



# CORPORATE SOCIAL RESPONSIBILITY FOR ALL (CSR for ALL)

**Report Name:** Narrative Interim Report

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**Europe Aid ID:** TR-2012-GQN-2103574157

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## GLOSSARY OF ACRONYMS

<b>BCM</b>	Business Confederation Macedonia
<b>CA</b>	Contracting Authority
<b>CEA/HUP</b>	Croatian Employers Association
<b>CNIPMMR</b>	National Council of Small and Medium Sized Private Enterprises in Romania (CNIPMMR)
<b>CP</b>	Contact Person
<b>EO</b>	Employer Organization
<b>EU</b>	European Union
<b>IOE</b>	The International Organization of Employers (IOE)
<b>KOM</b>	Kick-off Meeting
<b>MEF</b>	Montenegrin Employers Federation (MEF)
<b>OIP</b>	Operational Implementation Plan
<b>PA</b>	Project Assistant
<b>PC</b>	Project Coordinator
<b>PFA</b>	Project Finance Officer
<b>PIT</b>	Project Implementation Team
<b>PO</b>	Project Office
<b>PSC</b>	Project Steering Committee
<b>SC</b>	Steering Committee
<b>STE</b>	Short-term Expert
<b>TISK</b>	Turkish Confederation of Employer Associations
<b>WD</b>	Working Days
<b>NRS</b>	National Review Study
<b>National RR</b>	National Review Report
<b>NTF</b>	National Task Force
<b>EO Handbook</b>	Employers' Organisations' Handbook



## 1. DESCRIPTION

- 1.1. Name of beneficiary of grant contract:** Turkish Confederation of Employer Associations (TISK)
- 1.2. Name and title of the Contact person:** Nil Mit
- 1.3. Name of partners in the Action:**
- International Organization of Employer (IOE)
  - The Business Confederation of Macedonia (BCM)
  - Croatian Employers' Association (HUP-CEA)
  - Montenegrin Employers Federation (UPCG/MEF)
  - The National Council of Private Small and Medium Sized Enterprises in Romania (CNIPMMR)
- 1.4. Title of the Action:** Corporate Social Responsibility for All (CSRforAll)
- 1.5. Contract number:** TR-2012-GQN-2103574159
- 1.6. Start and end date of the Reporting Period:** December 1, 2012 – October 31, 2013
- 1.7. Target country(ies) or region(s):** South East Europe and Turkey
- 1.8. Final beneficiaries & / or target groups:** Employer Organizations in South Eastern Europe and Turkey
- 1.9. Countries in which the activities take place (If different from 1.7.):** Turkey, Croatia, Macedonia, Montenegro, Switzerland, Romania



## 2. ASSESSMENT OF IMPLEMENTATION OF ACTION ACTIVITIES

### 2.1. Executive Summary of the Action

This report which covers the 11 month of the project's reporting period presents the technical part of the Project. All the activities foreseen in the first one year has been accomplished with success. (CA has been informed about the 11 month condition –[A.1- E-mail Correspondance with CA-Covering 11 months](#)) The Project activities were designed with an aim to create capacity and increase awareness at both civil society organization (CSO) (particularly EOs) and at the enterprise level. Therefore since the beginning of the project, all partners worked in unison in order to increase their capacity regarding CSR issues and position themselves better in the decision making process as well as providing guidance to their member enterprises in developing effective CSR policies.

According to the project's implementation strategy: The project is divided, into two consecutive phases: the **Inception Phase**, and the **Implementation Phase**. Deliverables as well as risks & assumptions within the project phases were defined in order to determine and measure the project success and provide an overview of the sequence of the implementation of activities. As mentioned in the Inception Report, all the activities and reports in the **Inception Phase** were accomplished. The Project Team concentrated on fulfilling all the initial pre-conditions for a successful start and continuation of all activities including:

- Establishing Project Management Structure ([A.2 – Project Team](#)),
- Developing Project Road Map ([A.3- Road Map](#))
- Redefining Project Implementation Strategy ([Annex A.4 - Implementation Strategy](#));
- Revising OIP ([A.5 - OIP](#));
- 5 Project Kick-off Meetings (KOM) ([A.6- KOM Documents](#));
- Conducting 2 PSC during the Inception and 2 PSC during the Implementation phase ([A.7-](#)



PSC Meeting Minutes);

- Participation in Opening and Inception conferences;
- Recruitment of National Non-Key Expert (STE) (A.8- STEs) and
- Designing of Project’s Website & Communication and Dissemination Strategy (A.9 – Communication and Dissemination Strategy).

Besides conducting the foreseen four PSC meetings during the reporting period, PO also conducted two Informal PSC meetings by using the opportunity of bringing Project partners during and after project activities such as National KoM in Ankara and the Round table discussions in Turkey. These meetings were free of charge.

Also due to the limited capacity of the partner organizations, some PSC members were not able to attend the PSC meetings, however contact persons of the related organization attended on their behalf. This absence was not considered as a negative as the appropriate contact persons were included and their knowledge level satisfactory. Please see below table for the details of PSC meetings.

	Date	Venue	Formal/ Informal	Participants
1	January 11, 2013	Ankara-Turkey	Formal	6 PSC members +PC+PA
2	March 6, 2013	Bucharest- Romania	Formal	5 PSC members + PC + PA + 2 CP
3	April 19, 2013	Ankara- Turkey	Informal	5 PSC members+PC+PA
4	May	Belgrade-Serbia	Formal	5 PSC members + CP + PC + PA
5	September16, 2013	Podgorica- Montenegro	Formal	5 PSC members+1 CP + PC + PA
6	October 11, 2013	Istanbul-Turkey	Informal	5 PSC Members+ 2 contact persons



The most essential activity carried out in the **Inception Phase** was the **Kick of Meetings (KoM)** implemented in 5 partner countries since it provided an important platform for the project to reach its target groups for the first time and promote the goals of the Project. According to the Project Document, although 100 people were indicated as the target number; more people attended to the each KoMs. In order to share and communicate future developments and updates of the project, contact information off all participants was included in the Project's data.

Following the submission and approval of the Inception Report, the Project Team started the main and longest stage of the Project; **Implementation Phase**. Within the Implementation Phase there are four **Work Packages**. First Work Package (*Review on Current Situation in Partners Countries*) of this phase has already concluded with success. Each partner EO took an active role in implementing this first Work Package which is considered as the backbone of the project. All other activities in the project will be based on the outcome of this first Work Package. Details of these deliverables as well as other activities that will be performed are outlined in the section below under each **Work Package**.

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Again during the first stages of the **Implementation Phase** three Contact Persons changed due to internal reasons of the Partner Organizations but replaced rapidly. PO has informed the Commission about this change. ([A.10 - Email correspondence with CA- Contact Person Changes](#)).

The project is currently at the stage of **Second Work Package** of the **Implementation Phase** (*Designing and Implementation of Awareness Raising and Capacity Building Support Package*) and conducting the first activity of the work package. In order to conduct this activity IOE, as also stated in the Project Document, appealed to the support of ILO Training Centre at Turin (ITCILO) and prepared the outline and index of the support package in collaboration. IOE and ITCILO took the outcomes of the first work package as a reference. This activity will be finalized after receiving comments from the Project partners. ([A.11- Outline of NRS](#)) Details of all the activities within this work package and other work packages that will be performed are outlined in the section below.





Due to the high interest of the stakeholders in the activities of the project, PO has applied for the approval of the CA in increasing the targeted numbers or changing the composition of the participants to the third activity of first work package, (participant number to the Round Table discussion is increased from 25 to 28 but total expenditure of the budget has not changed). (A.12-Email correspondence with CA- Round Table Participants). Presently, all project activities are going smoothly. The effectiveness or the sustainability of Project activities were not affected by any variations made by the PO.

CAPACITY ENHANCEMENT AND AWARENESS RAISING IN CORPORATE SOCIAL RESPONSIBILITY (CSR)	
WORK PACKAGE I: Review on Current Situation in Partner Countries	
<b>Activity-1:</b>	Defining review framework
<b>Short Description</b>	<p>All other activities in this first work package were conducted based on the findings of the National Reviews Studies in 5 partner countries. For this activity IOE has worked for 7 man days to draft a framework which consists of methodology, tools, data collection process, reporting outline and survey questions under the coordination of PC.</p> <p><b>RESULT:</b> IOE has finalized the review framework on April 24, 2013 as stated in the OIP. Accordingly, NRS is conducted in two parts: <i>Desk review</i> which is focused on the national CSR situation (economic, historic, and political) of the country and a <i>country survey</i> which has been conducted at enterprise level.</p>
<b>Status</b>	<b>Completed</b> on April 19 – 24, 2013
<b>Activity-2:</b>	Conducting National Review Study in 5 partner countries and reporting
<b>Short</b>	The aim of this study was to assess the current state of CSR in each partner country.



**Description**

This service was sub-contracted. The average cost of such work is estimated to be €25.000 per country. Lead CSO TISK conducted the procurement process and selection criteria for a service contract and shared all the related documents with the partners – including ToR and Contract. Accordingly; all project partners awarded the contract by their **technically best offer**. For details please refer to 2.4 of this report. ([A.13 - Email correspondence with CA-Procurement Procedure](#)). After signing the contract, STE had 1, 5 month for the research of the report (between June 14 – July 31); and 1 month for writing the report (July 20 – August 15) ([A.14- NRS ToR.](#)) Each partner worked with 1 or 2 companies and developed their review report in three month period and shared it with IOE. ([A.15 – NRS Reports, Contracts and Evaluation Tables](#)).

In line with the defined methodology by IOE, selected consultant companies prepared country review reports in collaboration with respective partner organizations and shared it with IOE in advance for their perusal. PO revised the survey by making it shorter and simplifying the difficult language. After making these revisions PO shared the final version with the partners and asked them to add their country specific priorities as well. Following major email correspondences among the project partners, IOE has finalized the survey for distribution to the partners. Upon which, all the partners conducted the survey and prepared the Review Report within the same periods and shared them with IOE at the end of August. Then IOE has prepared an **Evaluation Document** in order to underline similarities and differences among the partner countries in the region regarding CSR issues. ([A.16 - Evaluation Doc.](#)) As foreseen in the Project Document, Evaluation Document is uploaded to the Project website.

PO also faced some **challenges/difficulties** during this activity: PO always kept partner EOs updated and always sent them reminders in advance in order to encourage their active involvement and timely responses. Finalizing the survey by meeting everyone's expectations was also challenging but it was accomplished in the end. Due to partner



	<p>countries' national holidays and summer season, the activity date was applied at an earlier date and success of the activity outcome was guaranteed. Although the survey was conducted during the summer holiday and also overlapped with national holidays at partner countries, partner EO's worked with sub-organizations who are closer to enterprises and managed to reach to the targeted number which was 100.</p> <p><b>Result:</b></p> <ul style="list-style-type: none"> <li>• NRS is conducted in two parts: <i>Desk review</i> which is focused on the national CSR situation (economical, historical, and political) of the country and a <i>country survey</i> which will be conducted at enterprise level. Each Partner organization included country specific questions to the survey and after receiving the feedback from PIT, IOE has finalized the review framework on April 24, 2013 as stated in the OIP.</li> <li>• Project reached the targeted number of 100 companies to answer the survey.</li> <li>• English NRR has been prepared and electronic versions of the reports are uploaded to project and partners' web-sites for visibility requirements. (Please see <a href="http://www.csrforall.eu">www.csrforall.eu</a>) Translating to the specific country languages is still ongoing. These reports will be distributed to the target group in all upcoming events of the Project at national and international levels after the translation process.</li> </ul>
<b>Status</b>	<p>Foreseen time period for this activity is between July – October 2013.</p> <p><b>Completed:</b> Partners National Review Reports between: June 3 – August 29, 2013.</p> <p><b>Completed:</b> Evaluation Report September 2 - 20, 2013.</p> <p><b>Ongoing:</b> Translation of the reports into the country languages is still ongoing and deadline for this activity is December 9, 2013. Once the translations are complete, printing process will start and printed versions will be ready for the NTF Trainings on January, 2014.</p>
<b>Activity-3:</b>	Organizing Round Table Discussion
<b>Short Description</b>	Round table discussion (2 days) held in Istanbul, Turkey in order to present findings of country reviews and also to discuss possible outline of CSR awareness raising and capacity



building support package. The objectives of “The Round Table Discussion” were to present “National Review Studies” and to draft “Awareness Raising and Capacity Building Support Package” on the basis of these reports and the outcomes of the round table discussion. International and local CSR experts, representatives of partner EOs, PO and consultant companies whom were worked on the NR Reports, in total of 28 people were attended to the meeting and contributed to the formation of “Awareness Raising and Capacity Building Support Package”. Due to the high satisfaction of the project outcomes; national participants fully attended to 2-day meetings.

PO also faced some **challenges/difficulties** during this activity: In the project document the location of this event was stated as TISK premises, Ankara. However since most of the international participants were flying through Istanbul in addition to Turkish business representatives being based in Istanbul as well; PO had to change the location of the meeting to Istanbul and organized the meeting arrangements from Ankara ([A.17 - Email correspondence with CA – Round Table Location](#)). Ensuring the participation of international and local experts as well as enterprise representatives according to their agenda was difficult;

**Result:**

- As stated in ToR; 2 International STEs provided by IOE worked in the preparation and the presentation of the draft outline support package and moderated the discussion at the Round Table discussion ([A.18 – Round Table Discussion Agenda](#)).
- IOE has presented the draft **Evaluation document** at the Round Table. This document was finalized after the round table inputs.
- Target groups of the project got the opportunity to involve and have a voice in the implementation of the further activities that the Project will implement for them. The target group and Project team together with the international experts contributed to the



	<p>design process of the Support Package which will serve as a guideline for the enterprises. During this meeting, the existing and future planned investment projects have also been identified and this brought a positive change to its target groups by inviting them to a round table discussion.</p> <ul style="list-style-type: none"> <li>• According to the Project budget; although per diem for 16 participants was foreseen, (5 PSC members, 1 EC rep., 2 IOE experts, 3 experts from other international organizations (e.g. Business Europe, BIAC, European EO's), and experts who actively worked in the 5 NRR), PC &amp; PA were also received per diems due to the change of a location. PO saved some money from the flights by changing the activity location from Ankara to Istanbul.</li> </ul>
<b>Status</b>	<b>Completed</b> on October 9-10. 2013
<b>WORK PACKAGE II: Designing and Implementation of Awareness Raising and Capacity Building Support Package</b>	
<b>Activity-1:</b>	Designing Capacity Building Support Package based on the outcomes of National Reviews and Round Table Discussion
<b>Short Description</b>	<p>This Package will be based on the national reviews, evaluation paper, findings and agreed outline in the round table discussion. It will include a <u>training program for National TFs, training programs for formators and training materials for both.</u></p> <p>According to the Project document two IOE experts to conduct this activity for 30 men/days are foreseen. However IOE, as also stated in the Project Document, appealed to the support of ILO Training Centre at Turin (ITCILO) and prepared the outline and index of the support package in collaboration by taking the outcomes of the first work package as a reference. This activity will be finalized after taking comments from the Project partners.</p> <p><b>Result</b></p> <ul style="list-style-type: none"> <li>• IOE has defined and shared the general outline of CSR awareness raising /capacity building support package with partners for their comments.</li> </ul>
<b>Status</b>	<b>Ongoing</b> (Deadline is December 23, 2013)



**Activity-2: Establishing National TASKFORCES (National-TF) in partner EO's**

<p><b>Short Description</b></p>	<p>Each Partner organization is identifying their selection criteria for the NTFs. EOs will nominate their 4 permanent technical staff for this. These <b>NTFs</b> are expected to become the focal persons on CSR at national level and start acting in the area. Sustainability of the CSR awareness is based on the dedication of the NTF's; therefore selected candidates should have the ownership on the topic. They must sustain working within the organization and make sure to communicate with both national and international stakeholders in order to build a bridge between the EO and other parties.</p>
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<p><b>Status</b></p>	<p><b>Ongoing</b> (Deadline is December 19, 2013)</p>
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**Activity-3: Training of National-TFs from 5 partner countries**

<p><b>Short Description</b></p>	<p>IOE will train the selected NTFs. NTFs after becoming trainers of CSR, are 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.</p> <p>2 international experts of IOE in Ankara, Turkey will provide these 5-day long trainings. IOE will prepare these trainings in advance (b/w 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.</p> <p>The overall objectives of the TOT workshop are for NTF's to: 1. Better understand the Global CSR Architecture, 2. Gain knowledge on the content of the main international CSR initiatives and their consequences for companies, 3. Get detailed insight into how companies manage CSR, 4. Reflect on the role played by EOs in the societal debate on CSR and in providing services to companies, and 5. Gain knowledge/Experience the basics of training methodology and develop a detailed plan for the implementation of the national activities of the project</p> <p><b>***PO greatly emphasizes the importance of selecting the right trainers for the trainings due to the sustainability and efficiency of project's further activities. Availability of the selected</b></p>
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	<p>NTFs at each partner country on the agreed date is important: Due to the small capacity of EOs; sending their 4 NTFs to Turkey for 5 days training may affect the internal agenda of Partner EOs. However PO and Project partners negotiated on the date and the establishing of an internet facility for those that are not able to come, this has been put into the agenda.</p> <p>More international experts to attend as trainers are suggested by IOE in order to add an extra value to the trainings. PO will calculate the expenses and may reallocate budget from the same project item if necessary.</p>
<b>Status</b>	<b>Will start on</b> January 20- 24, 2014.
<b>Activity-4:</b> Defining selection criteria at local level and select CSR best practices in 5 partner countries by National-TFs	
<b>Short Description</b>	<p>One of the targets of this Project is to establish <i>Best National CSR Award Criteria</i> at the end of the Project. These national best practices will be identified by NTFs in the respective countries. NTFs may choose to work with their social partners and stakeholders in defining the criteria depending on the national circumstances or they may also get support from STEs, who are experienced in the area. The selection criteria will be finalized by PSC. NTFs will conduct research for a month and identify 3 best practices in their country according to the established criteria and then will be able to identify the best practices. Identified best practices will be awarded in the national conference in order to stimulate the enterprises attention on the issue.</p> <p>These criteria will reflect the EOs National CSR Positions and raise awareness about the EOs expertise among enterprises and society. The awards defined on clear and transparent criteria are expected to become traditional and will contribute to the sustainability of the system to be established in the EOs.</p> <p><b>***</b>Selecting the right, dedicated NTFs is an asset. NTFs should be analytical while identifying the best practices again PSC members monitoring during this process is crucial.</p>
<b>Status</b>	<b>Not started yet:</b> Feb 03 – April 03, 2014



<b>Activity-5: Developing “EOs Handbook to Guide Enterprises in CSR”</b>	
<b>Short Description</b>	<p>The purpose of the Handbook is to Guide Enterprises in CSR whom are interested in conducting CSR practices. In other words it is a source for EOs to guide companies who are interested to get engaged in CSR. TISK NTF’s &amp; PO will prepare this main Handbook with support from IOE &amp; other countries NTF’s.</p> <p>There will be only ONE Handbook prepared in English and published in 5 partner languages – Each partner is supposed to adapt the Main Handbook to their national circumstances by adding their inputs so that this book can become more relevant to their country conditions. (Each partner country can get 5 men/days national STE support for this). The Handbook will be shared with enterprises and other stakeholders at the seminars and conferences to be organized within this project.</p> <p>10 men/days technical supports will be received from IOE for preparation of the format and content of this handbook.</p> <p><b>***While IOE is preparing the format, TISK and IOE should be in close cooperation</b></p>
<b>Status</b>	<b>Not started yet</b> – according to the OIP, IOE will prepare the handbook format b/w Feb. 03 - May 03, 2014.
<b>WORK PACKAGE III: Enhancing Capacity, Awareness Raising and Dissemination</b>	
<b>Activity-1:</b>	
<b>Short Description</b>	<p>Training of formators from sub-organizations in 5 partner EO’s</p> <p>Each NTF from partner organizations (Turkey, Macedonia, Romania, Croatia, and Montenegro) will train 20 selected people from their sub organizations for 2 days in their country as <b>formators</b>. 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 NTFs. However technical support of National and international STEs is needed in order to ensure requested level of</p>





	<p>quality of training.</p> <p>***Selecting the dedicative candidates from the sub-organizations and their availability of the NTFs to give the trainings is important.</p>
<b>Status</b>	<b>Not started yet</b> - April 15-17, 2014
<b>Activity-2:</b>	Organizing of awareness raising seminars for enterprises in 5 partner countries;
<b>Short Description</b>	<p>PO will prepare the program agenda on the April 21, 2014 and will share it with partners. These will be 2 different full day seminars and 50 participants for each Partner Organization (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.</p> <p>***In order to ensure the visibility and sustainability of the project, dissemination of the project results to all the target groups during / after these seminars is an asset.</p>
<b>Status</b>	<b>Not started yet</b> - June 12 – 13, 2014
<b>Activity-3:</b>	Organizing National Conferences
<b>Short Description</b>	<p>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.</p> <p><b>A Conference Book and CD</b> will be prepared and printed after national conferences (in 5 partner language + English; 1000 per each). Project brochures, National Review Report, EOs Handbook to Guide Enterprises in CSR and all other relevant documents produced in project will be distributed in these events. EU visibility rules will be followed.</p> <p>At the end of these conferences, each country is required to submit a summary report to TISK.</p>



	<p>***In order to ensure the visibility and sustainability of the project, dissemination of the project results to the target groups during / after these conferences is an asset.</p>
<b>Status</b>	<b>Not started yet</b> - Between August - September , 2014
<b>WORK PACKAGE IV: Visibility and dissemination activities</b>	
<b>Activity-1:</b>	Identifying a Communication and Dissemination Strategy
<b>Short Description</b>	This report is prepared by National STE 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. ( <a href="#">A.8 – STEs</a> )
<b>Status</b>	<b>Completed</b> within first 3 month of the project
<b>Activity 2:</b>	Developing Visibility Materials
<b>Short Description</b>	<p>STE created the Project brochures, posters, and banner in 20 men/days under the supervision of PO. (<a href="#">A.8 – STEs</a>) These materials have been translated into the languages of partner countries. Each partner took action to print the materials in their own language as 1000 pieces. It was foreseen in the Project that each partner will print 2000 pieces but as agreed among PSC members, remaining 1000 pieces will be kept for the future use. Afterwards PO has printed the English versions of the materials and shared among the partners equally for their use on international events. (<a href="#">A.19 – Visibility Materials</a>)</p> <p>TISK also designed promotional items by fulfilling the EU regulations (pen, notebook and a bag) from its own budget and shared equally with all the project partners for their visibility purposes and partners distributed those at their project event meetings. (<a href="#">A.20 - Promotional Items</a>) PO will continue to use visibility and promotional materials for communication &amp; promotion purposes at National Conferences, Seminars, Trainings and Closing and Dissemination Meetings.</p>
<b>Status</b>	<b>Completed</b> within first 3 month of the project
<b>Activity-3:</b>	Developing the Project Website



<b>Short Description</b>	<p>STE designed the Project website, <a href="http://www.csrforall.eu">www.csrforall.eu</a> in order to disseminate the project activities. Project's website has five partner languages and all project related information and outcomes announced in the website also being translated into the partner languages by the Partners. PO updates the website after each activity and shares it with all related parties of the project.</p> <p>According to the signed contract with the designer, STE will provide support to the PO throughout the project. STE receives the monthly maintenance cost (100 Euro) since March 2013.</p>
<b>Status</b>	<b>Completed</b> on March 2013 (foreseen period was between April –July2013)
<b>Activity 4:</b>	Participating in Opening Conference (Brussels)
<b>Short Description</b>	Project Opening Conference took place in Brussels in the first month (January 21, 2013) of the Inception Phase. SCMs and the PC (6 people in total) participated. **EU daily rates are used in this budget.
<b>Status</b>	<b>Completed</b> on January 21, 2013
<b>Activity 5:</b>	Organizing Project Kick-off Meetings
<b>Short Description</b>	<p>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.</p> <p><b>Result:</b> 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.</p> <p>In total of 425 People attended to the KoMs, which is more than the foreseen number of 308.</p>
<b>Status</b>	<b>Completed</b> between March 5 and April 18, 2013
<b>Activity-6:</b>	Participation in Closing Conference
<b>Short Description</b>	Project partners (PSC) + PC will attend in the Closing Conference in Albania which will be organized in the 23 <sup>rd</sup> month of the project.
<b>Status</b>	<b>Will be organized on</b> November, 2014



<b>Activity-7:</b>	Project Dissemination and Information Sharing Meetings
<b>Short Description</b>	This meeting will be organized in 5 partner countries (Turkey, Romania, Macedonia, Montenegro and Croatia) in order to disseminate project outcomes and lessons learned. Around 100 participants (number will be revised according to the actual country conditions which will be provided by Project Partners) are foreseen for each meeting. After project partners organize their dissemination meetings, they will attend in the final dissemination meeting in Turkey.
<b>Status</b>	<b>Will be organized in 22 – 23<sup>rd</sup></b> months of the project

### 2.1.1. Additional activities of Project that were not foreseen in the Project are:

- PO has met with TACSO office in Istanbul on July 11, 2013 and shared the outcome of the project activities with other CSOs in Istanbul.
- PO conducted 2 extra Informal PSC meetings
- PO is searching possibilities for future FPA collaboration: contact with the Sign for Sustainability Project, it is still ongoing.
- PO attended to the CSR Marketplace event in Istanbul and presented the project activities. CSR Marketplace is an organization of CSR Turkey Office. CSR Turkey Office gave the “Contribution to CSR” Award to CSR for ALL Project.
- PO in collaboration with TISK sharing all the project results and visibility materials at the meetings conducted by TISK. Through this PO is building bridges with the target group of the project.

### 2.2. Activities and results

The first 11 month-period has been crucial for the project’s future implementation and all the activities that were planned within this reporting period were executed according to timeline set. All the activities were applied in collaboration with the PO and partners in harmony. Especially during



the implementation of the NRS, IOE played an enormous role by designing and evaluating all the documents related with the NRS. The linkage to all the activities and results are shown in the inception report. Also the details of the delivery of associated outputs and results are provided for each planned activity. Each planned activity, their time frame and results are described in the below table in detail:

**2.3.** All the activities planned during the reporting period were implemented.

**2.4. Assessment of the results of the Action are:**

Project accomplished to reach the **immediate objectives** of project activities as set out in the approved inception report during the reporting period. Main three deliverables of implementation phase were: **Defining Review Framework, Conducting National Review Study** in 5 Partner Countries & **National Review Reports**, and lastly organizing **Round Table Discussion**. Before the implementation of these activities there was no adequate data regarding the quality of information the enterprises have on the issue such as their perceptions and implementations on CSR, however now through National Review Report, the project is accomplished to collect such data and shared it with the foremost CSR leaders for their perusal at the Round Table Discussion. Through these companies which are one of the target group of the project got the opportunity to involve and benefit from the project results. This work package was overall the most important package of Implementation phase and all other upcoming activities will be based on the results of this work package.

**2.4.1. Risk and Mitigation**

In order to ensure success and targeted results, the project follows an internal monitoring system that consists of risk mitigation approach. PO, during the reporting period, faced some minor and major risks however managed to jeopardize them. This section will list all the risks and mitigations:



Risk/Threat	Risk mitigation strategy
<b>INCEPTION PHASE</b>	
<ul style="list-style-type: none"> <li>➤ Lack of interest, motivation and commitment by the stakeholders to participate in the project activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Timely implementation and coordination of the project activities</li> <li>➤ Close collaboration through the PSC</li> <li>➤ Well established channels for regular communication</li> <li>➤ Pre-defined project documents that defined roles and responsibilities such as Project Road Map, Redefining Project Implementation Strategy and Revising Project Operational Implementation Plan, Inception Report etc.</li> </ul>
<b>IMPLEMENTATION PHASE I and II</b>	
<b>Work Package I: Review on Current Situation in Partner Countries</b>	
<ul style="list-style-type: none"> <li>➤ <b>Activity 2:</b> Low participation of enterprises in national review survey</li> </ul>	<ul style="list-style-type: none"> <li>➤ Partner EOs worked closely with their sub-organizations and requested them to answer the survey as well as reach to the enterprises that they are close with</li> <li>➤ Due to the national holidays and summer season at the partner countries, the activity date was applied at an earlier date and success of the activity outcome was guaranteed.</li> <li>➤ PO revised the survey questions that IOE has prepared: used more user friendly language/terminologies and shortened the length.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Finalizing the survey by fitting to everyone's expectations</li> </ul>	<ul style="list-style-type: none"> <li>➤ PO worked in close collaboration with the partners mainly with IOE in order to develop a survey which generally fits to every country priorities. In here it was important to find common goals rather than concentrating to the individual priorities.</li> </ul>
<ul style="list-style-type: none"> <li>➤ <b>Activity 3:</b> Low profiled participation of experts to the Round Table</li> </ul>	<ul style="list-style-type: none"> <li>➤ PO had to change the location of the meeting as Istanbul for in order to guarantee the participation of the experts: <b>1.</b> International experts schedule was limited and they were first landing in Istanbul in order</li> </ul>



Discussion	to come to Ankara. <b>2.</b> Turkish business representatives that were attending to the meeting were based in Istanbul.
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**Work Package II: Designing and Implementation of Awareness Raising and Capacity Building Support Package**

<p>➤ <b>Activity 3:</b> Low participation of national TFs and formators in training</p>	<ul style="list-style-type: none"> <li>➤ PO is urging the partner EO's to choose their NTF's from their permanent staff. Although the capacity of the EO's is quite limited and sending their 4 core staff to Turkey for training would be difficult, they agreed on this at the 4<sup>th</sup> PSC meeting.</li> <li>➤ In order guarantee the formators participation, EO's are updating the sub-organizations regarding their project activities. All the sub organizations in turkey are willing to send their experts to take the formators training.</li> <li>➤ PO gives high importance to the quality of training (experienced professional international/ national trainers, well prepared training programmes and materials, training facilities etc.) hence in order to keep the standards high, IOE is preparing the training materials together with ITCILO.</li> <li>➤ PO decided the time and venue by considering all the different paradigms.</li> </ul>
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**Work Package III: Enhancing Capacity, Awareness Raising and Dissemination**

<p>➤ <b>Activity 3:</b> Low participation of enterprises and stakeholders in seminars and national conferences</p>	<ul style="list-style-type: none"> <li>➤ PO and Project partners are working with sub-organizations who are closer to enterprises and updating them with the project activities in order to keep them in circle</li> <li>➤ Right time and place</li> </ul>
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**Work Package IV: Visibility and Dissemination activities**

<p>➤ Low interest in national award in CSR</p>	<ul style="list-style-type: none"> <li>➤ Widely information dissemination via all possible channels (TV, radio, newspaper, web-sites, periodicals, posters etc.)</li> <li>➤ Active involvement of sub-employer organizations to reach enterprises</li> </ul>
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### 2.4.2. Contract above 10.000Euro

During the reporting period of the Project, there has been only one contract above 10.000 Euro which was conducting for the NRR at 5 Partner EOs.

The aim of this study (item 5.2.1 according to the budget) was to assess the current state of CSR in each partner country. This service was sub-contracted. The average cost of conducting national review study in 5 partner countries and reporting was estimated as €125.000 in total and €25.000 per country as lump sum.

PO conducted a procurement process and selection criteria for a service contract and shared all the related documents including the Invitation Letter, ToR, Contract, Project Information Note and Project Technical Presentation with the partner. All the partners implemented the above-mentioned documents in their invitation and selection criteria. Accordingly; partners send invitation letters to five companies and selected the best offer among minimum three candidates.

Since technical evaluation was considered as more important, the criteria for the financial evaluation were based on the pass or fail complaint and awarding of the contract was based on the technically best offer. Hence a financial evaluation criterion has not been attached to the invitation letter.

According to the invitation letter, candidates submitted their technical and price offers in separate letters, which are closed and stamped. Candidates along with their price offers also asked to submit the following documents: main parts of estimated approach, activity plan covering timing & preparation phases and other necessary documents. Also along with the technical and price offer consultants were requested to submit a copy of the document evidencing the Company is registered in the Commercial Court of related country and a document approved by Tax Office, showing PIN number and that the company is registered in the Tax Office.

According to the contracts, after signing the contracts, selected consultant companies had 45 days for the desk review and conducted the survey (between June 14 – July 31); and 30 days for writing the report (July 20 – August 15). Each partner EO sent the survey to approximately 700 Companies in





order to get 100 fulfilled answers. EO worked with 1 or 2 companies and developed their review reports in line with the defined methodology by IOE, in three-month period and shared with IOE. Five consultant companies of five countries provided **weekly reports** to the related EO that includes the activities made and progress done.

Please find below the details of procurement process of each partner country:

- **TISK** assigned *Karder Consultancy Company* with the value of **22.575 Euro**
- **CNIPMMR** has divided the task between two different companies based on their specialties for the efficient preparation of the Report. The data analysis part was assigned to *Bizzar Media* with **14.600 Euro** while the data collecting part was assigned to *Eco Terra* with **9.800 Euro**. Their total awarding cost was **24.200 Euro**
- **BCM** has given the assignment to *Zenith Company* with **25.000 Euro**.
- **HUP-CEA** assigned the *Promocija Plus Company* for their consultancy on the task with the value of **16.333,84 Euro**.
- **UPCG/MEF** has given the task to *DeFacto Consultancy Company* with **24.200 Euro**.



**2.5. Updated action plan: This plan will cover the financial period between the interim report and the next report**

<b>YEAR 2 IMPLEMENTATION PHASE I: CAPACITY ENHANCEMENT AND AWARENESS RAISING IN COOPERATE SOCIAL RESPONSIBILITY (CRS)</b>													
	Semester 3						Semester 4						
Activity	13	14	15	16	17	18	19	20	21	22	23	24	Implementing body
<b>Activity 1:</b> Designing capacity building support package based on the outcomes of national reviews and round table discussion													IOE (in close cooperation with partners)
<b>Activity 3:</b> Training of National-TFs from 5 partner countries													IOE
<b>Activity 4:</b> Defining selection criteria at local level and select CSR best practices in 5 partner countries by National-TFs													All national partners by National TFs
<b>Activity 5:</b> Develop “EOs Handbook to Guide Enterprises in CSR”													Lead CSO (TISK) in close cooperation with partners with the support of IOE
<b>Work Package III: Enhancing Capacity, Awareness Raising and Dissemination</b>													





### 3. PARTNERS AND OTHER CO-OPERATION

#### 3.1. Relationship with Partners

Turkish Confederation of Employer Associations (TISK) acts as lead CSO in this partnership with four national employer umbrella organizations from Romania (Member State), Macedonia, Croatia and Montenegro (IPA Beneficiaries and South East Europe countries) and International Organization of Employer (IOE) in the Project. All partnership/network members are umbrella organizations of employers and represent employer's interest at national and/or international levels.

All members of partnerships/network came together under the coordination of TISK and the partnership/network has been established with the main focus on common needs and problems regarding CSR among the employer CSOs. The members of this network are chosen on the basis of a regional distribution in order to contribute to the development of a regional network. IOE is the guiding organization in the area of CSR and some of the partners of the network already have experience in advocating, implementing and developing CSR.

**The National Council of Private Small and Medium Sized Enterprises in Romania (CNIPMMR), Montenegrin Employers Federation (UPCG/MEF), The Business Confederation of Macedonia (BCM), and Croatian Employers' Association (HUP-CEA)** are all independent, non-profit making, nongovernmental and neutral, representative at national level. Also all the partners are interested in representing interests of employers through promotion of social dialogue, participating in capacity building on CSR which will contribute to helping enterprises, influencing decision making process and developing joint strategic programmes which can furthermore increase the competitive advantage of the enterprises.

Throughout the Project implementation, partners regularly met at the PSC Meetings. There are 7 PSC Meetings were foreseen in the Project and 4 of them were officially held. In addition, PSC Members used the opportunities raised up due to other activities and had unofficial PSC Meetings as well (details are stated under 2.1). In addition, partners attended together to the events of European Commission such as Inception and Opening Conferences. It is very crucial for the Project that partners have well-established relations, business communication and friendship. Therefore, they



make considerable effort to have motivational events together such as dinners over the evenings of PSC Meetings etc. In addition, partners come together very often for the other international working platforms. Moreover, the Project partners continuously keep in contact via e-mails, phone calls and Skype chats to keep up the harmony throughout the Project. The PO follows up the activities of the partners via quarterly internal progress reports which briefly identify the actions held by each partner.

### **3.2. Relationship with State Authorities**

The Project has some specific priorities which are particular concern to governmental bodies since it aims to improve environment for civil activism and state-civil society dialogue at regional and national levels and focus on CSR on legitimacy, transparency and accountability of CSOs in the region. These priorities can only be achieved with the support of state authorities so that the Project will give priority to government among other stakeholders due to its vital and determined role in reform and decision making process.

The Project addresses the following expected result which needs attention from state authorities: achieving governmental recognition of importance and value of civil society participation in reform processes regarding CSR.

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In order to create effective social dialogue in decision making process, the Project gives special attention to include state authorities into project activities by inviting them to local and international meetings.

### **3.3. Relationship with Other Stakeholders**

Although the priority of the Project is to raise awareness for CSR firstly in EOs, it also targets enterprises and different group of actions targeting other stakeholders. Any debate on social responsibility needs to include a consideration of the responsibilities of all related actors in society. The appropriate role of each actor needs to be understood and respected along with the limitations to their fields of action.



The Project will also have positive effect on other related CSOs, consumer groups, environment related groups, social activists, media, university via its awareness raising, visibility and dissemination activities. The media, universities, other related CSOs and organized groups will also be invited to national conferences in partner countries

Throughout the inception phase, the Project organized National KoMs in 5 partner countries where all related stakeholders, such as NGOs, governmental bodies, public institutions, media, universities and enterprises were invited to be informed about the objectives, activities and the contribution of the Project. Moreover, in the implementation phase, a Round Table Discussion was organized in İstanbul to discuss the current situation and future expectations of CSR and also how to raise more awareness and develop capacities in the enterprises also with the EOs in general were discussed. All related stakeholders from international organizations such as BIAC, Businesseurope, OHCHR and local NGOs such as CSR Turkey, were invited to this meeting to share their view and experiences and to be informed regarding the activities of the Project.

In addition, all Project partners prepared “National Review Study” which examines the current situation of CSR in the partner countries and presented recommendations. These studies were prepared together with the consultant companies who were subcontracted. With the support of those consultants who are expert on the area and who mainly contain academicians within, the NRS were prepared and the outcomes were presented in the Round Table Discussion together with the respective PSC member.

The Project office and partners often contacted with TACSO offices in the partner countries in order to share outcomes of the action.

### **3.4. With Other Actions**

The Project Office is searching possibilities for future FPA collaboration. With that aim, PO has prepared a list of all FPAs together with their working areas and partner countries. This list was submitted to PSC members in order to choose the FPA of which objectives matches the aims of the Project. Hence, PO contacted with the Sign for Sustainability Project, the process is still ongoing.



## 4. VISIBILITY

All visibility & dissemination activities and events take place in partner countries is organized in close cooperation with governmental bodies, enterprises, other related CSOs, interest groups, universities, and printed and visual media in order to contribute awareness raising of the whole society at both national and international levels. In all events take place within the scope of the Project follows the EU visibility rules.

The Project had three main activities regarding the visibility through the Inception Phase which were identifying a '*Communication and Dissemination Strategy*' that aims to ensure full access to the target group and to notify all parties of the project and disseminate results; '*Developing visibility materials*' as brochure, banner, poster; and lastly '*Developing the project website*' (in 5 partner languages + English) where all project related information and outcomes are announced. In addition, TISK, as the leading CSO, prepared promotional materials in order to ensure the promotion and the visibility of the Project.

Throughout the Project there will be more activities which will be considered as part of the visibility strategy of the Project: conferences, reports, seminars, brochures, and information sharing meetings, trainings, training materials, and guideline handbooks, national and international conferences.

The other outcomes of the Project such as NRR, EOs Handbook to guide enterprises in CSR and Project CD also lead to visibility of the Project through the target groups. PO often prepares press release and e-newsletters to inform about the past events and announce upcoming ones. There is also Facebook page of the Project which serves as a tool to inform and announce Project related activities.

In terms of achieving visibility the Project will primarily comply with the objectives and priorities and guarantee the visibility of the EU-financing within the scope of the Communication and Visibility Manual for EU external actions laid down and published by the European Commission ([http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)).



**Name of the contact person for the Action:** Ms. Nil Mit

**Signature:**

**Location:** Ankara / Turkey

**Date report due:** Second semester, 12 Month of the first year

**Dare report sent:** December 18, 2013







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