Doc A

Award Implementation and Judging Guidelines, including Q&A (highlighted in <mark>yellow</mark>)

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Table of Contents

1. Introduction to Doc A: Award Implementation and Judging Guidelines

The guidelines provided in Doc A are complementary to the Step by Step Guide, with a specific focus on the awards framework, generating entries, judging and communicating the results of the judging process, Q&A and useful forms.

Please read this document in combination with the Step by Step Guide
to fully understand the structure.

2. How to align your European CSR Award Scheme with other award schemes in the country (Step 1)

All National Award Partners need to respect the European Scheme[1]:
- ✓ The theme can fall under "Corporate Social Responsibility: Partnership, Innovation and Impact";
- ✓ Candidates present multistakeholder projects;
- ✓ The partnership involves at least one business and one non business partner and has had impact in the last 5 years
- ✓ The award involves a category for large and a category for SMEs;
- ✓ Projects are awarded on the basis of positive impact on society and the company (among other criteria)
- ✓ The multistakeholder jury must be comprised of business and non-business representatives (e.g. employer federation, trade union, academy, NGO, public authority, media, etc)

The European Commission also clearly stated to avoid duplications of awards, should there already be awards programmes in your country with similar criteria. In order to take this into account, National Award Partners (NAP) have been categorized in two groups: NAP1 and NAP2:

The key elements of this Award cannot be change but you can add extra criteria and extra categories.

You could also have runners up, highlight commended, etc, but only the 2 winning partnerships will be recognised at the Brussels Ceremony in June.

2.1. NAP 1 (initiating new award)

If the Partner has no existing award scheme, **they will be supported** to create and promote a new award in accordance with the above mentioned conditions and will receive all the necessary training and support as stated in workpackage 2 and 4.

2.2. NAP 2 (adapting existing award)

If there are CSR awards in your country already, first it needs to be checked if they meet the requirements from the European Commission (EC) [1] and the European Awards Scheme. NAPs will work together with CSR Europe to allocate these awards and double-check the elements. The template will be provided before the training/consulting days and explained at the training days in the first week of November.

a. *Existing Award meets requirements*

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[1] European Commission: Call for proposal 47/G/ENT/CIP/12/E/N02S005; page: 3-4

In countries where the existing awards meet the criteria of the European Award Scheme, the award may run as it exists while adapting communication and branding to the requirements, see **Doc C: Communication Guidelines** and **Doc E: Branding guidelines**.

b. *Existing Award does not meet requirements **

If the conditions are not met, the National Award Partner will need to make the necessary adaptations to adhere to the European Award Scheme. In addition, the Partner needs to adapt communication and branding to the requirements established by the consortium.

c. *Existing awards outside the project timeframe**

In cases where the national award has taken place before the launch of the European Award Scheme or will take place after the deadline of announcing winning projects to the European Commission, the National Award Partner will need to elect a new multistakeholder jury to select national winning projects among previous winners.

d. *More than 1 CSR award in 1 country**

A new multistakeholder jury also needs to be established in countries with more than one reputable award programme, in order to bring them all under one selection process and to identify the most impactful, innovative CSR partnerships.

* Further to case b, c and d:

If the existing awards cannot be adapted (criteria is settled, timeline is fixed, etc.), the approach to bring the alignment of these awards, agreed with the European Commission, is to **run a judging panel inviting the winners of all national CSR award schemes.** This is the most effective solution to bring under one umbrella, various awards programmes that are run independently, with their own timelines and potentially missing elements.

In conclusion, you are requested to invite the winners of other well recognised awards in your country to re-submit their projects to the European CSR Award Scheme.

In some countries you may find that there are not enough winners of other awards that meet the European CSR Awards' criteria to create a basic critical mass. In this case it is up to the NAP to open the call for entries to other companies. Given the main objective of the European CSR Award Scheme, which is to identify best practices in each country and share these examples to inspire other companies to create impactful partnerships, we suggest that NAPs open the call for entries for all companies and make a special invitation to existing award schema to reach out to their winners.

For clarity, options for NAP2:

Option 1 (if your award meets criteria): use your own award or other partner's award programme that meets all the European CSR Award's criteria

Option2 (if neither your award nor other awards in the country meet criteria): launch new judging panel and invite the winners of existing reputable awards to re-submit their entries to the European CSR Award

Option 3 (if there are not enough winners of existing awards to create a critical mass): launch new judging panel and invite the winners of existing reputable awards to re-submit their entries to the European CSR Award and also open the awards to all other companies.

In all case the Award needs to stick to the Guiding Principles contained in the Step by Step Guide: open, fair and transparent. In order to follow these principles you need to communicate clearly who can apply to the Award in your country.

3. How to generate entries (Step 4)

Generating entries is key to the success of these awards and needs to start as early as possible. Under the European Award Scheme it is highly suggested to start generating entries at the latest after the **virtual launch** on **3rd December 2012**. Be sure to develop a plan of approach and explore all opportunities.

You will find key steps in the **Step by Step Guide** and specific guidelines on communication in **Doc C Communication Guidelines**.

In any case, you will need to
- ✓ **identify** your channels and key priorities/ interests,
- ✓ **plan** your key general and particular messages;
- ✓ **communicate and follow up with those interested in applying.**

3.1. Target potential applicants

If you are a membership organisation target your members but also try to identify other potential applicants, e.g. by identifying sectors which are particularly strong or active in different aspects of CSR. Furthermore, identify, communicate and follow up with non-business organisations, such as NGOs, government or academies, and invite them to enter the awards as applicants. Use research and information about their programmes with companies to encourage them to enter.

3.2. Communicate to target groups

After having identified your target

- ✓ Try to identify impactful partnership programmes and prioritise who to chase
- ✓ Create a launch email which announces the process of the European CSR Award in your country, including key dates and contact information
- ✓ Provide links to web pages for downloading **Doc AA Award Application Pack**.

Send this out on the date of the launch to all interested parties via different communication channels, as described in **Doc C Communication Guidelines.**

3.3. Target partners

Engage partners to raise awareness working collaboratively with other organisations to get them to promote the awards and to raise awareness. Use key business and NGO or other sectors spokespeople to promote the awards to their own networks.

E.g.: Identify key media and try to go beyond national and CSR media, but also consider sector media forums, institutions and networks as well as personnel and HR media. Other partners who could help in promoting the Awards are sector organisations, business networks, national trade unions, employer federations, NGOs, consumer groups, academies, political institutions, etc.

3.4.   NAP Support for applicants

It is important to be clear with applicants that there is support from the NAP and that this does not influence whether a company will win the Award. The NAP after all has no role in the assessing and judging process. Offering a support system in form of one to one support, webinars or workshops may help turn some expressions of interest into full applications, it will support entrants in articulating and developing their programme and potentially lead to winning entries.

Applying for the Award can be time consuming, so it is important to ensure that each application is fully completed to ensure the best chance to be recognised by the judging panel and receive their full attention. The most relevant advice for applicants is the need to provide evidence of impact.

Company workshops

Holding workshops where companies can receive support on their applications is useful. Company workshops provide the opportunity to explain the awards criteria, judging guidelines and what is meant by impact, innovation, and partnership. It is recommended to communicate all requirements at the workshops. Give examples of best practice case studies of companies who managed to articulate their programme well and why their partnerships are impactful and innovative (try to focus on non community partnerships as much as possible). You can also deliver this seminar by conference for those who cannot commit the time of a face to face workshop or are based far away. To attract SMEs you could hold special sessions for SMEs.

The awards are assessed independently, which means NAPs are able to support applying companies as long as the same support is provided to all companies during the application phase.

3.5.   Other recommendations

Attracting SMEs' entries

It is recognised that it may be challenging to get SMEs entries since these companies usually don't have a dedicated CSR manager to fill the application so anything you can do to make it attractive and easy for SMEs to apply, the better. E.g. offer special workshops for SMEs, give them a sample filled application, help them identify that what they are doing may be labelled CSR, make it clear that they are only competing against other SMEs, mention the supply chain benefits of being recognised as a responsible business. To promote the Award to SMEs involve Chambers of Commerce, banks who finance SMEs, local government, federations, UNGP in your country (in some countries a big proportion of signatory companies are SMEs) and also leverage the supply chain of large companies you know well.

Attracting non community entries

For many people, the first example that comes to mind when thinking of a CSR partnership is a community partnership. We already added some clarification to the Awards application pack. To attract non community entries, use non community examples when talking about the Award, running workshops, etc. The more you illustrate the Award process with non community examples the easier it will be for others to think alike. E.g. Procter & Gamble turn 30 and other examples used during the training and consulting sessions. Connect with environmental awards and organisations, target HHRR and marketing professionals, target companies who use GRI, ISO 2600, Rio + 20.

Tracking

Track companies who download the awards form. Send them an email to say "Thank you for having downloaded the application form. In order to support you in filling in the form and to provide you with useful hints, we are very pleased to invite you to the standard applicant workshop on [date] at [address]."

For BITC 2012 Awards for Excellence, 1,283 award application packs were downloaded but only 335 applications were made.
Publicise the awards in the appropriate forums.

Requirements of Companies
Please remind applicants that the application requires the CEO's sign off, and the endorsement of the application by at least one non-business partner. See **Doc AA Award Application Pack.**

Winning companies will also be required to produce a case study with photos and logos. NAPs will be provided with a template to ensure consistency of the case studies to be published in the Golden Book.

Strict deadlines
To ensure credibility, fairness and transparency it is important to set, and adhere to, strict deadlines for the Awards process.

4. Description of assessing and judging process (Step 5, 7, 8)

Credibility, fairness and transparency are central to these awards. The European Commission is clear that the judging of the applications is through a judging panel that must include a variety of stakeholders. It is recommended that it's also gender balanced. The multistakeholder jury must be comprised of business and non-business representatives e.g. employer federation, trade union, academy, NGO, public authority, media, etc. The judging process needs to be transparent with the list of judges being published, this can be done after the judging day.

National judging process: The entries can be judged two ways. The option selected depends on the number of applications and the uptake for participating in the judging panel.

Option 1: Gather applications; identify and appoint judging panel; run one round of judging; select winners.

Option 2: Gather applications; identify and appoint assessors and identify and select a judging panel; run a two stage process.
-    Stage One is an assessment process to select a short list of entries.
-    Stage Two is the judging process to select the final winning entry.

If you anticipate more than 5 applications, our strong advice is to adopt
Option 2 with the two stage judging process.

4.1. Assessing and judging preparations

✓ **Resource requirements.** A significant amount of time is required to identify, invite and organise the assessing and judging panels. You need to allocate time to prepare, run and follow up from the assessing panel. Significant amounts of time need to be set aside for the writing up of feedback from hand written notes. We suggest that you invite assessors to bring laptops to type up notes.

Per category we would recommend up to 2 pairs of assessors per 4 entries and up to 5 judges. Usually assessors don't get the entries in advance but judges do. Each of these persons will need to set aside time to read the briefing material and to attend a full day for assessing or judging plus reading time in the case of the judges.

✓ **Identify assessors for assessing panels:** The applications should be peer assessed by professionals who work in the same or similar fields and have experience of similar programmes both in businesses and other sectors. Assessors are typically selected from CSR, Communications, Human Resource practitioners and representatives from NGOs who are well informed on this agenda.

✓ **Identify judges:** Judges are usually selected from senior representatives from businesses and non-business organisations. We suggest to select senior representatives from your company contacts, plus senior representatives from as many other type of organisations as possible in line with the multi-stakeholder principle. Appointing an odd number of judges will ensure you will reach a decision on the winner.

✓ **Train assessors/judges:** Judges and or assessors need to be trained in advance. Apart from providing them with guidance notes we also advise running a training session or webinar with them to inform of the process, if possible. On top of sessions in advance, judges and assessors have also to be trained on the morning of the assessing or judging panel even they would have read the briefing material in advance to make sure they are all scoring on a consistent way.

✓ **Identify facilitator and arrange logistics.**
  o A structured feedback form and scoring materials is provided for the judges and should be completed by each judge to assist you in providing the required company feedback.
  o It is important to have a strong impartial facilitator for each panel who will guide the judges in the process, make sure they all contribute, ensuring fairness and transparency. This facilitator should be the chairperson who is also one of the judges but you may need to help the chairperson keep the time.
  o You need to take time at the beginning of the day to explain the European CSR Award programme, the Guiding Principles and what is being looked for in a winning entry.
  o It is recommended that a separate assessing and or judging panel will be needed for each award category unless you think you can add so much time commitment from each person.

✓ **What to do if you have too many entries**
Assessment panels with more than 12/14 entries are difficult to manage as each pair of assessors can only have 4 entries in one day. In order to ensure you are not exposed to any criticism, we suggest that if you get too many applications for one assessment day what you can do is discard the ones that clearly don't meet one of the key requirements. Don't apply yourself the scoring guide, only check the conditions of entry (eg if the applicant is a social enterprise, if there is no non business partner, etc). If you still have too many entries, either get more assessors or run two separate assessment day or get your assessors to do the shortlisting by email so you only take to the assessment day a reduced number of entries (up to 12/14). If you think you will be or you find yourself in this situation let us know and we will support you planning your assessment day.

✓ **Tips**
We advice to inform applicants of the proposed assessment and judging dates as far in advance as possible. Three weeks should be allowed between selecting a company to go forward to the judging panel to allow them enough time to prepare, clear diaries, book travel, and prepare a presentation. This date could be sent to all companies who applied so they can book the date. When communicating which programmes are going through to the judging panel, NAPs also need

to inform (but not invite yet) all selected ==entries== about the date of the European Award Ceremony in Brussels.

4.2.   Assessing and judging panels

As explained above, unless you have a very limited number of entries, you will need a two stage process.

- Stage One: The assessors to shortlist entries
- Stage Two: The judges to select the winning submission

In terms of the judging process, you may choose between several variations. The options are outlined below to help you plan your own judging process.

STAGE ONE: Assessing Panel

- ✓ **Step 1**: A full day should be set aside to include both, the training of the assessors in the morning and the assessment process afterwards. ==An hour should be set aside at the beginning of the day to discuss the scoring guide, if possible practice using it to ensure everyone is scoring in a similar fashion by using the same scoring grid in a similar way.==

- ✓ **Step 2:** Assessors work in pairs, while they first score individually and then discuss jointly to come to a mutual score for an entry. The assessors need to take notes on entries and submit them for each entry. These notes are essential in providing the content for the feedback NAPs are required to give. Allocate a total of 2 hours per entry, one hour reading, 30 minutes reaching an agreed score and 30 minutes writing up the feedback. Remember that various pairs of assessors will be working simultaneously. For example: Last year the International Award's assessors assessed 16 entries in one day, this required very strict facilitation. Important: Please do make sure that you can read the feedback comments.

- ✓ **Step 3:** Each pair looks at a maximum of 4 or 5 entries

- ✓ **Step 4:** JOINT scores are collected in and entered onto the Summary Scoring Sheet to be able to rank the applications in order. In case there are any future questions, it is important to keep track of which pair of assessors scored which entry.

- ✓ **Step 5:** After all entries are scored, a group discussion will be held to decide which entries will be forwarded to the judging panel. Ideally no more than 5 or 6 entries are sent through to the judging panel. You need to be very strict during the assessment day on the timing, so that do have time for good discussion and have an agreed shortlist of entries.

Between STAGE ONE and STAGE TWO

- ✓ **Step 6:** It is important to communicate to those that have been selected for the judging panel. At the same time and with great care and respect it is equally important to feedback to those that were not selected to go forward to the judging panel. Invite the shortlisted to prepare for a face to face judging panel.

- ✓ **Step 7:** Send shortlisted entries to judges and train judges.

STAGE TWO: JUDGING PANNEL

✓ **Step 8**: A full day should be planned for both, training of the judges and the judging process itself. An hour should be allowed to ensure everyone is scoring in a similar fashion by using the scoring grid. Each of the shortlisted companies has 20 minutes to present their programme. An outlined agenda for the judging day should look as follows:

Agenda for Judging Process

Introductions and training of the judges (1.30 hour)

5 companies presenting (1 hour each):
- Presentation from company (20 minutes)
- Q&A (10 minutes)
- Discussion among judges on the scoring for that entry (15 minutes). It's important to keep the time to help the judges reach consensus and move to the next presentation. Make sure you are not seen as influencing the decision though.
- Overtime just in case (10 minutes)
- Next company comes in.

Final overall discussion to identify the winners (1 hour). Since all presentations would have been scored, this will help the discussion at the end of the day.

It's a long day but make sure judges understand they cannot leave earlier!

4.3.   Variations within the two stage process

The assessment can be done remotely, by training the assessors by phone and sending them the entries, the scoring grid and scoring guidelines. The NAP will then need to add up the scores and identify a shortlist of partnerships. This approach does not allow for discussions among the assessors and makes the assessing experience less rewarding for the assessors (no exchange of opinions, no networking, less learning, etc). Or the first part (reading/scoring) could be done remotely and then you just get the assessors together to agree on scored and the final discussion.

The judging can also be done remotely, by training the judges by phone and sending them the 5/6 shortlisted companies, the scoring grid and scoring guidelines. Then the NAP would need to add up the scores and identify the winners. However, when judges work independently, they might use the scoring grid quite differently and they would lose the possibility to challenge assumptions and to agree on a common choice.

It is not required that shortlisted companies present in person to the judges, you can chose not to organise your judging this way. But it is highly recommended. Based on BITC's experience, it is strongly recommend to organise a face to face judging panel to provide more value
✓ To participating companies who would benefit from sharing their impactful project and thereby receive more visibility
✓ To judges who would have a better understanding of the projects and who might see this meeting as learning and networking opportunity

Example: BITC use a process of independent assessors and judges for the BITC Awards for Excellence. We consistently have very positive feedback on the value of the process including the learning and deep insight, benefits to their own programmes to the networking that it provides. We offer this as an opportunity for learning, networking and opportunity to demonstrate leadership. We usually include chairing the assessing and judging panels as part of the sponsorship package.

5. Communicating the results of the judging process (Step 9, 10, 11)

5.1. Results announcements at national level

Winning the national award is a great achievement and honour and should be celebrated at national level. Try to make sure the winners of the award attend the celebration, but keep the outcome confidential until the national celebration event to maintain the excitement and to build anticipation!

NAPs are required to organise a national celebration (e.g. national ceremony, press conference, or other event) under the European CSR Award Scheme but they have the freedom to decide the size, format, and content of the event as long as they use it to announce the national winners and to give visibility to the projects. Below we include some general and basic event planning suggestions.

Please remember that soon after the ceremony you will need to give feedback to those who did not win. As stated above, company feedback should be given within a short timeframe; this can be done in the form of feedback meetings with companies (recommended) or as a document (see page 24).

5.2. Planning suggestions for national ceremony

✓ **Guests**: Invite representatives of all target groups, including companies, other project partners such as NGOs, schools, hospitals, government representatives, assessors, judges, media, sponsors and other partners. You could also invite beneficiaries of the winners from previous awards (e.g. European Year of Volunteering Award) to share their experience.

✓ **Hosting**: Try to find a sponsor who could host the national celebration.

✓ **Catering**: Depending on the time of the day, you would need to provide different snacks and drinks (e.g. sandwiches in the afternoon, cocktails in the evening)

✓ **Registration**: The registration desk should be hosted by one or two people who welcome and register participants. This can be useful for similar events in the future. In order to avoid participants to queue at the registration desk, set the registration time half an hour before the start of the event. Tip: You can use the table to promote the award and your organisation with different communication materials.

✓ **Agenda**: Invite great speakers who welcome the audience and introduce them to the European Award Scheme. Try to structure the ceremony in an interactive way, e.g. show videos of the winning projects, give the floor to judges/assessors talking about their assessment, and beneficiaries talking about the programme's impact. Afterwards, hand over the award certificates or trophies to winners and invite the audience to share their experiences during a networking drink.

✓ **Other things you should think about**:
Prepare communication material (flyers, roll-ups, etc) in consistency with the European branding guidelines (see **Doc E**) and plan in advance how much you will have to print. Also, try prepare well in advance the Award certificates or trophies as well as all technical arrangements such as video materials (projector and screen) and audio materials (microphones, loudspeakers).

6. Questions & Answers of NAPs

Please notice this Q&A goes beyond the European CSR Award framework.

✓ **General questions**

Q: Can we reward the company and the non-profit partner at the national award ceremony? Will you do the same at the European ceremony?

Yes, of course you can give the Award to both. We don't know what the Commission will do at the Brussels Ceremony yet.

Q: Would it be possible to launch the European CSR Award in my country after the 3rd December?

If there is not other possibility, please send us an email with an explanation.

Q: Could a country where there are other reputable awards schemes comply with the requirement of non duplication in the European CSR Award by inviting the winners of other reputable award scheme plus opening the awards to other companies who are not winners of existing awards, to participate?
A: This will depend on each market and would it be the NAP's decision if there is enough material among existing winners or if the call needs to be open to all companies. Ideally you will only use winners from other awards to comply with the non duplication criteria but if there are not enough good examples to choose from, it's better to make an open call. But you need to make sure you involve other awards schemes.
In all cases all the conditions of entry and who can participate in the European CSR Award needs to be listed in the NAPs website to fulfil the requirement of transparency. The solution chosen by the NAP has to be coherent, clear and clearly communicated and focus on *Partnerships, Innovation and Impact*.

Q: How do we encourage broad CSR entries covering marketplace, workplace and environment challenges as well as community partnership applications in order that we go beyond simply European Employee Volunteering Awards?
A: This is a risk because people may have more experience in entering awards for community partnerships. One idea is to use non community examples when explaining the awards to companies and to generate non community project entries.

Q: What the definition of partnership?
A: We are using the broadest possible definition: collaboration. A resource that may be of use:
PARTNERING TOOLBOOK:
http://www.energizeinc.com/art/subj/documents/ThePartneringToolbookMarch2004.pdf

Q: Can we offer BITC or CSR Europe's support to companies wanting to apply?
A: It is the NAPS responsibility to support companies and queries locally. BITC is responsible for the ongoing support to NAPs (training and helpdesk) but this support is for NAPs. If you get a question from a company and would like to discuss it with BITC, please get in touch with Maria-Jose.Subiela@bitc.org.uk but please note that we do not have the resources to deal with companies across Europe and therefore please do not put the company in direct contact.

Q: How can the organisation measure the benefits?

A: There are many ways to measure the benefits of a programme which relate to the objectives set for the programme. You may wish to direct such enquiries to your own measurement tools and good case studies or direct them to. E.g. http://www.bitc.org.uk/resources/publications/measuring_benefits.html
You can also use the measurement exercise we did at the training days to help companies articulate their impact.

Q: How do we have to run our National celebration of winners?
A: It is up to NAPs to design and organise the national assessing, judging and celebration of the winners. In terms of the celebration you can make it as big or as small as you wish but there needs to be an event.
It's a key element of your sponsorship package. You can also charge an entry fee to the celebration, this has pros and cons to consider but it's the NAPs' decision.

Please note that you must communicate to CSR Europe the two category winners by 23rd April 2013 the latest.

Q: Is there any funding for the national partners expenses at any level?
A: Yes, please refer to the finance document produced by CSR Europe.

Q: Will the European CSR Award continue after 2013 or is it a one off initiative?
A: We have funding for one year only but we hope that some of the partners will continue running the Awards independently in their countries after 2013. We might get funding again for another round, but for now it will be for one year only.

Q: Why would SMEs want to win a European CSR Award in their country?
A: SMEs want to win a European CSR Award in their country for profile, platform, reputation and recognition.

Q: What is the definition of innovation?
A: In defining innovation we are looking at a new approach to a problem, or a new approach to doing business in a particular sector, that could be replicated by others because it is such a good solution.

Q: Do you plan to make a publication of the national winners and if so when and how?
A: Yes! We will produce 'The Golden Book', it will basically be a final report containing case studies of all the winners, interesting findings, measurement of impact, etc. This will be published for distribution at the June 2013 celebration and beyond as part of the legacy work.

Q: Is it possible to organise national awards earlier than suggested?
A: YES, and later too, but the deadline for submitting the names of national winners is 23rd April 2013.

Q: Do you confirm that there won't be any winner on the European Ceremony in Brussels? Will the winners' practices be presented in this ceremony beyond the dedicated book?

There won't be Pan-European winners but two winners per country.
Please note that we don't have any influence on the European Ceremony – it will be organized by the EC and another event organizer.

✓ **Administration**

Q: From which date I supposed to keep on track the dates for time sheets?

The grant agreement officially runs from 25th Oct until 25th August. So please fill in the time sheets already. Even the time before the 25th October can be reimbursed, if it was very related to the Award eg. Time to book flights to go to London and go through the guides, ticket to London, etc.

Q: From which month I have to use the exchange rate for the calculation of daily/hourly rate?
All expenses should be encoded during the project in their original currency.
Convertion should be done only when sending the statement for interim and final reporting. (2x)
For NAPs, exchange rate (ER) to use is the monthly rate published by the EC in the month in which the reporting is done.
Following the grant agreement this means:
1. ER of March 2013 for interim reporting 2. ER of July 2013 for final reporting

The link to the Website + details are included in instructions in the financial statement form for NAPs.

Please note that when we will report the overall statement to the EC we will have to recalculate everything using the exchange rate of August 2013. (Article I.II of the grant agreement)

✓ **Communication & Sponsorship**

Q: It is possible to have 3ministries to sponsor our event and none company ?
You can choose anyone you want as sponsors, you don't need to have companies as sponsors.

Q: How do we manage communications in relation to the results of the European CSR Award process
A: Regarding breaking the news of who won, you have to be careful because if a company doesn't do well and doesn't get a call but is aware of other companies receiving calls they may be upset. The NAPs need to manage this process carefully and the appropriate feedback to no winners is essential.

Q: How will the national sponsors also be visible at EU level?
A: Yes, we will produce a final report including all winning case studies to be called the Golden Book. National sponsors will be profiled in the specific pages corresponding to your country. In addition, we are in the process of building an European CSR Award website where each of the partners gets a link to their website where they can profile their sponsors. Please see the sponsorship document for more information.

Q: Are we able to prepare materials for our part of website in our language and how can we upload it?
A: Yes, you can have your Application Form in your own language and all other information in your website in your language. The European CSR Award website will link directly to your website from an interactive map. If you want to attract international companies to apply however, the headquarters office may want to know that there are Awards running in your country and may wish to have some basic information to encourage their offices in your country to participate. If you could include some basic information on the European CSR Award in your country in English, it may be helpful to you in terms of profile, platform as well as in attracting award entries. At least make sure the flyer in English is available.

Q: What will the actual European CSR Award physically look like?
A:The European Commission will produce certificates. For yours you need to use the branding guidelines and we can produce a template for the national certificates for NAPs if useful .

Q: Can we brand the project with local partners for instance media, business federations, honourable patrons etc and how do we manage this to avoid conflicting with the national and international sponsors and partners?
A: You can use local partners, but within the branding and sponsorship guidelines that are supplied in the Sponsorship Guidelines. Remember you cannot offer naming rights for this Award.

✓ **Applications**

Q: Does the applications have to be completed in English so that they could be made available to the international committee or in the national language?
A: This is up to the NAPs. However, since we think that most people are more comfortable in filling in the applications in their own language we recommend that you translate the form, all companies fill it in the national language and then you need to translate the 2 winning applications back to English. The translation of the winning case studies into English is a requirement and there is time budgeted for this in the proposal.

Q: Who can enter the Award?
A: Private sector companies. The European CSR Award is open to all private sector companies that have a business presence in the country. By "private sector" we mean companies that exist to make a profit for their shareholders through the provision of goods or services. So a public-private company that exist to make a profit can enter.

Q: Who can be the non business partners?
A: Non business partners will be those organisations that are not part of the private sector; but this doesn't include the company foundation (e.g. Citi applying in partnership with Citi foundation). The non business partners cannot be the employees or customers, these can be beneficiaries but they don't count as the non business partner.
By non business we mean a non for profit organisation but not necessarily an NGO as such, it could be a school, a hospital, a governmental organisation, a foundation, civil association, charity (this will depend on the legal structure of each country).

Q: Could a company enter in one location with more than one project?
A: Yes a company can enter more than once, but they would need to be entering very distinct separate projects. We would therefore suggest that they think carefully about whether one application covering more than one project would be better than more than an individual application for each project.

Q: Is there a limit to the number of entries that a company can submit for the same category or can it submit as many entries as it wants?
A: There is no limit to the number of entries that a company can make. Each entry will be marked on its merit and all entries received for an award will compete against each other whether from the same company or different. Entries will be judged on the quality of the submission and the evidence provided..

Q: Can a group of companies apply? Is there a limit to the number of partners per project?
A: Yes, a group of companies can apply for the European CSR Award but they need at least one non business partner. There is no limit to the number of partners per project. There are however limits as to how many people can represent a winning project in terms of travel budget and number of places at the June 2013 celebration event in Brussels.

Q: Can development projects abroad, in Asia or Africa for example, apply?
A: No, the impact must be in Europe. The main focus of the activities must be in the country where the entry is submitted. An entry is acceptable if the project also has social or company benefits outside of Europe, but only the impact on the country of the application, will be taken into account.

Q: Can public companies apply e.g. Royal Mail in the UK or XX in YY?
A: The answer depends on the country and the company's legal structure. This will need to be decided on a case by case basis but the principle is that the awards are open to all private sector companies that have a

business presence in the country. By "private sector" we mean companies that exist to make a profit for their shareholders through the provision of goods or services.

Q: Can not-for-profit companies apply?
A: No, the business needs to apply and the not-for profit will presented as partner in the project.

Q: How many applications can partners expect to receive as part of the process?
A: This question is impossible to answer. It will be dependent on the development of CSR in your country and on the degree of marketing and communications about the award.

Q: Where do companies download the Application Packs from?
A: The country application forms must be available on the NAPs website. Companies will need to use the NAP's website or email the NAPS to submit entries. The central website will only direct people to the NAPs' websites through an interactive map of Europe.

✓ **Judging**

Q: Judging panel composition
A: All NAPs need to select a judging panel and depending on the number of applications they get, they may need an assessors panel or another sifting/shortlisting process. Please see specific guidelines on this but remember that at least the judging panel needs to be multistakeholder.

Q: Can a company sponsor an European CSR Award and apply for that Award and can they be a judge of an Award they apply for?
A: NO! The sponsorship guidelines make clear that a company cannot sponsor and apply for the same national awards. Nor can a company judge an award they apply for. A company can however sponsor the awards in one country and apply or judge an award in all the other country. We would definitely encourage you to invite your sponsors to be part of your judging panel, maybe even chair it.

Please note, european sponsors can apply in all countries. This is because there is no connection between the judging process of the national awards and the co-ordination of the overall european award for which there is no single European winner.

Q: If two companies are partners with the same association and present the same project collaboratively with the same number of employees involved, etc., how can they be scored?
A: they will be scored collaboratively, i.e. they win as a group with one project - we would be accepting this as a single entry on one form as collaboration between both companies and the NGO partner. So it would be assessed as one entry and if successful they would be joint winners. We would not want to receive two separate entries that were competing against each other for this sort of collaboration unless each company were able to split their specific input and impact in the partnership.

Q: Should the judges call the companies for more information?
A: No, all information needs to be provided through the formal application process to ensure fairness and transparency.

Q: How many entries should present to the judges?
A: At least 2! But 3-6 is usual.

Q: How will points be distributed? What's the scoring process?
A: Look at the percentage assigned to each section of the application. On top of this assessors and judges will be provided with a scoring grid also part of the application. An excel will be used to calculate final scoring depending on the weighting of each question. Please refer to the specific sessions of the Guidelines.

7. ANNEXES

ANNEX ONE: **Standard Application Form & Guidance to Applications Form**

Because of the length of this document and because it is the document you will send to companies, we separate the application form from this document. Please refer to **Doc AA Awards Application Pack**.

ANNEX TWO: Confidentiality and conflict of interest of assessors and judges

Name	
Organisation	
Category	

Confidentiality:
I agree to respect the confidentiality of the submissions to the European CSR Awards in Country x that I will read or discuss in my role as an assessor/judge.

Conflicts of Interest:
I also agree to disclose any conflicts of interest that I may have with the entries to this category (examples include entries from a company , or involving an NGO or other organisation that: you currently work for or have significant links with; that you used to work for; that is a direct competitor; that a close relative works for; etc).

Signed: **Date:**

Note: this confidentiality form needs to go to assessors and judges in advance of the assessment and judging days with the list of companies participating in each day so you are aware of any conflict of interest and you can plan to manage it.

ANNEX THREE: Guide Scoring Grid

Guide to using the award entry scoring grid for the European CSR Award Scheme- Please refer to the scoring guide in the Award Application Pack (see Doc AA) and you can also use the excel sheet provided to help you in the calculations.

A scoring grid has been produced for the European CSR Award Scheme both for the assessing and the judging processes. Please see **Award Entry Scoring Grid- European CSR Award Scheme.**
To ensure that the scoring grid is effective and used in an appropriate manner, we have further produced the following guidance document on how to use the scoring grid:

Step 1: Read the entry in full from beginning to end so that you can get a good sense of all the information contained in the entry.

Step 2: Re-read the entry again, but this time looking for how the entry addresses each of the seven marked sections. You can mark up the entry by underlining/highlighting key sections. The four marked sections are:

- **3.2. Innovation**
- **4.1 Management**
- **4.2 Leadership**
- **4.3 Resources**
- **4.4 Communication**
- **5.1 Social Impact**
- **5.2 Business Impact**

Step 3: Read through the scoring grid to help familiarise yourself with the range in performance expected from the award entries from Poor through to Very Good.
Step 4: Mark the entry section by section and please remember to use information from any relevant part of the entry by using the scoring grid to assign an appropriate score.
All the sections are marked out of four and you can assign from zero to four, **there are not half marks.**
Step 5: Once all the scores are in, then please scale using the below table to provide an overall score out of 100. We are providing an excel table to do this easily.

Section	Raw Score range	Multiplier	Scaled Score range
3.2 Innovation	0 - 4	3.75	0- 15
4.1 Management	0 - 4	1.25	0 - 5
4.2 Leadership	0 - 4	1.25	0 - 5
4.3 Resources	0 - 4	2.5	0 - 10
4.4 Communication	0 - 4	1.25	0 - 5
5.1 Social impact	0 - 4	7.5	0 - 30
5.2 Business impact	0 - 4	7.5	0 - 30
TOTAL	**0 - 28**	**N/A**	**0 - 100**

Worked example of scaling of scores:

Section	Raw Score range	Multiplier	Scaled Score range
3.2 Innovation	2	3.75	7.5
4.1 Management	1	1.25	1.25
4.2 Leadership	3	1.25	3.75
4.3 Resources	3	2.5	7.5
4.4 Communication	2	1.25	2.5
5.1 Social impact	3	7.5	22.5
5.2 Business impact	4	7.5	30
TOTAL	18	N/A	75

- Raw score of 2 on section 3.2 - is scaled to 7.5
- Raw score of 1 on section 4.1 - is scaled to 1.25
- Raw score of 3 on section 4.2 - is scaled to 3.75
- Raw score of 3 on section 4.3 - is scaled to 7.5
- Raw scored of 2 on section 4.4- is scaled to 2.5
- Raw scored of 3 in section 5.1- is scaled to 22.5
- Raw scored of 4 on section 5.2- is scaled to 30

Total raw score = 18, and the scaled score = 75. **So when expressed as a percentage, the entry scores 75%**

An example of how to assign scores using scoring grid focused on section 4.3 Resources

After reading the entry focusing on resources you conclude the following:
The entry has provided some reasonable information about the resources that have been dedicated to the programme, for example there is some information about the overall financial spend, and some overall figures for the numbers of employees and volunteers involved on the project.

Score: this answer should probably score a two (2) in the sense this is a satisfactory answer – it is a better answer than poor or basic, but probably not quite good enough to warrant a score in the good to very good range.
To move this up to a score of three (3) we would probably want to see a more detailed breakdown of the resources, for example
- How the money was allocated and why

- How many hours dedicate each involved employee? And volunteers?

- Details of training they received

Alternatively, more detailed information about the breakdown of resources would be required, i.e. we might assign a score of 3 if there is evidence of effective management processes in place and levels of resource, appropriate to the objectives of the project.

For a score of four (4) we would want to see both the detailed breakdown of how the resources were allocated and perhaps even information about future allocation of resources and how these were of an appropriate amount to achieve the aims and objectives.
If the entry only provides very basic information about the resources involved, then **this could score as little as a two (2) or even a one (1).**

Some things to remember about scoring Award entries:

- The scoring grid is **a guide** and is **intended to produce consistency of interpretation** as well as to support you in exercising sound judgement

- The task of the scorer is to **get a sense of the overall information and story** contained in each entry, and then to **examine it in detail for evidence that it is operating well and delivering benefits**

- When the scoring is taking place, the assessors are required to look at the whole entry for information and evidence against each criteria, and they are advised not assess each section discretely

- **Refer to the criteria contained in the application pack,** which contains suggestions to entrants of the factors they might cover. **However, don't use that as a tick list, as the factors in the application pack are a guide only.**

- Make sure assessors and judges practice applying the scoring grid in the morning of the assessing/judging day.

ANNEX FOUR: Summary Scoring Sheet

This is an excel sheet so it will be provided separately.

ANNEX FIVE: Individual assessors/judges' Scoring Sheet

Category:	Company Name:	Entry ID:
Assessors/Judges Name:	Title of Entry:	

This paper should be used to note your individual scores for the above entry. The notes should be used to prompt your discussion with your assessor partner to agree the final score you give each section. **The notes will also be used as the basis for the feedback report that will be sent to the company. So please write clearly and ensure that you:**

Decide a **score** and **write feedback notes** for each criterion

identify **key strengths** and **weaknesses** of the programme **for each criterion** and overall comment on the **quality of evidence**

Note **what was missing,** or what **wasn't clear** and give **an overall summary of the entry**.

	Feedback notes	Score (max 4)
Innovation		
Management		
Leadership		
Resources		
Communication		
Social Benefits		
Business Benefits		

ANNEX SIX: Simple Score Sheet to combine Assessors' Individual Scoring

Category:		Company Name:	
Entry ID:		Assessors Names:	
Title of Entry:			

Section	Assessor A Score	Assessor B Score	Final Agreed Score
Innovation			
Management			
Leadership			
Resources			
Communication			
Social Benefits			
Business Benefits			
Have individual feedback notes been typed up			YES or NO
Have combined feedback notes been typed up and handed in?			YES or NO

ANNEX SEVEN: Sample Feedback note
This is a long note, you can provide much shorter ones.

Assessors' feedback for Company name - European CSR Award Scheme

Your entry has been assessed by independent and experienced assessors drawn from businesses and partner organisations. This feedback has been prepared from the written notes that assessors made when considering your entry.

The aim of the feedback notes is to provide constructive comments to help you to understand the result that your entry to the European CSR Award – *country* received. It should also help you find out more about how you can develop your programme.
It is intended to be useful and constructive pointing out both the strengths and weaknesses of the submission and covering its content and its form.
Please note that we are not able to provide an in-depth report.

Aim of the CSR Europe Award Scheme
The European CSR Award – country aims to recognise and celebrate the best CSR projects of companies in partnership with at least a non business partner. We are looking for innovative projects that are having an impact on society through collaborative action with at least one non business partner.
For more information please visit: [national partner website]
Summary and/or overall
The assessors overall comment about this entry was that they were under the impression that (...)

We recommend the following structure (ie the same as the application form)

- Overall comments
- Innovation
- How you do it
- Social Impact
- Business Impact

E.g. Impact
Assessors commented that results / benefits for ... and ... are (or not) clear (...) / Level of development of measurement systems

The following provides an example of a hypothetical feedback for a Company.

Assessors' feedback for Your Company Ltd. "Company Programme"

Your Company Ltd.'s entry has been assessed by two independent and experienced assessors drawn from businesses and partner organisations. The entry was then discussed at length by a panel of professionals before a final decision was made. This feedback has been prepared from the written notes that assessors made when considering the entry.

The aim of the feedback is to provide constructive comments based on Your Company Ltd.'s submission for the **European CSR Award Scheme**. It also seeks to support Your Company Ltd. to further develop their programme.

The feedback is intended to be useful pointing out both the strengths and the areas for improvement in the submission.

Please note that although we are not able to provide an in-depth report, we would be delighted to have a call or meeting to discuss this feedback.

Summary and/or overall comment for the entry:

The assessors' overall comment about Your Company Ltd.'s entry was that as a work experience programme, it was a good**, inspirational** programme with **great potential** to raise aspirations and give students the insight of the world of work by running their own companies. It is an ambitious and innovative programme aimed at reaching a large number of students and designed to produce very good results.

The assessors think that it's a good partnership project, although they pointed out it would be helpful to disaggregate the specific contributions made by the different part involved, your Company Ltd. and other organisations in order to better understand the contribution of each to the programme.

The assessors felt there the submission would have benefited from including more specific information in order to explain further, how the programme operates. It would have been helpful for instance to add information on how long the programme has been running; provide quotes from students on the impact of the programme on them; more examples of activities undertaken during the programme; and more information on achievements and specific results to date.

Innovation (15% of the scoring)

The assessors felt that while there are some innovative elements in the programme, the programme doesn't present a new solution.

How you did it (25% of the scoring)
This section covers Management, Leadership, Resources and Communication.

This information was requested to enable assessors to understand how the programme operates.

With this in mind, assessors found that on the whole, the project is a good work inspiration programme which will potentially deliver excellent results in the future to tackle barriers to work of young people. In addition, the assessors highlighted a few issues that would help strengthen the submission:

The assessors noted that the reasons for the programme and the social issues it is trying to address were clearly laid out, as was the social objective of increasing awareness of the need for better entrepreneurial role models and entrepreneurial skills.

In order to support this section, the assessors would have liked more information on the business case, the leadership and more explanation of how this works in practice.

Although the Your Company Ltd. 'Company Programme' has good training and community involvement activities, the assessors commented that from the submission it was less clear in what way this programme was part of a Your Company Ltd.'s wider strategy. It was also difficult to find evidence in the submission about leadership or the involvement of the senior management of the company.

The assessors also commented that further information in the submission about the senior management's participation and examples of concrete activities that the volunteers were performing in supporting the programme, would have been helpful in order to better understand how the programme runs.

Whilst the target audience was described as "students at most risk of underachievement from London's most disadvantages communities", the assessors would like to have seen clearer information on how the

students are targeted and what mechanisms were used to identify that those students would consider running their own business.

In this sense, this section of the submission could be reinforced with more quantitative and qualitative evidence around the mechanisms and specific indicators used to select the students, and more specific research sources, facts and total figures. The assessors felt that it would also have been helpful to explain further how these students' employability needs were being met.

In addition, although the number of volunteers from different organisations was stated, assessors were looking for more information on how Your Company Ltd.'s volunteering was managed: the volunteers' specific activities during the programme and their future involvement in the programme going forward.

Resources
The assessors commented that this section showed that there were good resources available and training was properly given.
To strengthen this section, the assessors suggested that further explanation around what the targets were for the employee volunteers', and how they were addressed. This would have been helpful.

In addition, the assessors would like to have seen further evidence and explanation on how the financial resources were being managed, including for instance, an explanation regarding the €140,000 budget and how it was both made up and distributed. =

Impact

The section on Impact deals with the results in terms of social impact and benefits the company has gained through the programme, and accounts for 60% of the total mark of the submission. In this section the assessors were looking for evidence on the benefits for the social target and the business itself.

The assessors commented that the students' engagement was clearly laid out, as was the social objective of raising awareness of the need for better entrepreneurial role models and entrepreneurial skills for the future, in order to have more job opportunities and as a consequence, have an impact on their communities.

In addition, the independent research results added strength to the submission in terms of transparency. The partnership with the non for profit was felt to show willingness on Company's part to strengthen the programme in order to achieve broader results.

The assessors commented that the benefits for the business and the employee volunteers however were not clear enough in the submission and further evidence and explanation would be helpful. The results, for example, of the volunteers' feedback and their impressions around the programme, or how this programme fitted into a wider CSR strategy would have been useful.

The assessors would have also liked to see the students' feedback results, outcomes of their own companies and personal quotes to be able to better understand the impact of the programme on them.

In conclusion whilst the programme has great potential further documentary evidence was needed in the submission in order to see the clear links between the programme and its impact on the employability agenda.

Further information

Contact X at Y Tel Z