge or skills for the purpose of creating the common understanding for CSR. The aim of our approach is to ensure continuous transfer of knowledge from our trained NTFs to the formatters which will be selected within the partner EO's member enterprises



and from formators to the local counterparts through Awareness Raising Seminars and National Conferences. In this respect, the selection criteria of the NTFs and the formatters is an important topic; we suggest all the EO's to use their constant own staff. Hence this fact needs special attention.

While implementing the activities, all partners are required to be innovative at any stage. Since CSR is an innovative subject and requires creativity and acceptance of the new perceptions, we should try new thinks while implementing our activities. Partners' creative approaches will be an added value to the project. As an estimated result of the Project, new guidelines and publications on CSR will be established. All the process and activities will be realized in a transparent manner for changes and innovations.

B. Main Activities to be carried out in Inception and Implementation Phases:

In line with our guiding strategy principles; we will focus on working closely with partners and coordinating with the relevant organizations involved in the implementation through a consultative and participatory process.

This project's' main focus is the capacity building of the partner EOs in the field of CSR. Therefore all activities foreseen under Inception Phase and Implementation Phase are designated to build institutional capacity of the partner EOs.

INCEPTION PHASE

**** In order to have an effective and timely management, all the activities at this phase needs to be established and made operational on time and with an interactive manner of the partners.*



INCEPTION PHASE

Activities & main deliverables of the Inception Phase are

		Time Frame	Responsible
Activities	Activity 1: Establishing Project Management Structure	December 15, 2012 – January 5, 2013	PSC Members
	Activity 2: Developing Project Road Map, Redefining Project Implementation Strategy and Revising Project Operational Implementation Plan	Within first 3 month of the project	PC
	Activity 3: Participation in Opening conference	January 21, 2013	PSC members and PC
	Activity 4: Preparing Inception Report	April 30, 2013	PC (PSC inputs and monitoring is crucial)
	Activity 5: Organizing Project Kick-off Meeting (KOM)	Within the 4th month of the Project (April)	Related EOs
	Activity 6: Participating in Inception Conference	End of May	PSC members and PC
Estimated Inputs	<ul style="list-style-type: none"> • PSC, PIT PIT in Lead and Partner CSOs		



Outputs / Deliverables	<ul style="list-style-type: none"> • PSC and PIT set-up done and became operational • Operation Steering Committee established • Overall Implementation Plan reviewed • Project Road Map prepared • Communication and Dissemination Strategy prepared • Monitoring & evaluation system established • Inspection Conference Event arranged • Inception Report submitted
Indicators	<ul style="list-style-type: none"> • Updated Overall Implementation Strategy and Plan • Monitoring & evaluation system • Public awareness (stakeholders & social partners) on basic concept and activities of the project increased <p>REPORT:</p> <ul style="list-style-type: none"> • Inception Report • Road Map • Project Operational Implementation Plan. • Project implementation Strategy • Communication and Dissemination Strategy
Timing	1-5 Months
Additional Notes on related activities	<p>Activity1: Lead EO (TISK) will be responsible to establish PM structure in close cooperation with the partner EOs. In addition to this; Project Team (Implementation level - Project Coordinator (PC), Project Assistant (PA), Project Finance Officer (PFO)), Steering Committee (PSC: decision making level – one member from each partner organization) and Project Implementation Team (PIT: technical level) – PSC members and contact persons from each partner organization), are established. PSC and PC will meet in every 4 months (2 times in first 6 months/inception phase).</p> <p>Activity 2: Partners active involvement on timely basis and add their technical know-how, experience and expertise while drafting the reports is crucial.</p> <p>Activity 3: Project office prepared a political and technical presentation of the project and presented it at the conference as required by the Commission.</p> <p>Activity 4: While implementing Inception Report, PC should require inputs from</p>



the PSC members on regular basis and finalize the report under their monitoring mechanism.

Activity 5: Meeting minutes, participant list will be finalized within in 1 week by the PIT at the end of every KOM and submitted to the Project Office. Meeting minutes and the photos from the meetings will be uploaded to the project's website.

2. IMPLEMENTATION PHASE-I

**** Each partner will conduct the national review and also provide technical contributions in round table discussion and also provide feedbacks on the general outline of the package proposed by IOE. Lead CSO from Turkey will be responsible for organization and logistics of round table meeting.*

Project implementation phase will have two main phases with special focuses as follows;

In the first phase we will focus on *developing capacity and raising awareness* within partner EO's regarding CSR; **the second Phase** focuses on developing capacity and raising awareness within partner EO's regarding **Social Reporting** in the framework of CSR. Second phase of the project is subject to approval of contracting authority in the light of a mid-term review.



2. IMPLEMENTATION PHASE-I

1. CAPACITY ENHANCEMENT AND AWARENESS RAISING IN CORPORATE SOCIAL RESPONSIBILITY (CRS)

		Time Frame	Responsible
Activities	WORK PACKAGE I: Review on Current Situation in Partner Countries		
	Activity-1: Defining review framework	29th of April, 2013	IOE
	Activity-2: Conducting national review study in 5 partner countries and reporting	May – Sept 10, 2013	IOE and EOs
	Activity-3: Organizing round table discussion	October 9-10, 2013	TISK
	WORK PACKAGE II: Designing and Implementation of Awareness Raising and Capacity Building Support Package		
	Activity-1: Designing capacity building support package based on the outcomes of national reviews and round table discussion	August 30 - Oct 25, 2014	IOE
	Activity-2: Establishing National TASKFORCES (National-TF) in partner EO's	November, 2013	EOs
	Activity-3: Training of National-TFs from 5 partner countries	Jan 20- 24, 2014	IOE & National TFs
	Activity-4: Defining selection criteria at local level and select CSR best practices in 5 partner countries by National-TFs	Feb 03 – April 03, 2014	National TFs
	Activity-5: Developing “EOs Handbook to Guide Enterprises in CSR”	February 03 - May 03, 2014	TISK, IOE & National TFs



	WORK PACKAGE III: Enhancing Capacity, Awareness Raising and Dissemination		
	Activity-1: Training of formators from sub-organizations in 5 partner EO's	April 15-16, 2014	National TFs
	Activity-2: Organizing of awareness raising seminars for enterprises in 5 partner countries;	June 12 – 13, 2014	National PIT
	Activity-3: Organizing national conferences	September, 2014	EOs
	WORK PACKAGE IV: Visibility and dissemination activities		
	Activity-1: Identifying a Communication and Dissemination Strategy	Within first 3 month of the project	STE & PO
	Activity 2: Developing Visibility Materials	Within first 3 month of the project	STE & PO
	Activity-3: Developing the Project Website	Within first 3 month of the project	STE & PO
	Activity 4: Participating in Opening Conference (Brussels)	January, 2013	PSC & PC
	Activity 5: Organizing Project Kick-off Meetings	March, April, 2013	EO's
	Activity-6: Participation in Closing Conference	November, 2014	PSC & PC
	Activity-7: Project Dissemination and Information Sharing Meetings	September, October 2014	National PIT
Estimated	<ul style="list-style-type: none"> • PSC, PIT • PIT in Lead and Partner CSOs 		



Inputs	
Outputs/ Deliverables	<ul style="list-style-type: none"> • National review reports prepared in partner languages and English • Defined general outline of CSR awareness raising /capacity building support package • Round Table organized and Evaluation Document prepared • CSR awareness raising and capacity building support package designed • Operational National-TFs established in 5 partner countries • National-TFs’ training programme and materials prepared • 20 National Taskforce members from 5 partner countries trained • CSR best practice criteria defined in 5 partner countries • CSR best practices identified in 5 partner countries by National-TFs) • Formators’ training programme and materials prepared • Around 20 formators trained by National-TFs from sub-organizations in each partner CSO (Total 100 formators) • Raised awareness of around 100 enterprises in each partner country (500 enterprises in total) • Raised awareness of around 100 participants from related parties (ministries, governmental organizations, trade unions, NGOs, universities, professional organizations, etc.) in each partner country (500 people in total) • Selected, awarded and announced best practices in the national conferences in 5 partner countries • Institutional feedbacks of EOs at national level regarding CSR • “EOs Handbook to Guide Enterprises in CSR •
Indicators	<ul style="list-style-type: none"> • Prepared and printed 6000 pieces of national review reports in partner languages and English (1000 in each 5 languages + English) • 120 trained people for CSR in 5 partner countries - 20 National Taskforce members from 5 partner countries trained + 20 formators trained by National-TFs from sub-organizations in each partner CSO (Total 100 formators) • Raised awareness of around 100 enterprises in each partner countries (500 enterprises in total) • Raised awareness of around 100 participants from related parties in each partner countries (500 persons in total) • Selected, awarded and announced best practices in the national conferences in 5 partner countries (3*5 countries = 15 best practices) • Prepared institutional feedbacks of EOs at national level regarding CSR • Prepared and Printed 6000 “EOs Handbook to Guide Enterprises in CSR”



Timing	
Additional Notes on related activities	<p>Work Package I</p> <p>Activity 1: All other activities in this package will be shaped based on the findings of the national reviews to be conducted in 5 partner Countries hence this activity and the partners’s active involvement and timely respond to the process is crucial: draft framework prepared by IOE will be shared with the PIT on the 25th of May, then IOE will receive the feedback from the partners on the 28th of May. The final version will be prepared by IOE on the 30th of May & will be shared with the partners for translation purposes. Translations will be finalized on the 15th of June.</p> <p>Activity 3: Partners should actively involve, be accountable, and have the ownership and time management during this process.</p>



Work Package II

Activity 2: EOs should nominate their 4 permanent technical staff for this.

While selecting these 4 members EO's must be careful their interest and sustainability to the subject. Selected candidates should have the ownership to the topic.

Activity-3: The members of the **National-TFs** are expected to become the focal persons on CSR at national level and start acting in the area. They are also expected to train 20 formators in their sub-organization on CSR. Hence they should be well trained and their sustainability to the task should be monitored by the PSC members.

Activity 4: National TFs will identify 3 best national practices in their Countries. One of the targets of this Project is to establish *best national CSR award criteria* at the end of the Project. Hence NTFs should analitical while identifying the best practices again PSC members monitoring during this process is crucial.

Activity 5: Each partner is supposed to provide their technical comments to this Handbook in order to make this book more relevant to their country conditions.

Work Package III

Activity 1: To ensure requested level of quality of trainings, technical support from both national and international STEs will be provided.

- **Activity 2 and Activity 3:** All of the partners should also disseminate the project results to target groups, relevant public authorities and national bodies and enterprises in Turkey, Macedonia, Croatia, Montenegro and Romania.



1. Project Management Tools

3.1 Steering Committee Members (PSC)

The Steering Committee will be responsible for the assessment of mutually agreed aims, activities, time schedule, and decisions to overcome unexpected problems. This body will act as an advisory body.

The PSC members will coordinate the national project implementation teams, activities, relations with related bodies and financial aspects in their own countries and feed the promoting organization in terms of country reports, evaluations, and outputs of the ongoing project activities. One of the main activities of the Steering Committee will be the coordination of valorization activities both at national and international levels. The duties of PSC members are as followed:

- PSC Members have the responsibility of evaluating and monitoring the phases.
- PSC Meetings will be held on a rotational base. For each meeting 5 PSC members will be travelling to other countries. PC will be travelling 5 times except for the 2 meetings which will take place in Turkey. (7 meetings X 5 PSC members travelling) + 5 meetings that PC will travel=40 travels
- It is expected from the PSC members to attend to all required meetings. Also, for the efficient follow up of the project activities; same person's attendance to the PSC meetings is ideal.
- Each meeting will be hosted by a different partner on a rotational base. The management and secretariat of these meetings will be the responsibility of the PC &PA with support of national PITs.
- In order to set clear management and communication structure among partners; backbone reports of the Project (Inception Phase: Project Road Map, Project Implementation Strategy and detailed Operational Implementation Plan. Implementation Phase: National Review report, EO's Handbook, Evaluation Document) will be monitored and evaluated



by PSC members.

- PSC members will give feedback to each meeting minutes prepared by PC and PA after each meeting.
- The activities and performance of the PC will be monitored and evaluated by the Lead EO and the PSC.
- PC shall also coordinate implementation of project activities via national PITs in partner countries in accordance with the decisions and recommendations of the PSC.
- PSC will meet during inception phase in order to discuss and finalize all technical matters and define coordination and communication standards between national PITs and project main office where PC & PA work under the coordination of lead EO – TISK.

3.2 PIT & Contact Person:

- The Project Implementation Team (PIT) will be comprised of one Manager and one Contact Person (CP) and will be responsible for the management of the project at technical level. Each Partner will establish their own PIT. The PIT Manager will also be member of the PSC and represent the relevant Partner.
- Having 1 common member from each partner at PSC and PIT will create the coordination of management at policy and technical levels. National PITs will work in close cooperation with PC and Lead EO.
- Contact Persons who is a member of PIT are in a close cooperation with PO and they are responsible for raising awareness activities at national level. Especially during the implementation phase, CP will become the main source of coordination between the target group and the Project implementers.

3.3 Administrative Procedures:

■ Project Finance

Project Finance Officer (PFO) under the coordination of PC will be responsible for financial



management of the project. By taking CSR for All Actions and Financial regulation of EU as reference, project partners should stick to the financial requirements on a timely basis. The requirements of the PFO from the partners are as followed:

- Partners should sign their **partnership agreements** and it's annexes
- **Quarterly financial report:** For the inception period, partners are expected to submit this report to PO at the end of the Inception Period which will cover months from December 2012 and April 2013. During the Implementation period partners will submit this report at the end of every three month (end July, October ...) to PO. In this report partners are expected to give the details of whole expenses of the project in **Euro** by fulfilling the requirements in the **Description Action**. Project Office will examine these documents and PFO will transfer the 10% of partner's share within 10 working days following this examination. (Annex 13)
- Partners also required submitting to TISK their **original financial identification forms** from bank. Partners are required to submit these forms in English or with an English explanation note on it.
- **Contact Persons:** Contact Persons are required to send the PO their Payroll and a receipt that proves their payment is transferred.

By fulfilling these requirements; project office is aiming to carry out effective management and active participation in project related activities.

***Also only in urgent matters if required by the partners, PFO shall make maximum of 50% increase in the three monthly payments of the partners.

▪ **Audit**

The external financial audit of the project will be carried out by an authorized auditor of an internationally recognized auditing company for legal auditing such as a member of a Sworn Financial Accountants / Independent Financial Accountants Chamber. The audit report prepared by



this person will be submitted together with final project report. As indicated in the Guidelines, all partners (applicant and project partners) are aware that, for the purposes of safeguarding the financial interests of the EU, their personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

▪ **Timesheet**

PC, PA and Contact persons at the partner countries as well as STEs shall fill out a monthly timesheet which shall be countersigned by the Project Financial Officer at the end of each month. Project staff and STEs can only be paid with signed and approved timesheet.

Timesheets shall be filled according to the number of days worked, per-diems and place of performance. Number of hours worked must record for the STEs.

Per-diems shall only be claimed from the Contracting Authority only for the nights spent out of the base of operations for the purpose of the project. (Annex 12)

▪ **Power Point Presentation Template**

The standard template which was designed according to the EU visibility requirements shall be used for all project activities, meetings and presentations. (Annex 9)

▪ **Letterhead Template**

The standard template which was designed according to the EU visibility requirements shall be used for all project activities, meetings and presentations. (Annex 8)

▪ **Reporting Documents and Templates**

The project has three main reports to be prepared by the PO in coordination and evaluation of PSC members. These three main reports are: Inception report, Progress report and Final report. In order to prepare these reports and fulfill the project requirements there are other documents that needs to be prepared by the PO and Project partners. In order to succeed the monitoring and evaluation process;



PC is required three additional reporting documents from the Project partners. PC prepared these reporting templates and shared it with the partners for their approval. These reports are:

Meeting Minute Template: Project team shall make use of the template to make note of meeting minutes and agenda for both internal and external meetings. Partners will submit this report together with their meeting minutes and other required documents. Project office is responsible from keeping track of this document. (Annex 7)

Activity Check List Template: Before each project activity, partners are required to prepare a check list and submit it to the PO at the end of the event together with other related documents. PO will prepare this check list template and share it with the partners before each activity. (Annex 10)

All reports to be submitted to Partners and Contracting Authority should be ready for translation and other monitoring requirements 1 week prior to the submission deadline. Any delays should be reported to the Project Coordinator immediately.

Reporting Table

Report	Type	Period	Timing	Prepared By	Recipients	Template	Format
Meeting Minutes Template	Internal	After each Kick-off Meeting	Between March & April	EO's	TISK	Annex 7	1 elec.
Activity check List Template	Internal	Each project event	24 months	All Partners	TISK	Annex 10	1 elec.
Timesheet	External	Monthly	28 th of every month	PC, PA, Contact Persons and	TISK and CA	Annex 06	1 elec. 1 hard.



				STEs			
Road Map	Internal	Once	January and March, 2013	PC (PSC inputs)	TISK	Annex 3	1 elec
Operational Imp. Plan	Internal	Once	Between January and March, 2013	PC with PSC members inputs	TISK	Annex 2	1 elec
Imp. Strategy Plan	Internal	Once	End of April	PC& PSC	TISK	Annex 2	1 elec
Visibility Guideline	Internal	Once	Between January and March, 2013	STE & PC (PSC inputs)	TISK	Annex 5	1 elec
Communication & Dissemination Strategy	Internal	Once	Between January and March, 2013	STE & PC (PSC inputs)	TISK	Annex 4	1 elec
Quarterly Financial Report	Internal	Quarterly	1. At the end of Inception Phase. 2. Quarterly after the inception phase	PIT	TISK	Annex 13	1 elec
Progress Interim Report (financial report will be included)	External	Once	End of 1 st year Nov - Dec, 2013	PO	TISK	NA	1 elec



Financial Report	External	Once	End of the project	PO & PSC	TISK	NA	1 elec, 2 hard
Final Report	External	Once	End of project	PO & PSC	TISK	NA	1 elec, 2 hard

▪ Project Milestones and Deliverables

Milestones for the project were selected among the activities given in the Description of Action. All milestones will be adjusted and finalised by the PO and agreed with the partners after the initial situational analysis has been completed:

MILESTONE	MONTH	RELATED PROJECT OUTCOME
Inception Phase		
1st PSC Meeting	11 th January, 2013	1 st PSC Meeting Minutes by Project Office
Preparing the Inception Report	Mid of April, 2013	Approved Inception Report by European Commission
Kick-off Meetings	March-April, 2013	Kick-off Meetings' Minutes by Project Office
Implementation Phase		
Conducting National Review Studies	May- September, 2013	National Review Reports by all partners
Preparation of Evaluation Document	September, 2013	Evaluation Document by IOE
Organizing Round Table Discussion	October 9-10, 2013	Outline of Support Package by IOE
Preparation of Progress Report	October - November, 2013	Approved Progress Report by European Commission
Preparation of Capacity Building Support Package	August 30 - Oct 25, 2014	Support Package by IOE
Training of National-TFs from 5 partner countries	Jan 20- 24, 2014	Training Materials prepared by IOE
Selection of Best CSR Practices	Feb 03 – April 03, 2014	Determination of criteria by National Task Forces (NTF)



National Conferences	September 2, 2014	Conference Book by National Project Implementation Teams (PIT)
Preparation of EOs Handbook	October, 2014	EOs Handbook
Project Dissemination and Information Sharing Meetings	October, 2014	Meeting Minutes by Project Office
Preparing the Final Report	October, 2014	Approved Final Report by European Commission

■ Archiving

Due to the nature of the project, there will be numerous outputs to be created by the end of the programme. Moreover, all internal and external reportings should be archived by the team systematically and handed over at the end of the project. The project team shall archive the documents listed below in a separate dossier:

Archive Folder Index:

- 1- Contract
 - a. Contract Details
- 2- Inception Phase: Reports and Implementation Activities
 - a. Operational Implementation Plan
 - b. Road Map
 - c. Project Implementation Strategy
 - d. Inception Report
 - e. Internal Progress Report: Quarterly,
 - f. Interim Progress Reports (End of 1st year)
 - g. Final Report
 - h. Activity Based Reports (Meeting Minute Template, etc.)
- 3- Visibility Tools
 - a. Brochure,
 - b. Logo,
 - c. Poster
 - d. Photos from the local events,
 - e. Press related documents



- 4- Expert Folders (STE ToR, CVs, Expert Contracts, etc.)
- 5- Project Finance
 - a. Financial Tracking Tool
 - b. Partnership Aggrements
 - c. Payment Requests / Claims
 - d. Incidental Tracking (Budget, Requests, Approvals)
 - e. Project Bank Account Statements
 - f. Bank Guarantee
 - g. Project Staff Contracts
 - h. Timesheets
- 6- Administrative (Letters – Correspondances, Commencement Order, etc.)

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The content of this Communication and Dissemination Strategy does not reflect the official opinion of the European Union. Responsibility for the information and views expressed in the Strategy lies entirely with the authors.



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