

CORPORATE SOCIAL RESPONSIBILITY FOR ALL (CSR-for ALL)

Report Name: Inception Report

DATE: April 30, 2013

Prepared By: Ms Nil Mit (Project Coordinator)



"This Project is funded by the
European Union"

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GLOSSARY OF ACRONYMS

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GLOSSARY OF ACRONYMS

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



SC	Steering Committee
STE	Short-term Expert
TISK	Turkish Confederation of Employer Associations
WD	Working Days

List of Annexes:

- Annex A** - Project Team
- Annex B** – Road Map
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1. REPORT IDENTITY

Report Name	INCEPTION REPORT
Reporting Period	01 January – April 2013
Status	Final Version
Prepared by	Project Coordinator
Date of Submission	April 30, 2013

2. Purpose of the Inception Report

This Inception Report explains the Project Team's approach for delivering project results and provides further specifics and updates in relation to the work-plan submitted by the PC. In particular, the Inception Report:

- ▶ highlights activities performed during the Inception Phase: holding the Kick-off and PSC meetings, setting up office premises, mobilizing support staff, coordinating with partners, stakeholders and NGOs, encouraging cooperation and building relationships with them through organized information meetings and individual information and experiences exchanges;
- ▶ provides a detailed review of the work plan as issued in the Description of Action and further developed by the Contractor confirms its compatibility with actual project start-up conditions by verifying relevant assumptions made in the Description of Action and by proposing up-dates, additions and other changes as deemed appropriate;
- ▶ assesses the state of preparation for the implementation of the project and possible coordination and cooperation features on the part of relevant stakeholders;
- ▶ defines specific activities to be carried out by the project and the workload distribution over project resources, sets forth an implementation time schedule with clear milestones and provides a list of activities with their deliverables;



- ▶ highlights Key Issues that serve as principal orientation for the overall Project implementation;
- ▶ lists basic assumptions that govern the realization of planned interventions and lists potential risks that may jeopardize smooth activities implementation followed by suggestions as to neutralize them;
- ▶ provides time table for the first Phase;
- ▶ provides an indicative budgetary breakdown; and finally,
- ▶ States the purpose of the second Phase II (next 24 month).

3. PROJECT EXECUTIVE SUMMARY

Reference of the Call for Proposals:	EuropeAid/132438/C/ACT/Multi Project Contract no: 2012/306-569
EuropeAid ID:	TR-2012-GQN-2103574159
Title of the Call for Proposals:	Partnership Programmes for Civil Society Organisations
Name of the applicant:	Turkish Confederation of Employer Associations (TISK)
Title of the action:	Corporate Social Responsibility for All (CSRforAll)
Location (s) of the action: <i>-specify country(ies) region(s) that will benefit from the action</i>	Turkey, Croatia, Macedonia, Montenegro, Switzerland, Romania, Serbia, Albania
Total duration:	First Phase: 24 Months
EU contribution	€ 726.805,86



Overall objective(s):

To contribute towards the dynamism of civil society organizations 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.

Specific objective(s):

a) To build awareness and capacity in partnership with employer organizations (EOs) in the Balkan region in order to improve participation in multi-stakeholder dialogue. In the first phase, this will include CSR and social reporting in the second phase it will include looking at their influence on public sector reform process at the national and international level.

b) To create awareness and build capacity in the network of employer organizations (EOs) in the region to guide enterprises facilitating positive impacts on society and to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy. In the second phase this will also mean improving their capacity on social reporting.

Target groups of the Project

Employers, employees, enterprises (SMEs and large scale), employer organisations (EOs), trade unions, governmental bodies, other related NGOs, universities, regional and international networks, consumer groups, environmental groups, social activists and society as a whole.

Estimated results:

PHASE I	<p>Result 1: Supporting package developed for capacity building of employer organisations on CSR. A similar supporting package will be developed in the second phase to help enterprise influence the decision making process and to develop joint strategic programmes with the aim of adding value to EO efforts and achieving sustainable outcomes. Result 2: Capacity of partner EOs enhanced on CSR in order to perform timely consultations with other stakeholders, including governmental bodies and international networks. Result 3: Selection criteria for</p>
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	CSR (for social reporting in the second phase) best practices identified and piloted at local level in line with latest EU developments in order to promote sustainable outcomes and innovative initiatives. Result 4: Awareness of enterprises and other stakeholders raised throughout thematic areas of CSR (social reporting in the 2 nd phase) by developing EO strategies, and encouraged visibility and disseminated actions.
PHASE II	Result 1: Supporting package for capacity building of employer organisations on social reporting in the framework of CSR. Result 2: Enhanced capacity of EOs in partnership/network on social reporting. Result 3: Identified and piloted selection criteria for social reporting best practices. Result 4: Raised awareness of enterprises and other stakeholders on social reporting.

Main activities of the Project

INCEPTION PHASE

Activity1: Establishing Project Management Structure

Activity 2: Developing Project Road Map, Redefining Project Implementation Strategy and Revising Project Operational Implementation Plan

Activity 3: Participation in Opening conference

Activity 4: Preparing Inception Report

Activity 5: Organizing Project Kick-off Meeting

Activity 6: Participating in Inception Conference

IMPLEMENTATION PHASE I: CAPACITY ENHANCEMENT AND AWARENESS RAISING IN CSR

Work Package I: Review of Current Situation in Partner Countries.

Work Package II: Design and Implementation of Awareness Raising and Capacity Building



Activity.

Work Package III: Enhancing Capacity, Raising Awareness and Dissemination.

Work Package IV: Visibility and Dissemination Activities.

**IMPLEMENTATION PHASE II: CAPACITY ENHANCEMENT AND AWARENESS
RAISING IN SOCIAL REPORTING (in the case of approval of EC according to a
mid-term review)**

Work Package V: Review current situation of SOCIAL REPORTING in partner countries

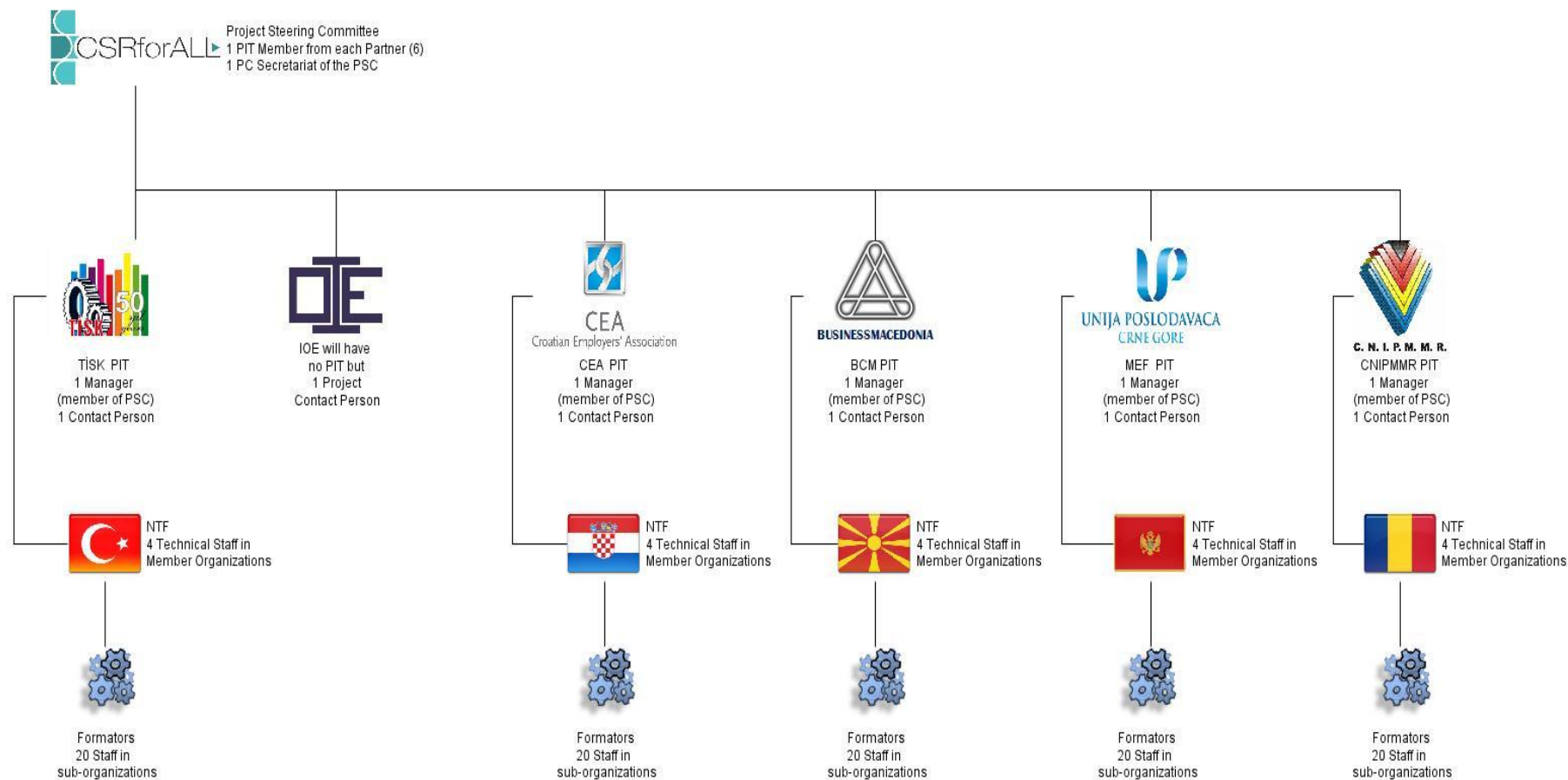
Work Package VI: Designing and Implementing CSR-Social Reporting Support Package.

Work Package VII: Enhancing Capacity, Raising Awareness & Dissemination on CSR Social Reporting.



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4. PROJECT ORGANISATION AND MANAGEMENT



5. PROJECT PHASES

The project is divided, into the following two consecutive phases: the Inception Phase, and the Implementation Phase. Within the project phases, deliverables and milestones are defined that determine and measure the project success and provide an overview of the sequence of the implementation of activities in terms of duration and required resources. In the sections below specific activities within each phase are described, as well as inputs, outputs and responsible staff related to those specific activities.

A. INCEPTION PHASE

1. *Progress made in the Inception Phase:*

During the inception phase, the Project Team concentrated on fulfilling all the initial pre-conditions for a successful start of the activities. Including: *Establishing Project Management Structure (Annex A – Project Team)*, *Developing Project Road Map, Redefining Project Implementation Strategy and Revising Project Operational Implementation Plan (OIP) (Annex B- Road Map; Annex C- Implementation Strategy Annex D - OIP)* ; Organizing 2 PSC Meetings and 5 Project Kick-off Meetings (KOM) (Annex F- KOM Documents; Annex G – PSC Meeting Minutes); Participation in Opening conference; and finally *Recruitment of National Non-Key Expert (STE) (Annex I- STEs) and Designing of Project's Website & Communication and Dissemination Strategy. (Annex E – Communication and Dissemination Strategy)*

Project Office also had meetings with experts from the EU Delegation to inform them about the process of the project as well as to receive their feedbacks. PO met with Mr. Kaan Mert (Finance Section) from the EU-Delegation in Ankara on 3 November, 2012, on the financial status of the project and planned budgetary activities in his guidance and support. PO also shared the



visibility materials (poster, brochure, website, Facebook) with EUD Communication expert Ms. Ebru Taskin before sending it to the Commission. ([Annex O – EUD E-mail correspondence](#))

Accordingly, the following Inception Phase activities, events & other accomplishments were completed leading up to and including the production of the Inception Report:

Also, during the Inception Phase, Mr. Nicola Bertolini together with an expert from EU Delegation and TACSO had a spot check visit to the Project's Ankara Office on April 16, 2013. PO filled the check list report template which was prepared by the EC and submitted to the Commission official. In this check list report there were 28 operational issues and 27 of them were fulfilled by the PO. The only missing item in the check list was related with the technical equipment. Finding equipment that fits to the EU rules of origin was an issue at the beginning of the project, hence three notebooks, fax machine, printer and scanner were temporarily provided by the Lead Agency TISK – not from the Project's budget. PO will purchase these communication tools at the earliest convenience. ([Annex R – Monitoring Visit Check List](#))

1.1. Establishing Project Management Structure (Activity 1):

- The recruitment and mobilization of project staff was completed. 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. Until the Project recruited the PC and PA, 2 staff within the Lead CSO – TISK was temporarily assigned for these positions in order to ensure time management. ([Annex A – Project Team](#))



- The setting-up of the Project Office space, including furniture, equipment, and logistics were set at the leading EO – TISK, Ankara. The purchase of the communication channels including 3 Note Books for PC, PA and PFO as well as Fax Machine, Scanner Printer, and Projector are covered from lead EO TISK's own budget. IT infrastructure has also been established.
- The space of PO is situated on the same floor with PSC member. This physical working set-up provides an ideal condition for close personal communication between the PO and the PSC member of Leading EO.
- Also, considering the regional focus of the Project; Contact persons and PSC members were selected at each project partner. Accordingly Project Implementation Unit is as follows:

Table 1.1 Project Implementation Units

Position	Name
Project Steering Committee Members (PSC) (Also members of PIT)	Ms. Tuba Burcu Şener
	Mr Matthias THORNS
	Ms Biserka SLADOVIC
	Mr Mile BOSKOV
	Ms Jelena OGNJENOVIC
Contact Persons (also member of PIT)	Ms Oana BARA
	Mr Özgr Doğaç GURSEL
	Ms Jane Wade
	Ms Sandra Radakovic
	Ms Viktorija Mitrikeska
Regional Project Coordinator (PC)	Ms Ana Rasovic
	Ms Gabriela Ciuciula
	Ms Nil Mit
Finance and Administrative Officer	Mr Önder Özdemir
Project Assistant (PA)	Ms Irmak İnan



The main responsibilities of the Project Team (PC, PA, PFO, PSC, and Contact Persons):

- ▶ **Project Coordinator** (member of PSC) in general co-ordinated the project's overall monitoring and implementation in liaison with the PSC members and PA; and, ensured the delivery of the project inputs (Implementation strategy Report, Communication and dissemination strategy report, OIP, and Road Map) in a timely and effective manner.
- ▶ **Project Assistant** prepared the meeting minutes, arranged the archiving of the project documents, gave support to PC in preparation of the project reports, arranged communication with the STEs, partners and related organs. Arranged the accommodation and travel of the partners to a) 1st PSC Meeting in Ankara, b) Opening Conference in Brussels, c) 2nd PSC and Kick-off Meeting in Romania, and finally d) Kick –off meeting in Ankara
- ▶ **Project Finance Officer** who is responsible for financial management of the project monitored and maintained the implementation of the financial framework of the project, including: 1) Provided information and prepared relevant reports regarding the payments, 2) maintained the proper filing system for finance records and documents, 3) maintained the proper control of the supporting documents for payments and financial reports, 4) Ensured that no duplication of payments were made, 5) followed up invoices regarding project activities and recorded them 6). Ensured that project staff is receiving their payments, 6) Timely and accurate preparation of bank reconciliations
- ▶ **Project Steering Committee Members** (member of PIT) gave their feedback on all meeting minutes prepared by PC and PA. They also monitored and evaluated the activities and performance of the PC; coordinated the implementation of project activities via national PITs (Contact Persons); and, met twice at PSC meetings during the inception phase in order to discuss and finalize all technical matters and to define coordination and communication standards between national PITs and project main office where PC & PA work under the coordination of lead EO – TISK.



- ▶ **Contact Persons** (member of PIT) have started their work since the commencement of the project. There are in total 5 CPs responsible for conducting the implementation of the project activities at national level. They are also assisting the PSC members in the implementation of the activities. PCs 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.

1.2. Developing Project Road Map, Redefining Project Implementation Strategy and Revising Project Operational Implementation Plan (OIP):

Partners active involvement on timely basis and add their technical know-how, experience and expertise while drafting the reports is crucial. All the reports mentioned below are drafted after evaluation and monitoring of PSC members.

- ▶ **Project Road Map:** clarifies main activities within the Inception Phase and Work Packages in the Implementation Phase. ([Annex B – Road Map](#))
- ▶ **Implementation Strategy:** determines strategy approaches in order to implement project activities as efficient as possible through its life cycle ([Annex C- Implementation Strategy](#))
- ▶ **Operational Implementation Plan (OIP):** A detailed, revised OIP which identifies each activity and its preparation process by detailed steps through Project life cycle has been prepared by taking into consideration information collected at the PSC Meetings and the Kick-off Meetings. In order to ensure effective and timely management of Project activities, the timing of activities has been revised and reflected in the Overall OIP. ([Annex D - OIP](#)).



- **Communication and Dissemination Strategy Report:** National STE prepared this report. It determines the main strategy to disseminate the progress and the outcomes of the Project by taking into consideration EU Visibility rules. (This report has been shared with the PSC members at the first and second PSC members and has been finalized after PSC members' inputs.) ([Annex E – Communication and Dissemination Strategy](#))

1.3.Participation in Opening conference

- Project office prepared a political and technical presentation of the project and presented it at the conference as required by the Commission on January 21, 2013.

1.4.Organizing Project Kick-off Meeting (KOM):

All the kick-off meetings were held in 5 partner countries in March and April 2013. Representatives and members of stakeholders (Employers, employees, enterprises (SMEs and large scale), employer organizations (EOs), trade unions, governmental bodies, other related NGOs, universities, regional and international networks, consumer groups, environmental groups, social activists and society as a whole) were invited and their participation to the meetings were ensured by the EOs ([Annex F – KOM Documents](#)) The meeting achieved its objective of bringing all related partners together to discuss the background for the project, the common approach, and to assign responsibilities.

Each partner filled their KOM templates by adding the meeting minutes, participants list, photos, press releases and other related documents enclosed and submitted to the PO within in 1 week. PO uploaded these documents to the project's website (www.csrforall.eu).

1.5.Project Steering Committee (PSC) Meetings:

PSC members met three times during the inception phase, (last one was an informal meeting and held in Ankara day after the Ankara KOM) and PSC will meet 5 more times during the



implementation phase. During these meetings, PSC members provided guidance on key strategic junctures, overall project progress and implementation:

At the first PSC meeting; decisions regarding the project inception phase were discussed and agreed upon. This meeting was held at TISK Premises on January 11, 2013 in Ankara - Turkey, with the participation of all PSC members of partner organizations. At this meeting; PSC members approved the Project staff and technical and political power point presentations representing the project were also approved. Implementation of upcoming 5 Project kick-off meetings were discussed. Project's draft visibility materials (Project's logo, Letter head, Logo and the Project web-site) as well as ideas for the Poster and Brochure were introduced and input of PSC members were included in the design process. The index of Project's main reports (Project road map, Project implementation strategy, Operational plan, Communication and Dissemination Strategy, and Inception Report) were planned together with the PSC members. Lastly PC proposed the use of SKYPE among the CPs and PO for emergency reasons and this proposal was accepted. The results from the first PSC meeting in Ankara serve as the 'building blocks' for the major activities at the project. ([Annex G- PSC Meeting Minutes](#))

The Second PSC was held at Novatel City Centre Bucharest, Romani on March 6, 2013, on the following day of the Romanian Kick-off meeting. The aim of the second PSC meeting was to take decisions regarding project activities: the expenses of the five PSC members and PC were covered from the project budget. PA also attended to this meeting however her expenses were covered by the Lead EO TISK since PA's attendance to the project's meetings is not foreseen. According to the outcomes of this meeting:

- ▶ Attendees agreed on the decisions and comments mentioned at the 1st PSC meeting minutes;



- ▶ PSC members shared their feedbacks to the 1st KoM of the project (Romania) and weaknesses & strengths of future KoMs were discussed. Also future KoMs were planned;
- ▶ Short evaluation of Opening Conference in Brussels was made by the PC and partners comments were required;
- ▶ PC presented the draft Communication and Dissemination Strategy Report and PSC members added their inputs;
- ▶ Project's draft visibility materials: brochures, poster and promotional materials as well as website of the project were presented to the PSC member;
- ▶ PSC members shared their input on the draft Project Road Map and OIP;
- ▶ PC requested PSC member's inputs on the inception report and shared a draft template of the "Implementation Strategy Document". PC prepared the reports in accordance with PSC members' comments;
- ▶ An unofficial PSC meeting was planned at the following day of the KoM in Ankara; and,
- ▶ Finally, financial issues and basic rules to be followed in this project were covered.

(Annex G- PSC Meeting Minutes)

Project Team also held an informal PSC meeting on the 19th of April, 2013, the following day of 5th KoM which was held in Ankara on April 18, 2013. Since the Project partners were meeting for the Turkish Kick-off Meeting, the Project management took this opportunity and hold an Informal PSC Meeting. PSC members and PO attended to this meeting. In the meeting, PSC members discussed the upcoming activities while stepping into the Implementation Phase of the Project. In the meeting, a general strategy and particular objectives were drafted for the Implementation phase as follows: to ensure common understanding and ownership among all project partners; to invite comments and recommendations from local actors; to apply a multi-sectorial approach and to utilize an integrated method, making cross linkages and develop synergies between all the stakeholders. With the light of these agreed strategies and aimed objectives, the methodology,



timing and the framework for the very first activity of the Project Implementation Phase I- National Review Studies- were discussed. The estimated risks and assumptions were evaluated based on each partner's situation. In addition, requests for Inception Report and reporting templates were discussed to establish an efficient implementation of the Project activities. ([Annex G- PSC Meeting Minutes](#))

1.6. Recruitment of National Non-Key Expert (STE) and Designing of Project's Website & Visibility Strategy

The areas requiring additional support from STEs have been determined and profiles defined by the PSC members. Accordingly; Lead CSO, TISK has hired two National Non Key Experts (STEs): 1) as the Communication & Networking Expert of the project who prepared the ***Communication and Dissemination Report*** ([Annex E – Communication and Dissemination Strategy](#)) and gave support to project's visibility materials under the coordination of PC, and 2) as the Graphic Designer to create Project's visibility materials (brochure, banner, poster, letter head, power point presentation template) under the supervision of Communication & Networking Expert and PC. ([Annex H – Visibility Materials](#))

TISK also worked with Media Design Company SPIART to create project's website "www.csrforall.eu"

During the selection process of STEs, lists of potential candidates were drafted and a number of interviews were conducted. The procedure for the approval of STEs required a CV in EU-format. In cooperation with partners, PC prepared ToR for each type of STE activity. STE is obligated to prepare an activity report and time sheets for each activity carried out and submitted in English to TISK. ([Annex I – STEs](#))



TISK also designed promotional items by fulfilling the EU regulations (pen, notebook and a bag) from its own budget and shared it with all the project partners for their visibility purposes and partners distributed those at their project event meetings. ([Annex J – Promotional Items](#))

2. Revision on the Description of Action:

This section will highlight the additions and corrections during the Inception Phase;

First of all, as part of the implementation strategy of the project, PO has decided to add additional templates to ensure a harmony among partners' during inception and implementation phase activities. These templates are: Meeting Minutes Templates, Meeting Agenda, Check list, and STE ToR Template ([Annex K – Templates](#)). As a result of these documents PO aims to identify the risks, monitor and foreseen the future activities by increasing their quality.

PO has also implemented SKYPE specifically among Contact Persons to create free and fast communication environment. During the inception Period, PO and Contact Persons used SKYPE every month and made sure that each partner is on the right track.

Secondly, PO made some written revisions for the typing errors on the Project Grant Application Form. ([Annex L – Revised ToR](#)) For these corrections please refer to below table:

Page	Title	Current Sentence	Revised Sentence
8	The Organizations which are member of the partnership	23 national employer organizations are affiliated to TISK	22 national employer organizations are affiliated to TISK



18	Indicators	Raised awareness of around 200 enterprises in each partner countries (1000 enterprises in total)	Raised awareness of around 100 enterprises in each partner countries (500 enterprises in total)
19	WORK PACKAGE II: Designing and Implementation of Awareness Raising and Capacity Building Support Package	IOE will develop three training modules as follows;	IOE will develop two training modules as follows;

B. Implementation Phase I

Following the submission and approval of the Inception Report, the Project Team will start the Implementation Phase. This is the main and longest stage of the Project and nearly all deliverables will be produced during this period. These deliverables are outlined in the section below as well as the activities that will be performed under each **work package**.

As stated in the Division of Action, there are many targeted figures in this phase; for instance participation number to the projects' meetings. While reaching to these committed numbers, PO may need to negotiate with the Commission and request their flexibility in changing the targeted number or the composition of the participants if it is needed.



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

	Time Frame	Responsible
WORK PACKAGE I: Review on Current Situation in Partner Countries		
Activity-1: Defining review framework	29 th of April, 2013	IOE
<p>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' 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 14th of June.</p> <p>Human resources: IOE (International STEs will work for 7 days). EO's will actively involve in this process and provide support to IOE.</p>		
Activity-2: Conducting national review study in 5 partner countries and reporting	May – Sept 10, 2013	IOE and EOs
<p>In line with the defined methodology by IOE, partners have to prepare a review report together with STEs (including academicians) and send them to IOE in advance for an approval.</p> <p>Accordingly; STE will have 1, 5 month for the research of the report (between June 14 – July 31); writing the report between (July 20 – August 15). Sending the drafts to IOE for their approval on August 20, 2013. Finally IOE will finalize the report by Sept. 10, 2013.</p> <p>These approved reports will be distributed in all events at national and international levels. Electronic version of the reports will also be uploaded to project and partners' web-sites for visibility requirements. Partner's timely respond to the process is crucial.</p> <p>This report will be prepared in country languages and also in English which will be published 1000 pieces in each language.</p> <p>This service will be sub-contracted. The aware cost of such work is estimated €25.000 per country. The</p>		



partner organizations will support data collection process in order to minimize the cost of this review.

****Lead CSO TISK** will conduct a procurement process for a service contract before May 20. 2013. In the procurement; expert/s or a company will be appointed to develop the review report in three month period and Project Team will finalize the report until September, 2013.

Human resources: STE (National Expert) under the coordination of national PITs -- IOE and All Partners

Activity-3: Organizing round table discussion

October 9 -10, 2013

TISK

Round table discussion will be held in Turkey in order to present findings of country reviews and also discuss on possible outline of CSR awareness raising and capacity building support package. The discussion will last for 2 days. 2 International STEs will be provided by IOE. They will be responsible in preparation of the draft outline support package mentioned above and moderate the discussion (2days).

In total 25 people will attend in this meeting. PSC members, one representative from EC, the Project Coordinator, 2 IOE experts, 3 experts from other related international organizations (e.g. Business Europe, BIAC, European EO's), one expert who actively worked in national review as well as the STEs who prepared the Evaluation Document and other relevant experts will join in round table discussion (25 people) . Around 16 of them will be from partner countries and also other related organizations abroad.

Partners should actively involve, be accountable, and have the ownership and time management during this process.

Also nominated STEs from IOE, will prepare an **Evaluation document** that covers similarities and differences in the 5 partner countries and a general evaluation of the regional situation. The evaluation paper will be prepared according to country findings, comparison and discussion to be made in round table. (Annex D – OIP)

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



IOE will prepare an Awareness Raising and Capacity Building Support Package based on the national reviews, evaluation paper, findings and agreed outline in round table discussion. This package will also include training programs for National TFs, training programs for formators and training materials for both. Two IOE experts will work for 30 men/days in this activity. IOE will share the outline of the supporting package with PSC members and national PITs for their evaluation and comments by October 15, 2013. Partners will share their comments and then IOE will finalize this report in line with the received feedbacks by October 25, 2013

Time Management is an important guiding principle for the partners. ([Annex C- Implementation Strategy](#))

Activity-2: Establishing National TASKFORCES (National-TF) in partner EO's	November, 2013	EOs
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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. ([Annex D – OIP](#))

Activity-3: Training of National-TFs from 5 partner countries	Jan 20- 24, 2014	IOE & National TFs
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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.

These trainings will last for 5 days and will be provided by 2 international experts of IOE in Turkey. IOE will prepare these training in advance between December 12, 2013 and January 10, 2014. These trainings are important in order to create an institutional capacity on CSR. Trainings will be delivered according to the support package and training materials to be prepared under activity 1. see above. ([Annex D – OIP](#))

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
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One of the targets of this Project is to establish *Best National CSR Award Criteria* at the end of the Project and National TFs will identify these best practices in their Countries. Hence NTFs should be analytical



while identifying the best practices again PSC members monitoring during this process is crucial.

NTFs will do a research for a month and then will be able to identify the best practices. ([Annex D – OIP](#))

Activity-5: Developing “EOs Handbook to Guide Enterprises in CSR”	February 03 - May 03, 2014	TISK, IOE & NTFs
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Main Handbook to guide enterprises will be prepared by TISK with the support of IOE and National TFs in 5 partner languages + English (1000 pieces each). Each partner is supposed to provide their technical comments to this Handbook in order to make it more relevant to their country conditions.

The Handbook will be shared with enterprises and other stakeholders at the seminars and conferences to be organized within this project. 10 men/days technical support will be received from IOE for preparation of the format and content of this handbook.

IOE is expected to prepare the handbook format between February 03 and May 03, 2014

** While IOE is preparing the format, TISK and IOE should be in a close cooperation. ([Annex D – OIP](#))

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
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National TFs will train 20 selected people for 2 days from 5 partner countries as formators. However, depending on the information to be gathered from Project Partners with regard to their own country conditions the number of these formators will be revised to meet the requirement. NTFs will do the selection of formators starting from February to March, 2014. Prepared programme and training materials by IOE and other STEs will be used in this training. The training will be given by trained TFs. However technical support of National and international STEs is needed in order to ensure requested level of quality of training. ([Annex D – OIP](#))

Activity-2: Organizing of awareness raising seminars for enterprises in 5 partner countries;	June 12 – 13, 2014	National PIT
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PO will prepare the program agenda on the 21st of April and will share it with the partners right away. These will be 2 different full day seminars and 50 participants (to be determined with confirmation from



Project partners) is the expected number. All of the partners should also disseminate the project results to target groups, relevant public authorities, national bodies and enterprises in Turkey and other EOs.

Activity-3: Organizing national conferences

September 2, 2014

EOs

Each partner country will organize these conferences. In total of 100 participants (number will be revised according to the actual country conditions which will be provided by Project Partners) is the expected number to each conference: 100 X 5 conferences in partner countries=500 participants (the overall figure will be revised according to country specific conditions to be determined during the actual implementation) in total. A Conference Book will be prepared and printed after national conferences (in 5 partner languages + English; 1000 per each). Each country is required to submit a summary report to TISK.

WORK PACKAGE IV: Visibility and dissemination activities

Activity-1: Identifying a Communication and Dissemination Strategy

Within first 3 month of the project

STE & PO

This report is prepared by National STEs under the coordination of PC within the first 3 months of the project and submitted to PSC for their feedbacks. Strategy document includes the communication guidelines with the project partners.

Activity 2: Developing Visibility Materials

Within the first 3 month of the project

STE & PO

STE designer created the Project brochures, posters, and banner. PO shared these documents with project partners, project partners translated the documents and used at their first awareness raising activity; KoMs. These documents will further be used for communication and promotion purposes in the Inception Conference, National Conferences, Seminars, Trainings and Closing and Dissemination Meetings and all other project activities. Designer(s) were appointed for 20 men/days.

Activity-3: Developing the Project Website

Within first 3 month of the project

STE & PO

STE designed the Project website, www.csrforall.eu in order to disseminate the project activities.

All project related information and outcomes will be announced in this website; Partners will translate



the English project documents into their own languages and share it with the PO and then PO will upload both in English and partner languages. STE will provide support throughout the project. His payment will be covered from the budget.

Activity 4: Participating in Opening Conference (Brussels)	January, 2013	PSC & PC
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Project Opening Conference took place in Brussels in the first month (January 21, 2013) of the Inception Phase and last for 2 days. SCMs and the PC (6 people in total) participated. **EU daily rates are used in this budget.

Activity 5: Organizing Project Kick-off Meetings	March, April, 2013	EO's
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All the kick-off meetings were held in 5 partner countries in March and April 2013. Representatives and members of stakeholders were invited and their participation to the meetings was ensured by the EOs. [\(Annex F - KOM Documents\)](#) The meeting achieved its objective of bringing all related partners together to discuss the background for the project, the common approach, and to assign responsibilities.

Activity-6: Participation in Closing Conference	November, 2014	PSC & PC
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Project partners (Steering Committee members) + PC will attend in the Closing Conference in Albania which will be organized in the 22nd month of the project.

Activity-7: Project Dissemination and Information Sharing Meetings	October 2014	National PIT
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Project Dissemination and Information Sharing Meetings will be organized in each partner country in order to disseminate project outcomes and share lesson learned. Around 100 participants (number will be revised according to the actual country conditions which will be provided by Project Partners) are foreseen in each meeting. After project partners organize their dissemination meetings, they will attend in the final dissemination meeting in Turkey.

C. Implementation Phase II.

The proposed project to the EU Commission will last 48 months. The Inception Phase and Implementation Phase I will last 24 months. Phase II will be a continuation and a further stage



focusing on social reporting in the case of approval of Contracting Authority according to the results of mid-term review of the Partnership Programmes. In the condition of approval of Phase II; “Capacity Enhancement and Awareness Rising in Social Reporting” will focus on awareness raising and capacity development on social reporting. The capacity building support package will be developed with the technical assistance of international organizations such as the International Organization of Employers (IOE) in order to increase capacity of 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. In the end of Implementation Phase II, it is particularly expected to develop CSR strategies for employer organizations and endorsement by other actors of local civil society. One of the most crucial expected results of this phase is the establishment of a regional network and common voice based on the needs of the countries, on CSR. Moreover, it is aimed to raise recognition of government institutions for employer organisations and their participation in reform processes. After the awareness raising and capacity building process in the Implementation Phase I, the developments will be sustained by the improvement of the employer organisations ability to advocate and negotiate CSR policies with other stakeholders. As a particular consequence of the Implementation Phase II, it is foreseen to guide around 500 enterprises to improve their capacity on social reporting with the support of their capacity which was developed through the Implementation Phase I.

6. 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 finalized by the PO and agreed upon 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

7. RISKS AND MITIGATION MEASURES

Assumptions and possible risks related to the Project implementation could be categorized as follows:



Risk/Threat	Likelihood	Impact on project	Risk mitigation strategy
INCEPTION PHASE			
Inability of key staff of the partner EOs and stakeholders to participate in relevant project activities during project implementation	Low	High	These issues will be raised at the PSC meetings
Delays, unavailability and/or inadequacy of information and feedback from partner EOs	Low	High	PO will keep the partner EOs updated and always send reminders in advance.
Unavailability PSC members to participate in the meetings	Low	Medium	On behalf of PSC members, contact persons are allowed to participate to the PSC meetings. However CP should update and inform the PSC members about the meeting outcomes in detail.
IMPLEMENTATION PHASE I and II			
Work Package I: Review on Current Situation in Partner Countries			
Low participation of enterprises in national review survey	Moderate	High	Utilization well established channels for regular communication Working with sub-organizations who are closer to enterprises Well designed, short and reader friendly data collection tools
Work Package II: Designing and Implementation of Awareness Raising and Capacity Building Support Package			
Low participation of national TFs and formators in training	Low	High	Working with sub-organizations who are closer to enterprises Quality of training (experienced professional international and national trainers, well prepared



			training programmes and materials, training facilities etc.) Right time, place and venue of training
Work Package III: Enhancing Capacity, Awareness Raising and Dissemination			
Low participation of enterprises and stakeholders in seminars and national conferences	Low	High	Working with sub-organizations who are closer to enterprises Quality of training (experienced professional international and national trainers, well prepared training programmes and materials, training facilities etc.) Right time, place and venue of training
Work Package IV: Visibility and Dissemination activities			
Low interest in national award in CSR	Low	Moderate	Widely information dissemination via all possible channels (TV, radio, newspaper, web-sites, periodicals, posters etc.) Active involvement of sub-employer organizations to reach enterprises

8. Budget and Financing arrangements

There has been no change / update on the budget and financing arrangements of the project.

In order to receive the budget breakdowns and be able to implement the project activities, Project partners, under the coordination of PC and PFO, submitted the essential documents to the PO during the Inception Phase. These are:

Partnership Agreements: A partnership agreement was conducted between Partners and Lead CSO TISK. Partnership Agreement defines the modalities for collaboration among the parties and determines their respective rights and obligations when providing the services stipulated the Contract between TISK and EC. After the both parties agreed on the terms specified on the Agreement, it was signed by authorized person in the respective organizations. The Grant Contract



signed between TISK and EC, was also attached as annex to the Partnership Agreement. ([Annex M – Partnership Agreements](#))

Financial Identification Form: It is filled by the authorized banks on behalf of the respective partner organizations in order to ensure the international money transfer and other transactions regarding their share from the Project budget.

VAT Exemption: In order to have the VAT exemption certificate, each partner organization submitted their Partnership Agreement together with the Original Copy of the Grant Contract. Original Copy of the Grant Contract is signed between TISK and EC to the authorized institutions in their own countries.

Financial Documentation: PFO keeps the track of the financial documents regarding all the Project activities. Each partner is required to submit their invoices and other related documents to PFO in quarterly period.

Budget Breakdown for Partners: A budget breakdown document was prepared by PO and presented to partners in order to ensure efficient financial management. According to this document; each partners share and the payments are clarified in detail.

Budget Payments: %10 of each partners share from the budget has been already paid to bank accounts which were opened particularly for the Project on behalf of each partner organization. After the completion of required financial documents belonging to the previous period which need to be summited to PFO, he will be doing the next payment calculations through the necessary expenditures for the upcoming Project activities. In case of an advance payment request from the partners, PFO will provide the partners the required payment only if partners submit their necessary financial documents.

Per diem Payments: Per diems were paid for each member coming from partner organizations to attend the respective (2 PSC Meeting, 1 Opening Conference, Turkish Kick-off Meeting) meetings. Per Diem payments were calculated on the EC per diem basis on the preparation process of the Project Budget. Each member coming from respective organizations were paid with per diem in the



exchange of their signature on the 'Payment Voucher' document which also signed by PFO. The same principle applies to all other project meetings and events/conferences.

Time Sheets: The payment for the contact persons can be done after they submit their time sheets to PFO for the respective month. ([Annex N – Time Sheets](#))

Travel Arrangements: In the budget, there is a specified expenditure for each travel of the members from partner organizations. PA, who is responsible to arrange the best priced tickets for the members, receives invoices from relevant travel agencies and submits them to PFO, and PFO is doing the payment from the Project budget.

Also partners are expected to submit **Quarterly Financial 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 P – Quarterly Financial Report](#))

9. Final Phase

After the inception phase reporting's, interim and final phase reports will be prepared by the PC.

As part of the final phase; a draft final report will be prepared. Project results will be presented in detail, and the results and reports produced throughout the project will be incorporated.

Accordingly;



- ▶ a detailed description of the different options to permit an informed decision on the project and detailed analyses which underlie the mission's recommendations will be presented in annexes to the main report;
- ▶ a draft overall appraisal of the project (including a financial analysis);
- ▶ summary of all achievements and any deviations from initial plans and an analysis of major problems;
- ▶ detailed description of project progress for each activity since the start of the project;
- ▶ concise summary of the progress in the final project period;
- ▶ lessons learnt and recommendations for possible future follow-up assistance and support actions;
- ▶ a summary of all achievements and possible deviations from initial plans and an analysis of major problems;
- ▶ all specific reports prepared during the Implementation Phase provided as annexes; and,
- ▶ a CD ROM containing all the documents/reports/publications produced by the project will be included into the draft Final Report.

Project Dissemination and Information Sharing Meetings will be organized and project documents will be archived. During the last month of the project, and, in view of preparing the final report, a project general evaluation will be carried out as applicable, analyzing the following elements such as; relevance, efficiency, effectiveness, impact, and sustainability.

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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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