LOIEs

Lessons And Options For An Integrated
European Approach To CSR

INTEGRATING CSR BY COMPANY TWINNING METHODOLOGICAL APPROACH

August 2013

This Handbook was realized within the European Project LOIEs (www.loies.eu) which had the goal to develop some good Corporate Social Responsibility practices inside profit and non-profit SMEs.

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LOIEs was managed by Ceipiemonte S.c.p.a. from March 2012 to August 2013.

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Acronyms used

B2B	Business to Business
CSR	Corporate Social Responsibility
GPs	Good Practices
IOs	Intermediary Organizations
ISO	International Organization for Standardization
LAs	Local Authorities
LB	Logbook
NPC	Non-profit Company
OAs	Opportunity of Actions
PAs	Public Authorities
PC	Profit Company
PCM	Project Cycle Management
SMEs	Small and Medium-sized companies
SER	Social and Environmental Responsibility
SR	Social Responsibility
TCP	Twinning Company Pathway

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Foreword

This Handbook aims at providing a guidance to a working methodology called "Twinning Company Pathway - TCP" (or the "Twinning"), which was experienced in each of the three Countries involved in LOIEs (Bulgaria, Italy and Spain).

The inspiring idea of the Twinning is that a fruitful collaboration between profit and non-profit companies may lead to the adoption of an integrated and systemic approach to CSR inside their organizations, if they both commit to exchanging ideas, experiences and practices on an equal basis. So the twinning pathway wants to be an experiment of "good contamination" between profit and non-profit companies, in view of letting them acquire a stronger awareness on specific strengths and weaknesses in terms of their own effective SER and eventually activate or strengthen more responsible practices.

The proposed methodology may be replied by any organizations, taking the precautions to adapt it to the specific context where they work. Through the set of instruments proposed (tools) users can see how their company policies, strategies, processes and activities are SR oriented.

The Handbook is composed of two parts. The first one is devoted to methodology and experience claimed. It includes a brief summary of the Twinning projects implemented in each country with the aim of providing a tangible demonstration of the achieved results.

The second part includes the tools that has been created and tested during the project life and that are described in the part One.

PART ONE -
TWINNING METHODOLOGY

1. Context and reference

The importance to assure a sustainable development is getting more and more urgent in order to avoid that the today's success may damage future generations in economic, social and environmental terms.

In this context CSR (Corporate Social Responsibility) may act as an important instrument to improve the competitiveness of **both** profit and social (non-profit) companies on the global market, as well as to develop labour market policies and sustainable development programs. It also represents an important instrument to achieve the EU Strategy 2020 and ensure a smart, sustainable and inclusive European growth.

In fact, it is crucial to understand that the role of social enterprises in the global market is becoming increasingly important and that their ability to compete in terms of quality of performance and efficiency of the organization is completely independent regard to whether they are "non-profit".

LOIEs, an 18-month long experimental EU project focused on CSR, stimulated the dialogue between profit (mainly SMEs) and social (non-profit) organizations to identify and test new models of collaboration and interactions inside the two worlds. Its specific objective was to encourage profit and non-profit companies to introduce and implement CSR principles and practices by stimulating a mutual contamination as a leverage to influence business behaviours towards ethic principles.

The project as an experimentation involving six companies and three public institutions in three EU countries (Bulgaria, Italy, Spain), planned to identify more effective and efficient methods of interaction in terms of social value and managerial practice **through the creation of a twinning between profit and social companies** in each country, assessing the relevant differences. The role of the Public Authorities (PAs) boosted the effectiveness of each action, providing the right context and the coherency of all the activities.

> **PAs** and **LAs** can encourage cross-country investigations on the existing links between regional competitiveness, innovation and CSR, the ways and lessons to be drawn in this field from more experienced areas. The real problem for institutions and organizations supporting companies is to find the right way to be active in CSR actions for SMEs: the basic idea of the "twinning" (and the scope of this Manual with the related Tools) is to try to fulfil this lack providing an effective methodology suitable for SMEs.

Since a competitive and sustainable regional economy depends, among other things, on the willingness of PAs to collaborate with the business sector, a multi-stakeholder partnership is desirable. Institutions and Intermediate Organizations (IOs) play a priority role as they can open up the way and create those favourable conditions needed to the adoption of CSR principles. Such trilateral effective agreements represent a success key factor for the development and strengthening of Social Responsibility.

The innovative character of LOIEs is the new strategic choice to treat CSR at an inter-regional level with a multi-stakeholder approach. In fact its added-value is to match public and private interests involved in CSR and encourage the dialogue between their relevant stakeholders: PAs with IOs strictly working with companies. This strategy complies with the EU Commission suggestions expressed in its **EU Competitiveness Report 2008,** where it is emphasized that CSR requires dialogue and partnership with players such as trade unions, public authorities, non-governmental and business representative organizations.

The objective of this Manual is to summarize the results of the project offering an effective methodological approach ("Integrated Model") to be used in the future to reply similar pathways and providing tools, warnings and success keys for the twinning approach.

> **Is CSR an opportunity today?**
>
> Today dealing with CSR represents a good opportunity according to the following considerations:
>
> a) the international context seems to be ready to accept a new challenge: the growing interest in CSR led the ISO to deeply devote itself to the publication of the **standard ISO26000** (November 2010), which far from being a certification standard, is a real guidance on Social Responsibility to share at an international level concepts, definitions and evaluation principles;
>
> b) the publication of the **standard ISO 9004**, being entitled ***Managing for the sustained success of an organization,*** means to propose a company guideline to aims at a sustainable success as a central aspect of business competitiveness. It underpins the importance of "risk management" (to a larger extent involving the environment impact, working safety, social and ethic responsibility), learning capacity and innovation;
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> c) the **communication from the European Commission "A renewed EU strategy 2011-14 for Corporate Social Responsibility" (October 2011)[1]** gives new ideas on CSR and a very interesting definition of CSR as ***"The responsibility of enterprises for their impacts on society".*** By this statement the <u>European Commission finally overcomes the concept of CSR as an integration "on voluntary basis"</u>. This does not mean that the adoption of CSR practices becomes mandatory, but it helps companies to understand that, by the mere fact of their existence and operation, they necessarily have an "impact" on the system to which they belong. The challenge becomes how to manage this "impact", i.e. as sustainable as possible;
>
> d) the actual economic crisis confronts the international community with the urgent need to set new social, ethic and environmental rules to manage the economic system.

2. The twinning protagonists: "identify yourself"

As a part of the economic environment, it is not difficult to identify a **"profit" enterprise**. The concept of doing business, in fact, is usually conditional on the achievement of a profit. Achieving a profit is clearly the primary objective of a "profit" company, but it not the only goal. In this sense, the total negation of the possibility for such companies to develop CSR policies, as stated at the time by Friedman[2], is believed to be overcome not only conceptually but also in deeds. Nowadays the evidence is that many companies, multinationals and not, have already developed or are developing CSR policies.

This means that even a "profit" enterprise can be very active in CSR actions; if it is not, the sustainability of its business might be partially or totally affected.

The true difficulty is to clarify what the definition of "**social" enterprise** stands for. A unique definition is not available and in each country it is possible to find different law references, definitions and approaches. This is the reason why in this Manual the definition of "social enterprise" is rather wide.

So, while the legal status of social enterprises can be distinguished from existing taxonomies, the social enterprise can be defined as a combination of managerial skills (autonomy, a certain degree of risk, the use of paid work) and social elements (participatory nature, limits on profit distributions, involvement in the community).

The evolution towards the concept of social enterprise culminates in the definition of "private organizations, non-profit organization whose activity is stable and the main economic activity of

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[1] COM(2011) 681 final, Brussels, 25.10.2011.
[2] Friedman, M. "The social responsibility of business is to increase its profits". New York Times Magazine 13.1970 (1970): 32-33.

production or exchange of goods or services of social utility, capable of attaining objectives of general interest "(G. Florentini, M. Campedelli, 2010).

The main strengths of the social enterprise model can be as follows: flexibility, attention to relational aspects and motivation, human capital development, attention to the customers' demand, strong links with the community, multi-stakeholder organization.

The term "social enterprise" in the broad sense often refers to the companies which belong to the so-called "third sector". The "third sector" is the set of economic operators, using legal forms of private character (ranging from social cooperation, volunteer organizations, to associations delivering services to the community and foundations providing resources to the community) which produce goods or deliver services in order to meet the needs of "social" character. For this reason, these companies are sometimes called "private social sector", or are classified as the so-called "Civil Economy".

In fact, they typically provide services functional to directly satisfy human needs, especially in certain areas such as health, social care, education, religion, culture and recreation, promotion of local communities and the protection of civil rights. In some cases, they are engaged in philanthropic, volunteer or environmental protection. In others, they may act as entrepreneurial, professional, religious or trade union organizations.

Considering all the above aspects, the LOIEs working team decided **to consider as "social enterprises" all those non-profit entities with a clear "enterprise" status**, excluding therefore charity organizations, foundations, religious and sports organizations. So this Handbook is specially intended for this kind of non-profit enterprises (besides profit ones), no experience was developed for the others.

> Just to simplify in this manual the definition **SOCIAL COMPANY** is used to mean solely all **those NON-PROFIT COMPANIEs having an entrepreneurial status.**

3.   Developing collaborations between "profit" and "social" enterprises

> *"If you have an apple and I have an apple and we exchange these apples then you and I will still have an apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas"*
> *George Bernard Shaw*

The study of interactions between profit and non-profit world has acquired a renewed impetus and a great interest. The basis of this phenomenon is the gradual change in the conception of the "social" role of non-profit companies and at the same time the birth of studies on non-profit enterprises about their origin, institutional mechanisms to achieve the mission and methods of reporting the generated value.

"Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards".[3]

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[3] Mattesich, Murray-Close, and Monsey. Collaboration: What Makes it Work? 2nd ed. 2001. Winer and Ray. Collaboration Handbook. 1994

Bearing in mind the above definition, according to a view by which each enterprise is an open social system which establishes relationships with other entities of the social and business context, both profit and social enterprises can promote a variety of very interesting collaborations with an increasing level of partnership intensity (Wymer and Samu, 2003), such as the ones listed in the following box.

Types of collaboration between a profit and a non-profit company[4]

a. **Corporate Philanthropy**: companies who create their own management area dedicated to philanthropic investments, usually monetary or non-monetary donations, and related activities such as charitable contributions in fixed fee or a percentage of sales, product donations, corporate volunteering; it is the lowest level of partnership intensity.

b. **Corporate Foundation**: the creation by the company of its own non-profit foundation which has the aim of pursuing the company's philanthropic goals, which remain formally divided from the core business. They are practical examples of investment in community projects or long-term projects;

c. **Licensing Agreement**: the non-profit enterprise gives the opportunity to use its name and logo inside the products and services provided by the profit one (as if it were a sort of warranty with respect to a more careful and responsible production);

d. **Sponsorship:** the profit company grants the non-profit one the ability to use its own brand by paying a fee (this happens often in the case of sponsorship of events). In this case both parties exploit the image and reputation of the partner company: the former aims at promoting its brand, while the latter aims at raising funds for its activities;

e. **Transaction Based Promotion Activities** or "cause-related marketing". This type of agreement provides that the contribution made by the profit company to the social enterprise is directly proportional to the sales;

f. **Joint Issue Promotion**: collaboration between profit and non-profit companies for joint support of a cause. These actions consist in a mutual involvement in projects where the experience of managerial and social awareness are shared as a common factor in the pursuit of the specific project;

g. **Joint Ventures**: the creation of a new social enterprise to achieve common goals. These relationships may happen between rival profit companies and social enterprises which decide to embark on a collaborative path. Joint venture represents the highest level of partnership intensity, leading to integration.

Bearing in mind that collaboration is a means to an end, not an end in itself, some problems may arise regarding the above kinds of collaborations, with the risk of limiting the achievement of the envisaged results.

The main critical aspect is that the social enterprise, with respect to the afore-mentioned partnerships, often takes on only residual business and entrepreneurial features. In fact only in the case of the setting up of a joint venture or in a co-business activity (cases f and g), the management skills of the social enterprise are really enhanced. Generally in the previously reported partnerships (a, b, c, d, e) social enterprises play a "passive" role, while the profit company plays a leading role within the collaboration.

The recent literature shows that the evolution of the relationship could be limited by some *"cliché"*: profit companies generally denote a lack of managerial skills in non-profit companies, while non-profit

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[4] Laura Corazza, *Percorsi di gemellaggio tra mondo profit e imprese sociali. I risultati preliminari del caso LOIEs*, University of Torino, Department of Management Scientific Paper, June 2013

ones complain the formers' strong business-oriented approach, which is considered as hardly compatible with social issues.

So in general terms it is clear that promoting a stronger collaboration between the two worlds can generate useful improvement in doing business. A cross dissemination of know-how can allow to overcome some limitations and create a competitive advantage in terms of management, accountability and ethical improvement of certain aspects of the business.

In the literature, the relationship between profit and non-profit has been examined primarily as a collaboration on projects with a philanthropic background and/or as a sponsorship, also discontinuous, or rather, it has been considered just as a possible action undertaken by profit enterprises in the field of Corporate Social Responsibility .

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Nevertheless the development of partnerships such as those indicated above, apart from representing a good perspective, is not a real activation of CSR processes in itself. Instead this is a kind of mystification which is sometimes used by the profit companies to make their customers believe to be engaged on CSR. Of course it is also true that, within these collaboration agreements, some good practices of Social Responsibility can be more easily developed, compared and exchanged for the benefit of both protagonists of the twinning.

LOIEs social innovation

The LOIEs Twinning represents a step beyond compared to the above mentioned seven types of collaboration between profit and non-profit, thanks to its distinctive elements:
1) The collaboration is on equal terms because the two companies exchange mutually on an equal basis (no one outclasses the other)
2) The partnership is focused on companies' processes and organization issues instead of being based on their business.

According to LOIEs results, the TCP between profit and social enterprises is feasible also for those enterprises which decide to start a collaboration only based on CSR good practices exchange, and it can lead to excellent results in the company management effectiveness and efficiency improvement.

Key question
Why collaboration between enterprises, which are so different from each other, could be very interesting and even more interesting than collaboration
between companies of the same type?

The experiences on benchmarking activities show that the best results in terms of relapses and improvements are achieved when the involved organizations are very different. The literature reports that some of the most interesting collaborations are the ones undertaken by organizations whose visions are orthogonal to each other, i.e. neither aligned nor opposed.[5] The reason of success lies in the fact that the only agreement they shall have is on what they are going to do together, in spite of their visions and missions. So what they need is just to agree on actions, without bringing the visions and missions of their organizations into alignment. What is important is that each organization does what is able to do best, according to its main competences and specializations, so as their collaboration can really maximize the ratio effort/performance.

Otherwise it is often those organizations whose visions are fairly closely aligned, who "fall into the trap of pursuing complete agreement as a prerequisite to collaboration. But sometimes these

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[5] Gilbert, Michael, C. (2005, April). A Practical Approach to Collaboration. Nonprofit Online News Journal. Retrieved July 11, 2006, http://news.gilbert.org/PracticalCollaboration.

organizations are competing with each other for resources, such as volunteers, funding, and media attention".

Of course organizations with opposing agendas, like a profit and a non-profit, do not find collaboration easy. The main obstacle is the frequent limited knowledge of the context where the other plays. The typical attitude of "I do not care because they are different from us" is a loser one.

These partnerships demand a great deal of patience and perseverance from all the organizations' key persons involved, also due to their different management styles: individuals from business backgrounds generally use executive decision-making practices, whereas those working in the non-profit sector tend to prefer consensus building practices. Moreover for the formers it is easier to measure the value and effectiveness of their work, compared to non-profit professionals, who undoubtedly meet more difficulties in measuring the returns on social investments resulting from their activity.

In order to minimize problems deriving from these differences it is necessary to ensure that aims, role, procedures and expectations are agreed upon from the outset, preferably in a written agreement and/or common action plan, to be drafted and based on inputs from both parties (as done within LOIEs).

4.   Which "kind" of Corporate Social Responsibility?

Studying approaches to CSR, an interesting aspect may appear:
- those companies (especially the large ones) who claim to develop CSR practices, actually do not develop real actions of this type, but they rather develop high visibility plans having an impact mainly on marketing policies,
- those companies who declare themselves unprepared on the subject (often SMEs), actually develop "unknowingly" real actions of social responsibility, as a direct result of a consistent application of a business ethics that comes directly from the way of thinking of the shareholder(s).

In this context a clear definition of the meaning of "CSR action" is mandatory.

According to the latest EU Commission definition:

> Each enterprise is **responsible for its "impacts"** on society (**economic, social and environmental aspects** as components of the "triple bottom line")

Then:
- Each impact can be positive or negative, harder or lighter
- Each impact can concern, at the same time, one or more of the considered aspects
- The impacts affect and can be affected by different subjects, directly or not, actively or passively involved (the Stakeholders)
- Each enterprise should consider each impact in order to define priorities in planning actions

CSR actions are the consequence of a "systemic approach" which is developed primarily inside the context of business, seeking a proper balance of stakeholders' interests through proper assessment of impacts by priority and intensity.

According to the above definition and considering the typical target of this Handbook (SMEs), the main effort of the TCP consists in:

Implementing assessment and benchmarking activities in order to "discover", identify, promote and improve SR activities, enhancing the actions already undertaken
and framing them in a rational and systematic approach.

5. The Twinning Pathway Step by Step
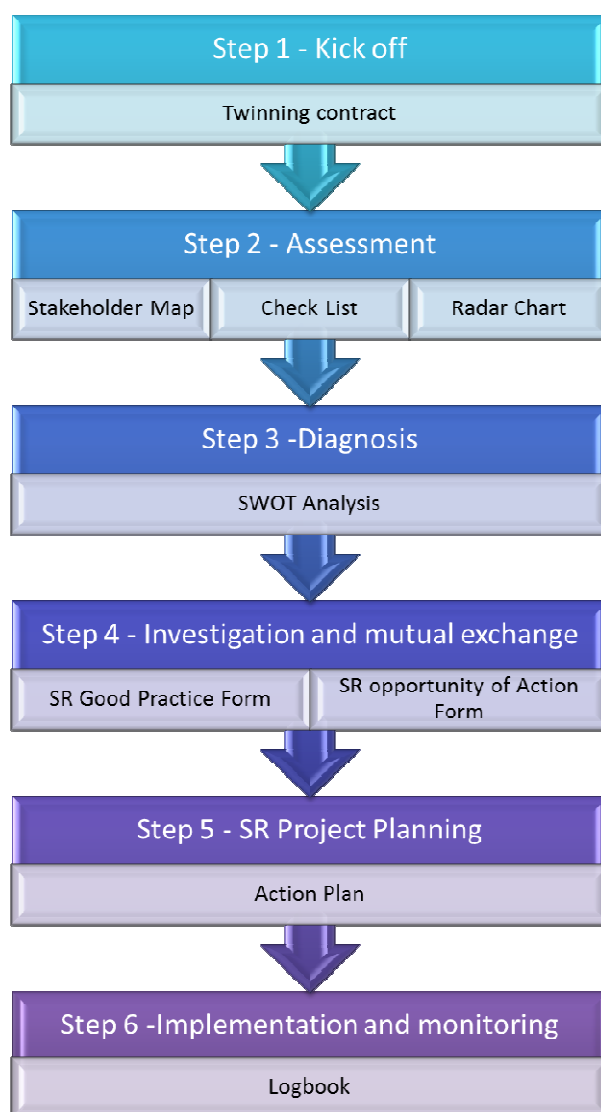
> **Key pre-assumption**
> The LOIEs TCP comes out from the pre-assumption that a two-way contamination between profit and non-profit companies may bring about advantages to both companies involved and their stakeholders, too.

Since every twinning is unique in itself, depending on the parties involved and specific context reference, the pathway may lead to confirm or partially reject the above pre-assumption, through the experimental method of trial and error, which will consist in problem solving, repairing and tuning in order to find satisfactory solutions at each phase of the process. This means that it is difficult to know the final output of each twinning *a priori*. In a certain way this is the strong point of the twinning: since nobody knows where the pathway will lead the parties, all the ways are open, depending also on the energy and efforts which the players really devote to the partnership.

> In LOIEs experimentation the twinning led the companies not only to contaminate each other, but also to undertake/finalize common projects/outputs: e.g. in Spain a common ethical code for training agencies was elaborated.

The TCP can be developed step by step with the help of some useful tools. Each step is an increasing awareness on CSR.

The views expressed in this publication do not necessarily reflect the views of the European Commission

> ## How long does it take to finalize the TCP?
>
> A period of 8-12 months is estimated to be the proper duration for the development of the TCP, but there is not a precise rule because many factors may influence the duration and success of the process: prior collaboration history between the profit and non-profit company, the companies' fields of activities, the level of commitment of the top management, the contents of the Action Plan, the reference context…
>
> In LOIEs each couple of twinned companies followed its own track and planning (see par. 7.2.)

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STEP 1: PROJECT KICK OFF AND TWINNING CONTRACT

How to imagine collaboration between a profit and a non-profit company? There are many possibilities, depending on their mutual knowledge level and common ground of interests.

The two companies may already have worked together inside one of the frames outlined above. In this case they take advantage from a good level of mutual knowledge and consequently the activation of the project can be facilitated.

In other cases, the companies lack pre-existing forms of collaboration but operate in the same area and/or in the same business sector, maybe even in competition. The exchange of good practices in this case can enhance the reputation of both on the context and promote the competitive advantage compared to other players.

It is also possible that collaboration comes out from a previous personal knowledge experience by the owners and/or managers of the two companies. In these situations it is often the individuals' natural leanings to CSR issues to facilitate the meeting of the two companies, although no business opportunities may be developed (and there will be not in the future).

More generally, the type of relationship existing *ex-ante* between the two companies does not seem so important, even if it is clear that a prior knowledge can facilitate the choice of the twinned partners, which cannot be however separated from empathetic factors.

In LOIEs the Twinning collaboration took off in different ways in each of the three countries involved in the experiment (see par. 7).

Once the partner is chosen, it is advisable that the two enterprises sign a **mutual commitment** to develop common activities. It is a form of **written engagement** that should be taken by the Management because the Twinning involves commitments of resources (which may be huge), both in terms of staff and working time, as well as the sharing of business experiences. The written agreement may be either drafted based on inputs from the two parties or taken from the template LOIEs "CSR Twinning Company Pathway – Terms and Conditions".

☞ See the section "*Toolkit*" **Tool A.** *CSR Twinning Company Pathway - Terms and Conditions (page 30)*

Whatever template is used, the agreement shall commit the two companies to further define a common Action Plan which will identify the following issues:
- Specific objectives
- Main principles ruling the partnership
- Outputs envisaged

- Methodology
- Activities
- Resources

In order to ensure confidence building, it is important that all the persons involved in the process accept to undertake all the necessary actions to preserve and guarantee the confidentiality of any documents, pieces of information or other materials communicated to them in confidence, with no time limit. This confidence guarantee must be specified in the Terms and Conditions.

Last but not least the twinning pathway must not be pre-defined in all its details, since experimentation implies a heuristic methodology, that is to say an approach based on techniques for problem solving, learning and discovery where the parties learn by doing through mutual exploration. For this reason the text of the written agreement must not be too strict; all the details will be included in the Action Plan (tool H – step 5).

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> **Key concept**
> *Confidence building is a pre-requisite of the whole collaboration process, since the parties must feel themselves comfortable while sharing data, exploring and experimenting unfamiliar situations.*

All the process is supported by a **convener** (facilitator) and/or a **CSR Expert** who can help the twinned enterprises to progress in the pathway.

While the CSR expert put his/her specific theme skills at disposal of the companies, a good convener with interpersonal and organizational skills may help the parties to challenge ideas and assumptions and facilitate their communication, considering the different background they are from.

STEP 2: ASSESSMENT

A Self-Assessment phase is crucial for the project because each enterprise makes an effort to evaluate itself on CSR issues, with the support of the expert/facilitator.

This is the best way to understand what is really behind the CSR words, so the objective is not only the self-evaluation itself, but also a learning process and a significant progression in the awareness of what is already done concerning CSR inside the company.

This step implies a reflective approach by each company. So the work is done by the two companies separately, but at least a final common meeting is required in order to let the parties share the results of their self-assessment. Each company acts as a mirror for the other one. Two tools can support this important phase: the Stakeholder Map and the Check List.

<u>In this step the support of the CSR expert/facilitator is essential.</u> The expert/facilitator helps each company to examine in depth the most hidden aspects of its organizational process and structure and the nature and quality of relationships with its internal and external stakeholders. Moreover the expert may also act as a trainer for those companies who have not a sufficient knowledge and competences in terms of CSR.

> **Shall company need a CSR expert to use the Stakeholder Map and Check List?**
>
> Both the tools are simple enough to be used autonomously by a company, but some risks may occur: a self-assessment might result to be too self-referential, not exhaustive, shallow or imbalanced (e.g. a company may analyse more deeply the internal stakeholders than the external ones; it may forget to mention some categories; it may consider only the company behaviour avoiding examining its suppliers' policy); another problem while filling the tools may derives from the fact that some company policy actions are not systematized, but spontaneous, which make them difficult to be assessed.
>
> In order to limit the above risks and get a more effective assessment and optimize the results, it is advisable that the enterprises are assisted by an external CSR expert/facilitator.

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The Stakeholder Map

Each organization works in a global scenario which is assumed to be larger than its own specific market where it sells its products and services. This means that each organization should carefully analyse how all the players (internal and external) playing on this scenario, position themselves in relation to its mission, activities, reference market, social and environmental impacts.

For this reason a careful Stakeholder Analysis and Positioning is a useful tool to define a more successful strategic and tactic policy. Such an analysis may help to:
- Identify those "strategic groups" having a significant interactions with the company
- Identify their needs or opportunities of being addressed/considered (threats/opportunities)
- Investigate their roles, clear or hidden interests, relative power of influence and capacity to activate themselves (strengths and weaknesses)
- Investigate the extent of co-operation or conflict attitude in their relationship with the Organization
- Cluster the stakeholders in homogeneous groups.

The Stakeholder Map is obtained in two different phases: the <u>Stakeholder Analysis</u> and the <u>Stakeholder Positioning</u>.

The Stakeholder Map is intended as a tool for the use of a company which is assisted by a CSR expert. Some companies are not really aware of the variety of stakeholders who act in their sphere of influence: a map done with the help of an expert may result to be more structured, objective and complete.

The proposed tool has been inspired by the PCM methodological approach proposed by the European Commission for Aid Delivery Methods[6]. Relevant changes have been applied in order to comply with CSR themes and aspects.

The Check List

The Check List is based on ISO 26000, which is recognized as a world-wide guideline. It splits up into four sections: the ones from 1 to 3 contain 24 questions related to: company data, stakeholders and remarks on CSR; the section 4 contains 49 questions and is divided into seven sub-sections corresponding to the **7 Core Subjects of ISO 26000.**

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[6] European Commission, EuropeAid Cooperation Office, Project Cycle Management Guidelines, Bruxelles, 2004.

7 Core Subjects of ISO
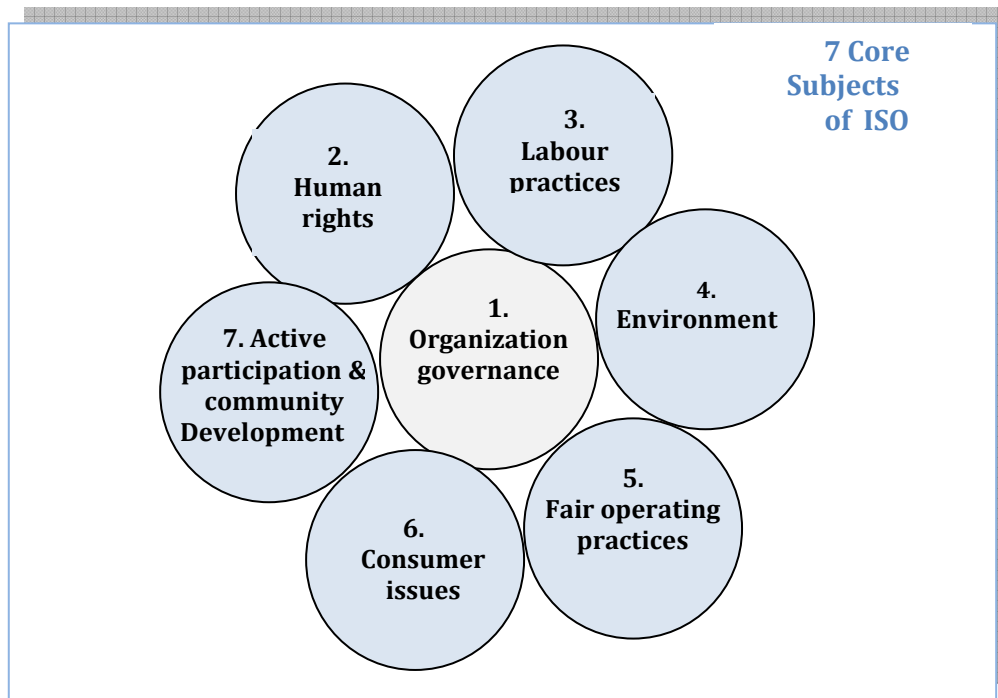
The tool provides scores (1-4) for each question included in the section 4 (questions from 25 to 74). The arithmetic mean is calculated for each sub-section (each of one corresponding to a core subject) and is reported in an excel table "Arithmetic mean". The final result is a Radar Chart graphic, which visualizes the company positioning for each core subject.

The Check List is a mean not only to assess, but also to classify the activities related to CSR. Using the ISO 26000 Core Subjects it is easier to benchmark activities with other companies and it is possible to obtain an average evaluation for each core subject, identifying strengths and weaknesses.

Moreover this Check List can provide a "rough" analysis about the action taken on CSR so far and it can help to share concepts and issues on CSR inside both enterprises.

A critical point about the Check List is represented by the fact that the vocabulary used may be considered too specialized. Moreover also the themes dealt with may sometimes be not of immediate understanding and the closed answers may result not exhaustive. In fact the Check List has been intended as a tool for the use of a company which is assisted by a CSR expert.

After collecting all the information, it is necessary to systematize it. Clustering the items according to the ISO 26000 in the Check List allows the companies to focus on wider areas (the "subjects" indeed) and get comparable results with others players, also the foreign ones. The radar chart graphic resulting from the Check List shows the company positioning for each Core Subject: it gives a snapshot of the company reality. The image resulting from it has an immediate impact, showing the areas (or subjects) with lower scores and the ones with higher scores. Such systematization helps the company to become aware of its strengths and weaknesses in terms of CSR, as well as on the level of CSR application inside the organization, for each core subject.

Lessons learnt from LOIEs Twinning experience

During the experimentation the **Stakeholder Map** and **Check List** were used by the companies through the assistance of the CSR expert during a customized assessment.

Three meetings run by the CSR expert are suggested:

1) First joint meeting (expert + both companies): the tools are deeply explained to the companies. The company working team may need a certain time to collect all the necessary data to fill the two tools and share information with other colleagues or with the Board of Direction. Before the second meeting it is necessary that the company has all the necessary information.

2) Second one-to-one meeting (each company individually meets the expert): during an interview to the company the expert assists it to fill the Stakeholder Map and assigns the Check List score/mark to each answer given by the interviewee. If some pieces of information are still missing, the company takes more time to finalize the tools alone.

3) A third joint assessment meeting (expert + both companies) is required in order to share and evaluate the work done by the two companies (it is important that the expert discusses with the company working team the problems encountered, emotions felt, how useful/not useful was the tool perceived). This last meeting is the occasion to compare the two **Radar Charts** resulting from the companies' Check List. The companies share the results of their self-assessments each other under the supervision of the expert, in order to define the further steps of the process.

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☞ See the section "*Toolkit*"

Tool B. *Stakeholder Map (page 32)*

Tool C. *Check List (page 36)*

Tool D. *Radar Chart (page 46)*

STEP 3: DIAGNOSIS

Once got the Radar Chart each company can deeply analyse each area (or subject), eventually focusing on the ones which have obtained the best and the worst marks. From a strategic point of view it is highly important to pay attention to those subjects which are deemed relevant in the opinions of the stakeholders, mainly those who may influence the most on the company and the context: if in these areas the mark is low, the attention must be as high as possible.

At this stage a SWOT analysis can be developed for each subject or only for some of them (e.g. for the best or worst ranked subjects).

SWOT analysis is a method used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats referring to a particular situation; it groups up key pieces of information into two main categories:

1. **Internal factors** – the *strengths* and *weaknesses* inside the organization. According to a temporal logic, these factors photograph a situation here and now (they describe the present situation)
2. **External factors** – the *opportunities* and *threats* as items presented by the environment and the general context external to the organization. According to a temporal logic, these factors tend to describe the immediate future.

The tool helps to identify a "way forward". Setting the objective (in the Action Plan) should be done after performing the SWOT analysis. This would allow achievable goals to be set.

So, performing a SWOT analysis on one or more Core Subject(s) means to identify which kinds of elements (internal and external) can help or harm the implementation of one or more aspect(s)

related to each subject. This gives a rough but useful risk analysis for further implementation of SR actions.

Lessons learnt from LOIEs Twinning experience

A risk of the above approach, especially at the early stage, may be that the companies lose general overview, wrongly focusing on details. The presence of the CSR expert/facilitator limits such a risk.

During the Twinning the expert led the two companies while doing their SWOT analysis referred to the best and the worst ranked items. A <u>final joint meeting</u> was the occasion for the companies to discuss together the results of their assessment and diagnosis and to decide to encourage the dissemination of these data inside their own organizations. At this phase of the Twinning process it was decided to propose a meeting between the two companies' Boards of Directors, with the twofold aim of showing how CSR could be managed in a more structured way and committing more strongly their top management to preserve spontaneity as a guarantee for "ideas circulation" throughout the organization.

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☞ See the section "Toolkit"   **Tool E:** *SWOT analysis (page 47)*

STEP 4: INVESTIGATION AND MUTUAL EXCHANGE

The self-assessment results and diagnosis analysis can help the company to identify some elements of excellence which are carried out as part of "its" SR approach. Often these elements are established as a direct result of the way of doing business by the entrepreneur himself/herself. Sometimes they are not even emphasized by the organization because they are considered as just "normal." These excellences can be defined as "Good Practices".

Here is a central point of the methodology:

The goal of the TCP does not concern the implementation inside the enterprise of a Social Accountability System similar to ISO 9001 or ISO 14001, but rather the enhancing of the existing SR Good Practices (if any) and search for a frame of a "Systemic Approach".

The information gathered thanks to the assessment and diagnostic tools of the previous steps, may contribute to achieve this goal. But the point is: how to achieve such a "Systemic Approach"?

Until this stage of the TCP, the two companies have gone ahead concurrently exchanging information and goals, but they have not acquired an in-depth mutual knowledge, yet. Apart some meetings to share ideas, the real assessment and diagnosis have primarily been done through self-analysis and reasoning with the expert: the other was just a mirror. They have simply shared and compared their radar charts and SWOTs. Now time for a mutual deepen knowledge has arrived.

Mutual knowledge may be increased through the organization of:
- one day or more days-**company visits** to the twinned company (the whole working team of the PC visits the NPC and vice versa)
- **Internship** and **Job Shadowing** (one or two persons from the PC spend a short or longer period of "placement" at the NPC and vice versa)
- Structured or semi-structured **interviews** to key persons of the twinned company (they may be on the phone or face-to-face)
- **Face-to-face open interviews** on specific themes to key persons of the twinned company
- **Peer-to-peer meetings** on special themes and composed by key persons from both companies

- **Meetings** between the **Boards of Direction** of the two companies

Whatever methods are used, the main goal of this step is to take a census of:
- a certain number (min. 3 – max 5) of improvement needs referred to CSR, here mentioned as **Opportunities of Actions for SR** (they identify a particular problem which the company is encountering and which it intends to solve),
- a certain number (min. 3 – max 5) of **Good Practices referred to CSR**. These GPs are defined as good on the basis of one's own experience and of the exchange with the other company's reality. In a certain way a GP may be considered as a proper (or the right) solution to a prior critical situation.

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It is suitable that both the OAs and GPs are standardized in a unique format, so as to help a more suitable comparison between the companies (for this reason a standard format was used).

After collecting OAs and GPS, the two companies exchange them each other and may ask for a further meeting to discuss all the necessary details. From the exchange it may happen that one of the "twins" select one or more GPs of the others to be transferred inside its own organization, but it may also happen that it suggests a proposal for a solution to the problem identified by the partner through its OAs.

Each GP is quite a piece of a puzzle. The puzzle realization starts from the small pieces put on the table and form the attempt to seek coherence and concordance between them. Sharing information with the partner within the Twinning is a necessary step to try to figure out if the GP of the other can be used or not, maybe, adjusted to one's own context.

> ### Lessons learnt from LOIEs Twinning experience
>
> The **benchmarking** activity is generally favoured by the fact that the two companies do not often share both missions and business sectors, so the comparison is really focused on processes. The goal is to understand how to "contextualize" the GP of the other inside one's own organization. To achieve this goal:
> a) It is useful for each company to formalize each GP as a milestone achievement and a benchmark for the Twinned Partner;
> b) It is necessary that each company carefully observes oneself and the Twinned Partner to understand which SR actions are considered appropriate to be activated on the basis of the assessment and diagnosis results.

At this stage of the TCP it is possible to understand what the company is doing on SR, what can be done and the "boundary line" to be given to the project. So it is crucial the role of the Top Management Team of both companies. "Completing the puzzle" is the goal, but, unlike a true puzzle, in this case it is possible to decide the size and complexity: this decision must be taken and committed by the companies' Top Manager.

It is not important to do great or many things; what is important is to be focused on those aspects which represent the main weakness and/or those aspects which appear critical for one or more stakeholders.

Other actions are obviously possible (e.g. charity activities, actions of well-being for staff, etc...), but it must be clear enough that these are the "contour" of the actions of social responsibility, which are carried into the interior of the "core processes".
Neither it is important to do everything at once, but it is important to have a SR Action Plan and pursue it with tenacity over time. The Management Team must be engaged in it.

As the "Deming Wheel"[7], every action helps to make a 360 degrees trip coming back at the same place but one step higher. The "Systemic Approach" is just like that.

Two forms have been intended for the use of the companies, as a useful tool to summarize each Good Practice and SR Opportunity Action,

☞ See the section "Toolkit"   **Tool F:** *Good Practice Form (page 48)*

Tool G: *SR Opportunity of Actions Form (page 48)*

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STEP 5: SR PROJECT PLANNING

In every project the most difficult moment is the transition from the "diagnosis" phase to the one of the Action Plan development. Assessment activities are in fact often "low-impacting": they are made primarily from operational resources and they do not engage the Management responsibility in terms of choice. The definition of "what to do" and "what choices to adopt" is instead something "high-impacting".

If the choice is delegated to operational levels only, without a commitment by the Top Management, there may be the risk that the actions undertaken by the staff involved in the project are not considered as strategic or coherent with the company main goals. If so, the project may derail.

> **Key concept**
> It is absolutely necessary that the project is shared, discussed and approved by each company **Top Management**, also in order to avoid *in itinere* a loss of management interest in the implementation of the actions.

The Action Plan helps the twinned enterprises to put into practice the *"desiderata"* resulting from the previous assessment. So an Action Plan is required with shared items. It helps the parties get a clearly defined vision and purpose for the collaboration effort.

A "Logical Framework" approach may be very useful to clarify why the parties have activated the twinning, how do they expect to contribute to the collaborative effort and which benefits do they expect to benefit from it. The Logical Framework also resumes the key points of the project and establishes the evaluation criteria.

> **Lessons learnt from LOIEs Twinning experience**
> It is absolutely important to appoint the members of the working team which will be involved in the implementation of the project, verifying if the dedicated staff is pressed for time on other projects and how to manage the workloads in order to facilitate the persons' commitment in the twinning.
> Normally a **stable team of two/three persons per company** is suitable in order to take charge of activities to do and activate colleagues within their organizations (obviously it depends on the size of the company).
>
> One or more Management Representatives are necessarily required inside the project in order to take decisions on actions and assure the right commitment of the activity.
>
> Instead of drawing up a shared Action Plan, each company may draw up its own document, sharing it each other and with the CSR expert/facilitator. Either the CSR expert or the facilitator monitor both the design and implementation phases.

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[7] The Deming circle/cycle/wheel is an interactive four-step management method used in business for the control and continuous improvement of processes and products. The four steps consist in: plan–do–check–act.

☞ See the section "*Toolkit*"   **Tool H:** *Action Plan - Company Twinning Pathway* (page 49)

STEP 6: IMPLEMENTATION AND MONITORING

The implementation of the actions envisaged in the Action Plan must be constantly monitored, controlled and evaluated; if needed, changes and adaptation must be provided. This task is up to the Top Management and/or the CSR expert.

A tool just to track the pathway is needed and for this reason a Logbook (LB) has been used during the twinning.

Besides monitoring the actions, writing the LB also encourages a systematization of the process.

The LB includes a working sheet for each meeting/activity organized (either a company-expert meeting or a company-company meeting), to be filled in. The sheet has three different sections, for three different phases and actions:
- *Ex-ante*: designing and planning of the meeting/activity
- *In-itinere*: signature of the persons participating in the meeting/activity (as a source of verification for the commitment)
- *Ex-post*: appraisal of the meeting/activity (evaluation of its efficacy, difficulties incurred, problems encountered, solutions applied, relationship set up)

Each company is required to fill the LB, or the Facilitator is required to do that in their place. The LB may be also used as a monitoring tool from the very beginning of the process (step 1).

Key note

At this stage the presence of the **CSR expert** is recommended, but it is not essential as the two companies have reached a high level of collaboration and their management is by now strongly committed; they may go ahead alone

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☞ See the section "Toolkit"   **Tool I:** *Logbook (page 51)*

Periodical Meetings (hammock action)

Throughout the whole process (from the first to the sixth step) a certain number of meetings are required. There is not a pre-defined number of meetings, because number and frequency depend on the peculiarities of the twinned companies and reference context.

In some cases the CSR expert/facilitator has one-to-one meetings with each company (mainly during the phases of assessment and development/implementation of the Action Plan). In other cases joint meetings, involving both the companies and expert, are strongly recommended (mainly during the phases of kick-off, diagnosis, exchange and transfer of GPs).

At least one meeting between the companies' Boards of Directions is required in order to guarantee the mutual agreement on the TCP. A second meeting between the Boards may take place for the drawing up of the Action Plan (in case they have a joint AP); otherwise if the company think of having learnt enough from the Twinned Partner and decide to activate their own AP independently (because they have already shared their GPs and instruments), no joint meeting is required between the Boards.

An open meeting to the company staff for a general presentation of the AP is highly recommended in order to inform all the company's levels about what is going on and to make circulate ideas.

For each meeting a Minute is suggested in order to assure that everything is well understood, actions to be taken are clear, responsibility and schedules are designed and shared.

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Is a CSR expert really necessary during the TCP?

According to the LOIEs experience the involvement of a CSR expert or facilitator is considered necessary from the start-up of the process till (at least) the validation of the Action Plan. Afterwards the two companies can proceed alone. Of course any twinning is unique in itself.

6.   CSR4UTool: what is it? What is it for?

www.csr4utool.org

It is a web tool intended for any organizations (profit, non-profit, private, public…), to cover the existing company's gap on CSR. It acts as a test being composed of several core questions on CSR.

The tool has been developed within LOIEs, thanks to a trilateral co-operation set up among a **Local Authority** (Piemonte Region), an **Intermediary Organization** (Ceipiemonte) and a **University** (Department of Management of the University of Torino), all involved in developing studies on CSR, gathering information and upgrading companies. CSR4UTool aims at translating CSR and Social and Environmental Reporting theories into practices, offering a low-cost high-performance instrument to SMEs and sharing knowledge between business/industrial and academic stakeholders.

CSR4Utool has been developed by a working team of the Department of Management, composed by Ms Laura Corazza (Ph.D. Student in Business and Management) and Mr Maurizio Cisi (Associate Professor).

It has been conceived as an evolution of the tools used during the TCP (the Stakeholders Map and the Check list) in order to meet the SMEs particular needs in terms of CSR assessment. The proposed questions are the results of a benchmarking process of the most used reporting guidelines, both for profit and non-profit organisations, such as GRI, INGO, UN Global Compact, AA1000 (Stakeholder engagement), GBS (Italian Study Group on Social Reporting), ISO 26000, Confindustria Guidelines for SMEs, Agency ONLUS Guideline.

CSR4Utool pursues **two goals**:

To enhance knowledge and awareness about CSR, as well as stimulate social and environmental accounting and disclosure.	To focus the attention of Intermediary Organizations and Local Authorities on those firms which perform sunken CSR actions.

CSR4Utool has a **double use**:

For the use of SMEs	**For the use of IOs & LAs**
It allows companies to evaluate their own performance in terms of **social responsibility**, **environmental responsibility**, **economic/financial issues** and **strategic governance**. The report got enables managers/entrepreneurs to draft a road map to strengthen SR policy for the future.	It is a Database offering the policy makers a report on the **state of the art of CSR actions and awareness** on their territory. The data gathered enable them to draft or revise their policies accordingly.

Why developing a specific CSR tool for SMEs?

Because the available literature on CSR and SER in SMEs tells us that SMEs (which represent 99% of the overall European industry):
* have limited resources (time, knowledge, finance)
* are multitasking (managers do a great variety of tasks)
* are rich in human capital and social relations
* are strongly rooted in the community
* have and feel strong social obligations
* generally have an implicit approach to CSR (they often do not know what CSR is)
* generally think that "CSR costs much, but doing well one's job is a must"
* generally think that "CSR is rather complicated, but everybody is able to recognize a good job" and that "doing good is doing well», but "without an economic return it is difficult to survive".

So being aware of the above points, CSR4Utool has been developed as an instrument which:
- is especially devoted to SMEs
- deals with «moral values», but also with «business»
- deals with «family», but also with «economic results»

CSR4Utool allows SMEs to understand the boundaries which separate CSR from philanthropy and that some actions, if well set inside the management and organization process, are CSR actions indeed, and may generate positive effects: social, environmental, financial.

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10 Reasons to use CSR4Utool

1. It is a testing and reporting application (more than a simple questionnaire)
2. It is based on a widespread and strong scientific background
3. It is easy to use
4. It is free of charge
5. It is safe (all data are protected and privacy is guaranteed)
6. It may be paused and completed in another moment (all filled data are saved)
7. It helps the user to understand CSR areas of application
8. It helps companies to compare their results with the ones of other organizations from the same sector
9. It gives the user a report (as a product)
10. It is necessary only a computer (no consultant or expert is needed) to use it.

CSR4UTool and / or the Check List?

CSR4UTool was available on the Internet only after the completion of the Twinning experimentation. So it was not used by the twinned companies, who had at their disposal only the Check List (tool C). The web tool was proposed to them during the implementation phase as a monitoring and measuring instrument.

The two tools, due to their differences, may be both used by a company in different phases of their CSR awareness and implementation process. The TCP may be carried out with or without using CSR4UTool. It is also possible that a company after doing the test proposed by CSR4UTool may decide to start a TCP with a partner: in this case the web tool would act as a kick-off of the twinning process.
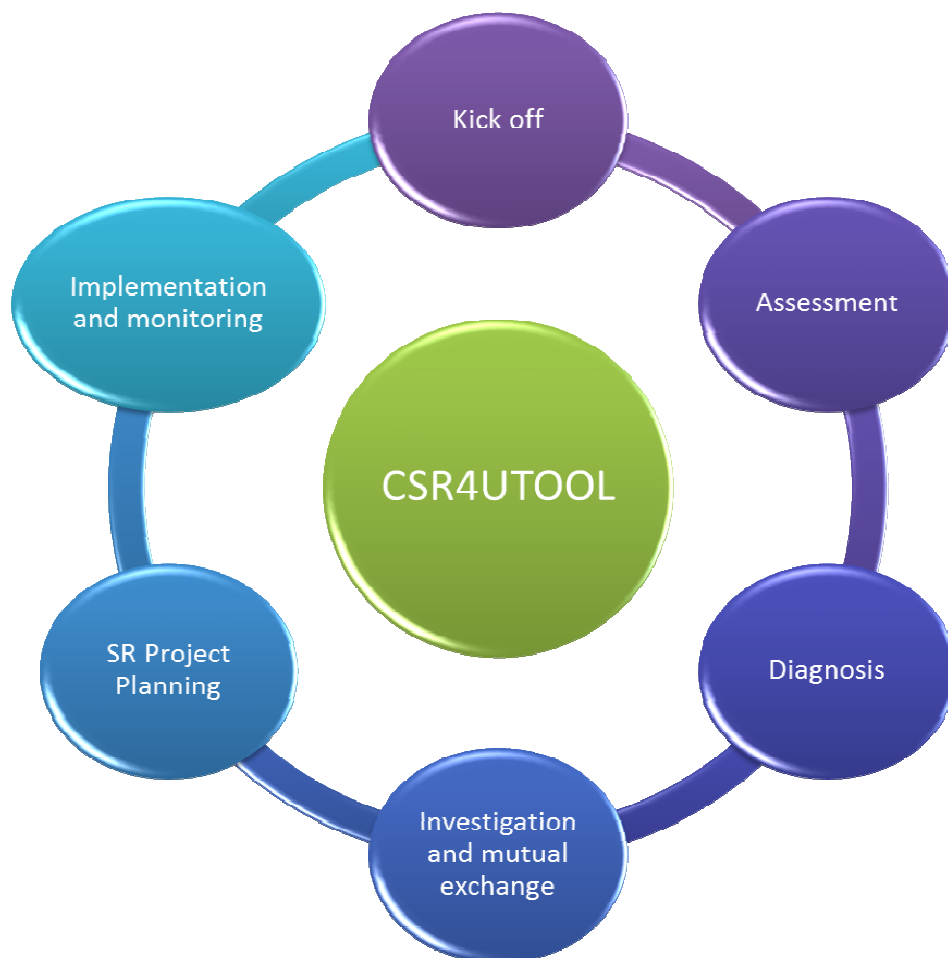
Which differences between the Check List and CSR4UTool?

	What is it?	How to use it?	When to use it?	What shall the SME expect from the tool?
Check List	• It is an assessment questionnaire (paper/digital version)	• To be preferably filled with the assistance of a CSR expert • To be necessarily used together with the Radar Chart and the Stakeholder Map	• Before starting a TCP or in any self-assessment phase • The tool is mainly envisaged for those companies who are CSR beginners or early developers and need to be accompanied by an external expert to set up a systemic approach	• It is a simple test offering an occasion for reflection • It enriches one's general knowledge on CSR in seven core subjects • It helps to evaluate one's company in general terms of CSR • It acts as the start-up of a TCP
CSR4UTool	• It is a pro-active web tool (on-line), offering more complex vision and structure (it proposes a larger variety of answers to the questions) • It combines moral and ethical issues with business or economic results	• To be used by a computer and Internet connection • No CSR expert is required to fill it • No other tools are necessary (it integrates the radar Chart and the Stakeholder Map)	• In any moment (it may be a self-assessment tool before starting a TCP or a monitoring tool during an implementation phase) • The tool is envisaged for any companies, whatever its CSR knowledge and awareness are (not only CSR beginners or early developers, but also skilled ones)	• It learns something • It enriches one's general knowledge on CSR in seven core subjects and on Sustainable Accountability • It helps to evaluate one's company in terms of : - SER, - Economic and financial issues, - Strategic governance • It gives a first draft Sustainability Report, which may be used for further development • It may lead to a TCP, a CSR roadmap

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7.   Summary of the Twinning projects implemented in Bulgaria, Italy and Spain

7.1. LOIEs Twinning comparative table

Country	Prior situation	Twinning objective/s	Twinning results expected	Results achieved	Activities	Tools used
BG	PC and NPC knew each other and had prior collaborations. They work in different branches of the same service industry, with the same customers (SMEs)	- Trilateral collaboration (PC &NPC - PA) in order to build a long lasting system to support SME employers - PC and NPC want to identify some good practises to exchange	- To develop a tool to support employers in communicating with relevant institutional bodies in order to employ young people displaying antisocial behaviours - To contaminate each other (mutual learning)	- A step-by-step guide for employers provided to avoid bureaucratic obstacles - Flexible working hours introduced in the NPC company - Energy efficiency behaviours adopted by the PC - Short step-by-step guide "How to implement CSR in SMEs" provided	- 6 B2B meetings - 4 technical assistance days - 10 twinning internship days - 2 on site monitoring visits - 20 internal working sessions PA played an active role. LA played the role of observer.	- Checklist - Stakeholder Map - Action plan - Logbook
ES	PC and NPC knew each other and had prior collaborations. They work in the same business sector, with different customers.	The two companies want to obtain greater transparency, trust and credibility in front of their Stakeholders, transferring each other CSR practises and implementing new ones.	- To be pioneers in the development of a code of conduct to be spread to all training agencies - To develop a protocol of good environmental practices (overhead reduction) - To promote volunteering actions	- Code of conduct for training agencies provided - Awareness campaign about environmental issues (internal and external) undertaken - Basis laid down for an awareness campaign about volunteering (staff and customers)	- 12 meetings Experts-companies (on-site or by call-conference) - 6 B2B meetings LA played the role of observer.	- Checklist - Stakeholder Map - Action Plan - Logbook
IT	PC and NPC have never collaborated in the past, but their owners/top managers had previous personal knowledge experience. They work in two different economic fields, with different customers.	The two companies recognize some interesting differences and some good practices in their approaching SR and want to share and exchange them. They recognize to share some common values.	To systematize existing SR behaviours and adopt new ones through a mutual contamination in order to increase external accountability and internal SR awareness	- *Manifesto* of sustainable business designed (NP company) - Manifesto "Who we are" included in the Quality Management System (PC) - Internal feasibility study about the adoption of the BPs identified	- 9 meetings - 2 on site monitoring visits - 3 B2B meetings - Internal working sessions PA played the role of observer.	- Checklist+ radar chart - Stakeholder Map - GPs and OAs forms - SWOT Analysis - Action Plan - Logbook

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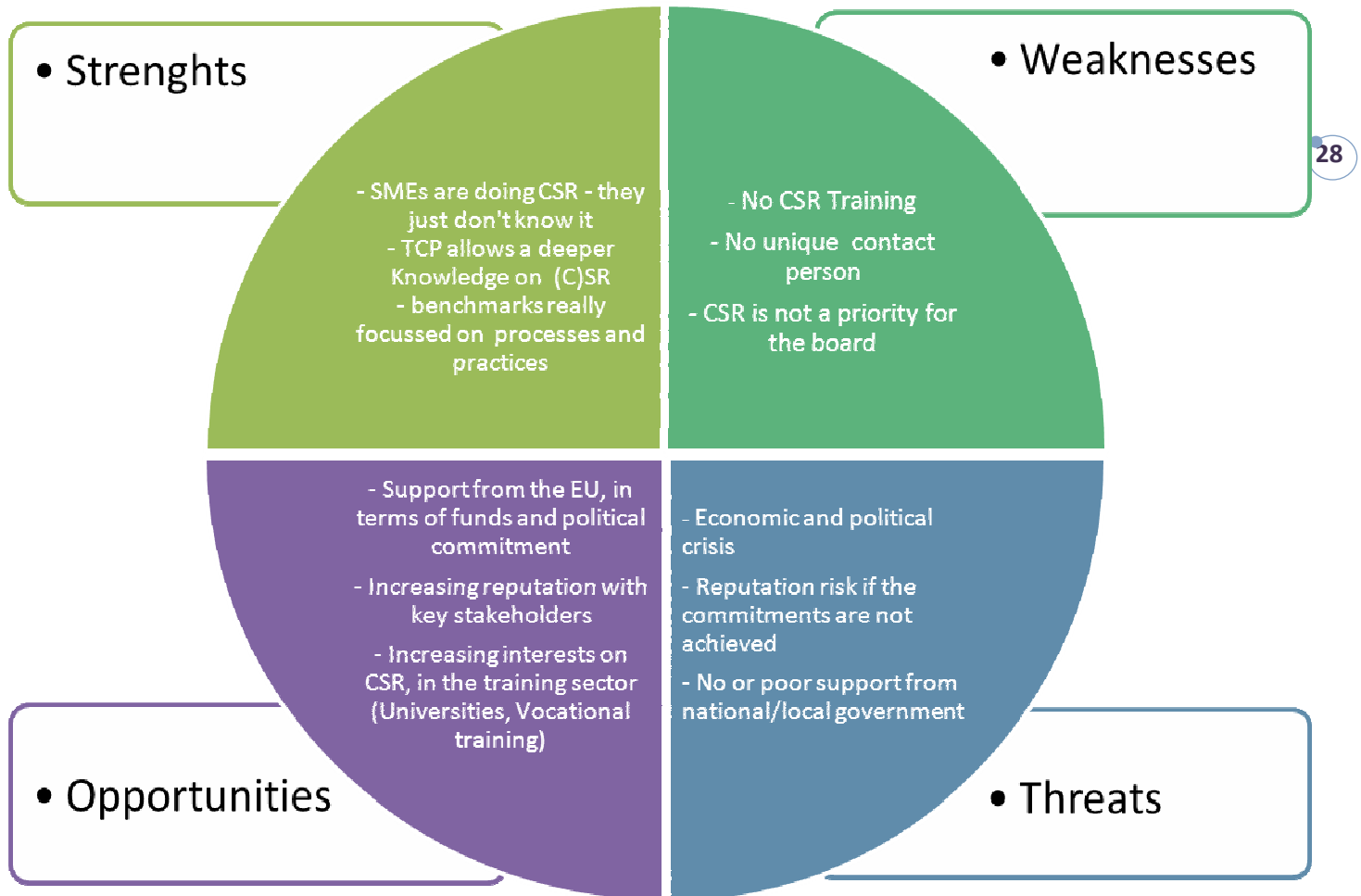## 7.2. Step planning and timing in Bulgaria, Italy and Spain

In Italy the twinned companies took 6 months to develop the first fifth steps of the process and formally validated the joint Action Plan only on the seventh month (the CSR expert drafted a first common roadmap in November 2012, which was then adjusted and changed by the companies: the Top Management of each company validated its own Action Plan only in March 2013). At the end of the project lifetime the process was not finalized yet, but the two companies are totally committed to go ahead and they are now able to do that alone.

In Bulgaria the preparation and validation of the Action Plan was easier, probably due to the fact that the companies had a long lasting collaboration history. Moreover the companies already shared a common idea of collaboration before the starting of LOIEs, which facilitated their twinning process. Here the step 4 (mutual exchange) was the most intensive, including an internship involving both staff members of the companies.

In Spain, having both companies training as a business sector, they identified a common ground of activity which resulted in the drawing up of an ethical code for training agencies. Such code became the central element of the action plan. Besides, they identified good practices to share and transfer each other, in the field of social and environmental awareness and promotion of volunteerism.

STEPS	Phase description	TCP in BULGARIA	TCP in ITALY	TCP in SPAIN
1	Kick off	Aug '12	Sep '12	Sep '12
2	Assessment	Sep – Oct '12	Sep – Oct '12	Sep – Nov '12
3	Diagnosis	Nov '12	Nov '12	Nov '12
4	Investigation and mutual exchange	Feb - Mar '13	Dec '12 – Jan '13	Nov – Dec '12
5	Preparation of the Joint Action Plan	Nov '13	Nov '13 (drafting) Jan – Feb '13 (adjustments)	Nov '12
5	Validation of the Action Plan	Nov '13	Mar '13	Dec '12
6	Implementation & monitoring	Mar – Jul '13	Mar-Jul '13 (still on-going)	Jan – Jul '13 (still on-going)

7.3. SWOT Analysis of the TCPs undertaken in Bulgaria, Italy and Spain

• Strenghts

- SMEs are doing CSR - they just don't know it
- TCP allows a deeper Knowledge on (C)SR
- benchmarks really focussed on processes and practices

• Weaknesses

- No CSR Training
- No unique contact person
- CSR is not a priority for the board

• Opportunities

- Support from the EU, in terms of funds and political commitment
- Increasing reputation with key stakeholders
- Increasing interests on CSR, in the training sector (Universities, Vocational training)

• Threats

- Economic and political crisis
- Reputation risk if the commitments are not achieved
- No or poor support from national/local government

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PART TWO - TOOLKIT SECTION

Tool A. CSR TWINNING COMPANY PATHWAY -TERMS AND CONDITIONS

LOIEs PROJECT

CSR TWINNING COMPANY PATHWAY

TERMS AND CONDITIONS

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<XXXX> and **<YYYY>** as partners of the twinning project, will be actively involved to experiment new models for cooperation between profit companies and social/non-profit enterprises, in order to create permanent spaces of dialogue where to exchange good practices and foster mutual understanding.

Within the project implementation **<XXXX>** and **<YYYY>** will engage themselves to stimulate their dialogue and collaborate to design and implement a Twinning Programme (called **Twinning Company Pathway - TCP**) in order to share and transfer each other CSR practices or jointly identify new ones.

The specific objective of the TCP is to foster the exchange of good practices between **<XXXX>** and **<YYYY>** to encourage a mutual advantage for them, in view of guaranteeing advantages also to external stakeholders directly involved on the territory.

<XXXX> and **<YYYY>** **will accept the following principles which will** rule the TCP:

- there shall be a counterpart peer exchange
- the participation shall not be source of profit
- the benefits shall be mutual
- the costs, engagements and responsibilities shall be shared
- the methods, tools and results shall be transparent and visible, in order to guarantee the replication - of the initiative
- the pathway will be demand-driven, which means that each partner shall engage itself to follow the - partner' interests and needs
- the confidentiality of any document, information or other material communicated will be preserved forever
- the twinning pathway can be facilitated and animated by a CSR Expert <name> and by a Facilitator <name>

The Facilitator will help create a confidence building climate between the two companies

<XXXX> and **<YYYY>** **will define an** individual Action Plan, which will define:

- General and specific objectives
- Expected results
- Outputs
- Inputs
- Roles and responsibility
- Methodology
- Duration

The TCP will actively involve a CSR expert to the development of the programme and one Facilitator. The experts and facilitators will have to help **<XXXX>** and **<YYYY>** to achieve the specific objective of the TCP.

The TCP will include at least the following steps:

- <no> half a day-meetings (at least) between the two companies, the CSR expert and the facilitator
- An indicative mutual <no. of weeks> internship by the counterpart for "key figures" (job shadowing and meetings with homologous professional figures). The duration may be longer according to the specific companies' needs.
- A <no. of days> technical assistance for each enterprise carried out by the CSR expert informal meetings between the two companies to be arranged according to necessity
- <No. of days> on-site monitoring visits in each company made by the CSR expert

The standard ISO 26000 will represent a benchmark for the companies in order to measure how much their CSR implementation comply or does not comply with such requirements internationally agreed

<XXXX> <YYYY>, the CSR Expert <name> **and the Facilitator** <name> accept to undertake all the necessary actions to preserve and guarantee the confidentiality of any document, information or other material communicated to them in confidence, with no time limit.

Read, understood and fully agreed.

(signatures)

<XXXX>(name and position of the persons who signs)

<YYYY>, >(name and position of the persons who signs)

CSR Expert <name>

Facilitator <name>

Tool B. STAKEHOLDER MAP

INTRODUCTION

An Organization operates in a global scenario which is assumed to be larger than its own specific market where it sells its products and services. This means that each Organization should carefully analyse how all the players (internal and external) playing on this scenario position themselves in relation to its mission, activities, reference markets, social and environmental impacts.

For this reason a careful Stakeholder Analysis and Positioning[8] may be useful tools to define a more successful strategic and tactic policy. Such an analysis may help to:

− Identify those "strategic groups" having a significant interactions with the Organization
− Identify their needs or opportunities of the being addressed/considered (threats/opportunities)
−   Investigate their roles, their clear or hidden interests, relative power of influence and capacity to activate themselves (strengths and weaknesses)
− Investigate the extent of co-operation or conflict attitude in their relationship with the Organization
− Cluster the stakeholders in homogeneous groups:

HOW TO MAKE A STAKEHOLDER MAP?

Hereinafter some instructions are provided to help your Organization to make your own map, in two different phases by using the following instruments: the **Stakeholder Analysis** and the **Stakeholder Positioning.**

FIRST PHASE: STAKEHOLDER ANALYSIS

First of all a clear definition of stakeholder is required. Who is a **stakeholder**? In synthesis a stakeholder is a subject (individual, group of interest, institutions, organizations) who may, directly or indirectly, positively or negatively, affects the Organization policy or be affected by the Organization itself.
A basic premise behind stakeholder analysis is that different **subjects have different concerns, capacities, interests and influence**, which need to be explicitly understood and recognized in the process problem identification, goal setting and strategy selection.

That is why a ***mapping out of stakeholder*** *is needed*.
The first step consists in collecting and analysing each stakeholder.
The following matrix could be a useful tool. It may be adapted to meet the needs of different circumstances and, if necessary, additional columns might be added if necessary:

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[8] The proposed tools has been inspired by the PCM methodological approach proposed by the European Commission for Aid Delivery Methods (European Commission, EuropeAid Cooperation Office, Project Cycle Management Guidelines, Bruxelles, 2004). Relevant changes have been applied in order to comply with CSR themes and aspects.

STAKEHOLDER	STATUS & MISSION	INTERESTS & EXPECTATIONS	STAKEHOLDER BEHAVIOUR

1st column "stakeholder": each subject (individual, group of interest, institutions, organizations) who may, directly or indirectly, positively or negatively, affect the Organization policy or be affected by the Organization itself.;

2nd column "status & mission": the role and mission of each stakeholder must be explained;

3rd column "interests & expectations": interests (explicit, implicit or potential) and expectations of each stakeholder, specifically related to the organization, must be indicated.

4th column "stakeholder behaviour": direct and indirect main actions, positive or negative, which are performed or could be performed by the Organization or by the Stakeholder, becoming "opportunities" or "threats" for the other one;

SECOND PHASE: STAKEHOLDER POSITIONING

A second step consists in the construction of a chart where the identified stakeholders are positioned in four quadrants A, B, C, D with the aim to understand the "Urgency" (to receive an adequate answer to the expectations) of each Stakeholder, as a way for the organization to prioritize the actions to be taken in a Social Responsibility program.

The chart has two dimensions:

1. **Pressure.** This variable is an overall result of the analysis of the third and fourth column seen before. It aims at quantifying the intensity of the interaction between each stakeholder and the organization in terms of interests and expectations, which may be positive or negative-oriented. This means that the "pressure" itself can be positive or negative, thus representing an opportunity or a threat for the organization. So:
- a stakeholder with a high level of interest and expectations, representing real and immediate opportunities or threats, has a "high pressure" towards the organization
- a stakeholder with a low level of interest and expectations has a "low pressure" towards the organization.

2.**Reputation.** This variable gives a measure of the level of influence which each Stakeholder may activate on the global scenario where the organization plays and/or the organization itself. In the event the stakeholder's level of influence on the global context is not easy to be measured due to difficulties to collect reliable data, the stakeholder will be classified and positioned only according to the influence it has on the organization itself.
Nevertheless it is important that the organization keeps a look also on the global scenario because the reputation of the stakeholder may extend its areas of influence and get more powerful within the civil society in the future.
- a high level indicates that the stakeholder has a strong influence power on the global scenario and the organization
- a low level indicates that the stakeholder has a little influence power on the global scenario and the organization
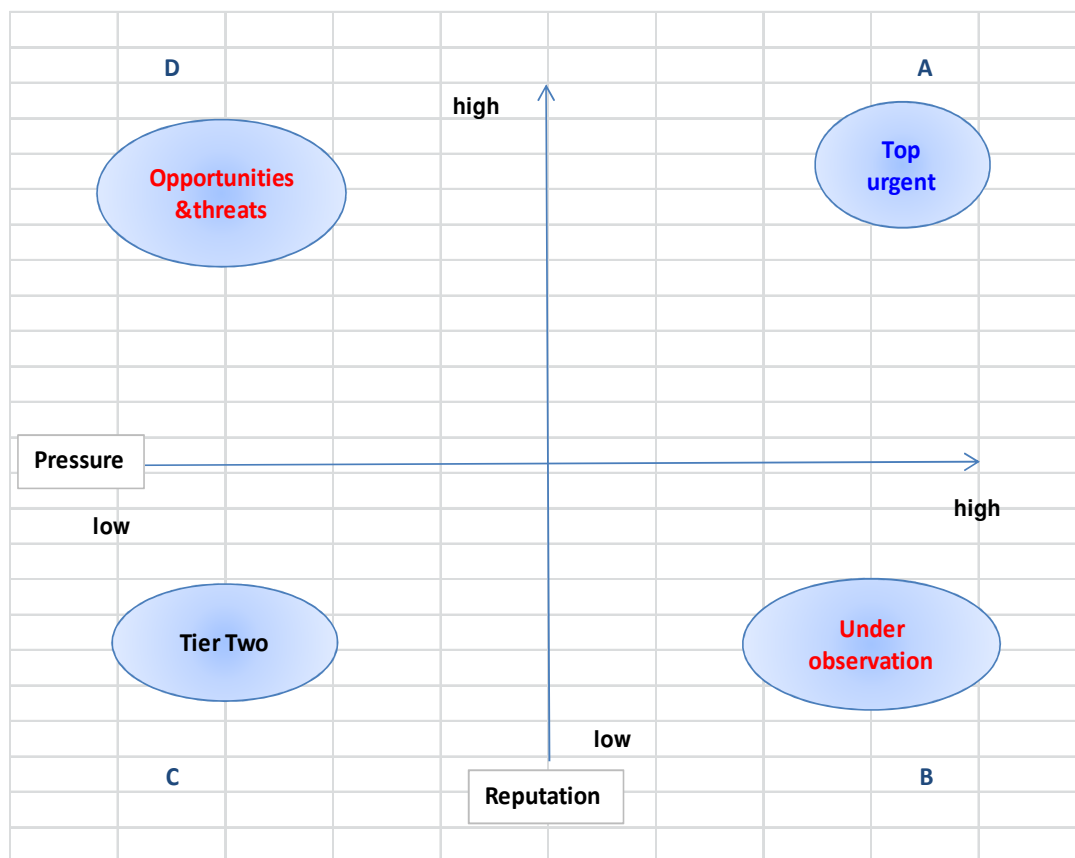
A Area – (high pressure / high reputation) – "Top Urgent". All the Stakeholders staying in this quadrant have to be considered with highest priority in a Social Responsibility program.

If the pressure of the "X" Stakeholder is globally considered positive, the Organization should encourage and sustain its actions and programs, confirming or strengthening the policy implemented so far, related to that specific stakeholder.

If the pressure of the "Y" Stakeholder is globally considered negative, the Organization should take actions in order to lower the pressure and try to modify its own behaviours "against" in order to meet the stakeholder's needs and expectations. The A quadrant includes the most strategic stakeholders, whose interests and expectations must be met *hic et nunc* (here and now).

B Area – (high pressure / low reputation) – "Under Observation". All the Stakeholders staying in this quadrant have no actual relevance in reputation, even if their pressure is high. But the situation may change in the future and their reputation might increase.

• If the pressure is "positive", the Organization could encourage and help them to reach better levels of reputation.

• If the pressure is "negative", it is useful to monitor if the reputation moves up (thus pushing the stakeholder to the A quadrant) in order to take proper countermeasures in time.

C Area – (low pressure / low reputation) – "Tier Two". All the Stakeholders staying in this quadrant have any actual relevance neither for the Organization nor for the global reputation. No actions to be taken, but it is useful to monitor if the reputation of this kind of Stakeholders moves up in order to take the right actions on time. In any case, this quadrant includes the least strategic stakeholders (both negative or positive ones) for the organization.

D Area – (low pressure / high reputation) – "Opportunities and Threats". All the Stakeholders staying in this quadrant have high reputation but low level of interaction / pressure related to the Organization. These stakeholders must be monitored like the ones positioned in the B quadrant

because they might move to the A quadrant, even if the opportunities or threats which they might cause does not appear so urgent like the ones in the B area.

The Organization could "use" the high reputation trying to grow up the "positive" pressure or take care on them if the "pressure" trend is negative

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Tool C. CHECK-LIST

RATIONALE OF THE TOOL

This check-list is intended as a tool to be used by the companies, assisted by a CSR expert, in order to check-up the corporate position in respect to the ISO26000 standard.

For this reason the questionnaire proposes the 7 core-subjects identified by ISO26000:

1. Organization governance (par 4.1)
2. Human rights (par 4.2)
3. Labour practices (par 4.3)
4. Environment (par 4.4)
5. Fair operating practices (par 4.5)
6. Consumer issues (par 4.6)
7. Active participation and community development (par 4.7)

It is important to keep in mind that the check-list cannot be used as a mean to make objective comparison among companies.

A scoring scale (min. 1 –max. 4) is indicated, but there are no descriptors or key notes for each score, thus resulting in a subjective interpretation of the scale according to one's own values scale.

FILLING INSTRUCTIONS

After answering the questions, the expert will assign the following score to each answer of the section referring to the core-subjects, i.e. the paragraphs from 4.1 to 4.7, according to the following table:

SCORE 4	SCORE 3	SCORE 2	SCORE 1
Yes	On implementing / partially	Would like to implement	No
Completely/ Highly	Quite well/ Enough	A little	Not at all
Very high /Excellent	High/Good	Sufficient (-ly)	Absent/Low/ Insufficiently
Highly	Fairly		Poorly

Write the assigned mark to each answer in the table "SCORING", in the file Excel herewith linked, the arithmetic mean for each section will be automatically calculated and reported in the smaller table "ARITHMETIC MEAN OF EACH CORE-SUBJECT". Then, "your" RADAR CHART will appear. The graphic will help you visualise your company positioning for each core subject.

☞ **In case of more information or clarification, please write to CEIPIEMONTE: ceip@loies.eu**

1. Organization data

1. Name and type of organization:

2. Headquarter address:

3. Date of incorporation:

4. Sector of activity (eventually sub-sector, if relevant):

5. Country(ies) :

6. Nº employees:
< 10 ☐   < 50 ☐   < 250 ☐   > 250 ☐

7. Turnover:
≤ € 2.000.000 ☐   ≤ € 10.000.000 ☐   ≤ € 50.000.000 ☐   > € 50.000.000 ☐

8. Description of the main products/services:

9. Mission:

10. Corporate Values:

2. Stakeholders

11. Has your organization clearly identified its stakeholdership with a stakeholder map ?
Yes ☐   On implementing ☐
No ☐   Would like to implement ☐
If no, why? (please detail)

12. Has your organization prioritized its stakeholders?
On implementing ☐   Would like to implement ☐
Yes ☐   No ☐
If yes, please detail.

13. Which usual communication channels do you usually use with your stakeholdership?

Direct interviews ☐   Focus group ☐   Questionnaires ☐   Conventions ☐

Other (please specify)……….

14. Does your organization know your stakeholdership expectations?

Not at all ☐   A little ☐

Quite well ☐   Completely ☐

15. How do you consider the involvement of your stakeholdership as regards your company's policy?

Absent ☐   Sufficient ☐

Good ☐   Excellent ☐

3. Remarks on Social Responsibility (SR)

16. Has your organisation got a SR plan?

Yes ☐   Would like to implement ☐

No ☐   On implementing ☐

17. Has your organization got a code of conduct?

Yes ☐   No ☐

On implementing ☐   Would like to implement ☐

If yes, please detail /If no, why?

Answer only if one or both above answers is/are yes.

18. Which motivations led your company to implement a SR plan or a code of conduct? *(more answers may be ticked)*

Ethically right ☐   Coherent with company mission/principles ☐

Communication policy ☐   Marketing reasons ☐   Suppliers' request ☐

Clients' request ☐   Unions' request ☐   Other stakeholders' request ☐

19. Does your organization support any public initiatives linked to SR?

Yes ☐   No ☐

If yes, please detail.

Answer only if the last answer is yes.

20. Does your organization communicate your SR initiatives inside and outside?

Yes ☐   No ☐

If yes, by which means:

Intranet ☐ website ☐   newsletter ☐   advertising campaigns ☐

Other (detail) ☐……………………………………………………………………………………………………….

21. Has your organization received some rewards with regards to social, environmental, ethics and innovation, etc.?

Yes ☐   No ☐

If yes, please detail and specify the year………………………………………………………………………………

22. Does your organization publish a sustainability report?

Yes ☐   No ☐   On implementing ☐   Would like to implement ☐

If yes, which standards does it comply with?

23. How do you judge the impacts of your company business in terms of economic, social and environmental issues?

Economic: Low ☐   Sufficient ☐   High ☐   Very High ☐

Social: Low ☐   Sufficient ☐   High ☐   Very High ☐

Environment: Low ☐   Sufficient ☐   High ☐   Very High ☐

24. How does your company manage these impacts?

Insufficiently ☐   Sufficiently ☐   Good way ☐   Excellent way ☐

4   ISO 26000: Core Subjects

4.1 Organization Governance

Organizational governance is the system by which an organization makes and implements decisions in pursuit of its objectives.

Organizational governance can comprise both formal governance mechanisms based on defined structures and processes and informal mechanisms that emerge in connection with the organization's culture and values, often influenced by the persons who are leading the organization. Organizational governance is a core function of every kind of organization as it is the framework for decision making within the organization.

25. To what extent is this subject and its issues considered as relevant by your organization?

Low ☐   Sufficient ☐

High ☐   Very High ☐

26. To what extent is this subject considered as interested by the organization stakeholdership?

Low ☐   Sufficient ☐

High ☐   Very High ☐

27. Is the highest governing body of your organization (e.g. board of directors , steering Committee, executive board, etc..) committed in SR?

Not at all ☐   A little ☐

Enough ☐   Highly ☐

28. Does your organization comply with the legal requirements of the country (-ies) where it works?

Yes ☐   No ☐   Partially ☐

29. Has your organization got any means of report?

Yes ☐   No ☐   On implementing ☐   Would like to implement ☐

4.2 Human rights

Human rights are the basic rights to which all human beings are entitled. There are two broad categories of human rights. The first category concerns civil and political rights and includes such rights as the right to life and liberty, equality before the law and freedom of expression. The second category concerns economic, social and cultural rights and includes such rights as the right to work, the right to food, the right to the highest attainable standard of health, the right to education and the right to social security.

30. To what extent is this subject and its issues considered as relevant by your organization?

Low ☐   Sufficient ☐

High ☐   Very High ☐

31. To what extent is this subject considered as interested by the organization stakeholdership?

Low ☐   Sufficient ☐
High ☐   Very High ☐

32. Has the organization joined the Global Compact?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

33. Is there a written agreement to exercise due diligence in order to identify, prevent and tackle the impacts, real or potential, linked to the activity in the field of human rights?
Yes ☐   Would like to implement ☐
No ☐   On implementing ☐

Answer only if one or both above answers is/are yes.
34. Is this agreement included in your organization's policy?
Yes ☐   No ☐

35. Are there ways to denounce human rights violation in your organization?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

4.3 Labour practices

The labour practices of an organization encompass all policies and practices relating to work performed within, by or on behalf of the organization, including subcontracted work.

Labour practices extend beyond the relationship of an organization with its direct employees or the responsibilities that an organization has at a workplace that it owns or directly controls.

Labour practices include the recruitment and promotion of workers; disciplinary and grievance procedures; the transfer and relocation of workers; termination of employment; training and skills development; health, safety and industrial hygiene; and any policy or practice affecting conditions of work, in particular working time and remuneration. Labour practices also include the recognition of worker organizations and representation and participation of both worker and employer organizations in collective bargaining, social dialogue and tripartite consultation to address social issues related to employment.

36. To what extent is this subject and its issues considered as relevant by your organization?
Low ☐   Sufficient ☐
High ☐   Very High ☐

37. To what extent is this subject considered as interested by the organization stakeholdership?
Low ☐   Sufficient ☐
High ☐   Very High ☐

Employment and labour relationships
38. Has your company an adequate recruitment policy, in order to guarantee equal opportunities, to avoid discrimination and to protect the privacy of personal data?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

39. Are there audit mechanisms in the field of subcontracting?
Yes ☐   On implementing ☐
No ☐   Would like to implement ☐

Work conditions and social protection

40. Has your company a programme of social benefits meant to establish measures for safeguards to motherhood, reconciliation work and family life, etc.?
Yes ☐   Would like to implement ☐
No ☐   On implementing ☐

41. Inside your organization is the wage policy fair and appropriate to local legislation and to value of work (comparable pay for comparable work)?
Poorly ☐   Fairly ☐   Highly ☐

42. Does your organization provide your staff with training opportunities and career development?
Yes ☐   No ☐
If yes, please detail (% staff involved in training per year, No training hours per year)

43. Does your organization promote a two-way communication with employees?
Poorly ☐   Fairly ☐   Highly ☐

Social dialogue
44. Does your company encourage fair association and collective bargaining?
Poorly ☐   Fairly ☐   Highly ☐

Health and safety at work
45. Has your company got a defined policy and a management system of occupational risk prevention?
Yes ☐
No ☐   On implementing ☐   Would like to implement ☐

Answer only if one or both above answers is/are yes.
46. How do you evaluate it?
Poor ☐   Sufficient ☐   Good ☐   Excellent ☐

47. Has your company established programmes aiming to ensure the occupational health and safety?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

48. Does your company promote training on the above subjects for employees?
On implementing ☐   Would like to implement ☐
Yes ☐   No ☐

4.4 Environment

The decisions and activities of organizations invariably have an impact on the environment no matter where the organizations are located. These impacts may be associated with the organization's use of resources, the location of the activities of the organization, the generation of pollution and wastes, and the impacts of the organization's activities on natural habitats. To reduce their environmental impacts, organizations should adopt an integrated approach that takes into consideration the direct and indirect economic, social, health and environmental implications of their decisions and activities.

49. To what extent is this subject and its issues considered as relevant by your organization?
Low ☐   sufficient ☐
High ☐   Very High ☐

50. To what extent is this subject considered as interested by the organization stakeholdership?

Low ☐   Sufficient ☐
High ☐   Very High ☐

51. a. Has your company got an environmental management system?

Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

b. An environmental policy?

Yes ☐   Would like to implement ☐
No ☐   On implementing ☐

c. An environmental training programme for employees?

 Yes ☐   On implementing ☐   Would like to implement ☐
No ☐

52. Has your organization got a green procurement policy/strategy?

Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

Prevention of pollution

53. Has your organization got systems to improve environment performance across all operations, in order to:

a. Reduce CO2 emissions?	Yes ☐	No ☐	On implementing ☐	Would like to implement ☐
b. If yes, how do you judge its impacts?	Low ☐	Sufficient ☐	High ☐	Very High ☐
c. Reduce water dumping?	Yes ☐	No ☐	On implementing ☐	Would like to implement ☐
d. If yes, how do you judge its?	Low ☐	Sufficient ☐	High ☐	Very High ☐
e. Reduce the usage of toxic/dangerous chemical products?	Yes ☐	No ☐	On implementing ☐	Would like to implement ☐
f. If yes, how do you judge its impacts?	Low ☐	Sufficient ☐	High ☐	Very High ☐
g. Improve waste management?	Yes ☐	No ☐	On implementing ☐	Would like to implement ☐
h. If yes, how do you judge its impacts?	Low ☐	Sufficient ☐	High ☐	Very High ☐

Sustainable resource use

54. Has your organization got systems related to environment sustainability across all operations, in order to:

a. Improve energy efficiency ?

Yes ☐   No ☐   On implementing ☐   Would like to implement ☐

b. If yes, how do you judge its impacts?

Low ☐   Sufficient ☐   High ☐   Very High ☐

c. Improve water/other material usage and access?

Yes ☐   No ☐   On implementing ☐   Would like to implement ☐

d. If yes, how do you judge its impacts?

Low ☐   Sufficient ☐   High ☐   Very High ☐

e. Improve waste recycling?

Yes ☐   No ☐   On implementing ☐   Would like to implement ☐

f. If yes, how do you judge its impacts?

Low ☐   Sufficient ☐   High ☐   Very High ☐

Climate change mitigation and adaptation

55. Has your organization identified the risks and opportunity linked to the management of the climatic changes ?

Would like to implement ☐   On implementing ☐

Yes ☐   No ☐

Protection and restoration of the natural environment

56. Does your company carry out programmes and activities aimed to protect biodiversity and protected habitats?

Yes ☐   No ☐

On implementing ☐   Would like to implement ☐

4.5 Fair operating practices

Fair operating practices concern ethical conduct in an organization's dealings with other organizations. These include relationships between organizations and government agencies, as well as between organizations and their partners, suppliers, contractors, customers, competitors, and the associations of which they are members.

Fair operating practice issues arise in the areas of anti-corruption, responsible involvement in the public sphere, fair competition, socially responsible behaviour, relations with other organizations and respect for property rights.

57. To what extent is this subject and its issues considered as relevant by your organization?

Low ☐   Sufficient ☐   High ☐   Very High ☐

58. To what extent is this subject considered as interested by the organization stakeholdership?

Low ☐   Sufficient ☐   High ☐   Very High ☐

59. Does your organization carry out and promote an ethical conduct in the transactions with other organization?

Yes ☐   No ☐

On implementing ☐   Would like to implement ☐

If yes, is it integrated in an ethic code?

Yes ☐   (specify)………………………………………………………………………………..………..No ☐

4.6 Consumer Issues

Organizations that provide products and services to consumers, as well as other customers, have responsibilities to those consumers and customers.

Responsibilities include providing education and accurate information, using fair, transparent and helpful marketing information and contractual processes, promoting sustainable consumption and designing products and services that provide access to all and cater, where appropriate, for the vulnerable and disadvantaged.

60. To what extent is this subject and its issues considered as relevant by your organization?
Low ☐   Sufficient ☐   High ☐   Very High ☐

61. To what extent is this subject considered as interested by the organization stakeholdership?
Low ☐   Sufficient ☐   High ☐   Very High ☐

62. Does your organization own tools for fair marketing, factual and unbiased information and fair contractual practices?
Yes ☐   On implementing ☐
No ☐   Would like to implement ☐

63. Does your organization own tools aimed to protect and ensure consumers' health and safety?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

64. Does your organization protect consumer data and privacy?
Yes ☐   Would like to implement ☐
No ☐   On implementing ☐

65. Does your organization provide consumer service, support, complaints and dispute resolution?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

66. Does your organization promote responsible and sustainable consumption?
On implementing ☐   Would like to implement ☐
Yes ☐   No ☐

4.6   Active participation and community development

It is widely accepted today that organizations have a relationship with the communities in which they operate. This relationship should be based on community involvement so as to contribute to community development. Community involvement – either individually or through associations seeking to enhance the public good – helps to strengthen civil society. Organizations that engage in a respectful manner with the community and its institutions reflect and reinforce democratic and civic values.

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67. To what extent is this subject and its issues considered as relevant by your organization?
Low ☐   Sufficient ☐   High ☐   Very High ☐

68. To what extent is this subject considered as interested by the organization stakeholdership?
Low ☐   Sufficient ☐   High ☐   Very High ☐

69. Does your organization keep an active participation in this/those community (-ies) in which operates: alliances, projects with Local Authorities, etc.?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

70. Does your work with NGO partners on community projects?
Yes ☐   Would like to implement ☐
No ☐   On implementing ☐

71. Has your organization established communication channels in order to involve the community (-ies) stakeholders, with particular attention for those communities more vulnerable, marginal, etc… ?
Yes ☐   On implementing ☐   No ☐   Would like to implement ☐

72. Has your organization established actions addressed to promote education, culture, job creation and skills development and, where necessary, to facilitate access to technology, health, etc.?
Yes ☐   No ☐
On implementing ☐   Would like to implement ☐

73. Does your organization develop corporate volunteer programmes?
Yes ☐   On implementing ☐   Would like to implement ☐
No ☐

74. Does your company establish indicators and evaluate the results?
Yes ☐   No ☐
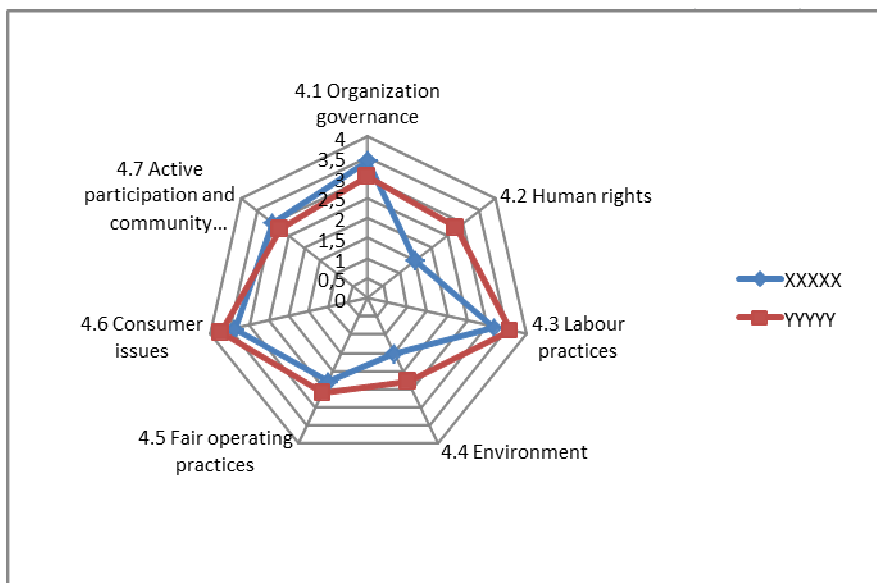On implementing ☐   Would like to implement ☐

Tool D. RADAR CHART

This tool is the graphical result of the check-list (tool C.).

A Radar Chart is a graphical tool displaying multivariate data in a two-dimensional chart with several quantitative variables represented on axes starting from the same point and having the same scale.
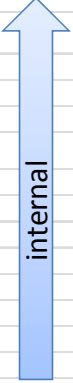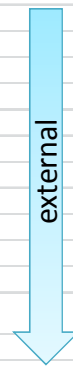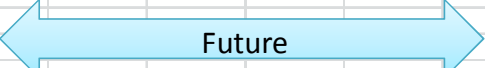
Radar charts are primarily suited for showing outliers and commonality and primarily used for ordinal measurements. For this reason the Radar Chart has been considered the most effective tool in order to shortly represent the self-assessment results.

Seven radius are used, one for each Core Subject. The overall result for each radius is the arithmetic mean of all the items referring to the same Subject. According to the Check List the scale starts from 0 to 4. In the original Check List available on LOIEs website the Radar Chart is automatically fulfilled answering to the items.

LØIEs

Lessons and Options for an Integrated European approach to CSR

Tool E . SWOT Analysis

Past/Present

Strenghts	**Weaknesses**
Internal positive aspectsunder your control and on which you may wish to capitalise	Internal negative aspects under your control which you coul d plan to improve
Capabilities?	Gaps in capabilities?
Ressources, People?	Lack of competitive sthrengts?
Philosophy and values?	Effects on core activities, distractions?

internal

Markets developments?	Environmental effects?
Competitors' vulnerabilities?	Market demands? Competitors intentions?
Technology development and innovation?	Loss of key staff/internal capabilities?
Opportunities	**Threats**
positive external conditions you don't control which you could take advantage of	Negative external conditions you don't control but you could minimise their effects

external

Future

Tool F. GOOD PRACTICE FORM

COMPANY NAME
Best Practice referred to 7 *core-subjects* (ISO 26000)
1. Organization Governance - 2. Human rights -3. Labour practices -4. Environment -5. Fair operating practices -6. Consumer Issues -7. Active participation & community development

1. Best Practice Name

2. Start Year

(in order to understand how much the Best Practice has been tested inside the Organization)

2.Previous context

(reasons that led to the considered practice development)

3. Best Practice Main Objective

4. Best Practice Description

5. Results

6. Costs and timing of implementation

Tool G. SR OPPORTUNITY OF ACTIONS FORM

COMPANY NAME
SR OPPORTUNITY ACTION referring to one of the 7 core-subjects ISO 26000
1. Organization Governance – 2. Human rights – 3. Labour practices – 4. Environment – 5. Fair operating practices – 6. Consumer Issues – 7. Active participation & community development

1. Context, general situation (inside the Organization)

2. Goals and Expected Results

3. Any kind of Constraints, Threats that could affect the implementation of the SR Action

4. SR Action contextualization with respect to the core business

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Tool H. ACTION PLAN - COMPANY TWINNING PATHWAY

A. Reference context and short presentation of the twinned companies

(summary of the background. The description may be focused on the following aspects:

1.1. *reasons or motivations of interest in SR (Social Responsibility) and in the Twinning*

1.2. *common or diversified stakeholders between the twinned companies*

1.3. *profit-non-profit collaboration history already experienced*

1.4. *problem(s) and/or issue(s) the twinning will address to*

1.5. *aspects/practices supposed to be improved or implemented)*

B. Objective of the Twinning

(description of the general and specific objectives which you want to achieve through the profit –non-profit Twinning. The general objective is meant to be the longer-term benefits got after the end of the project, while the specific objective(s) is/are the one(s) which the parties want to achieve within the end of the project.

The impact of the profit-non-profit twinning on the stakeholders can be measured only after the end of LOIEs, but anyway it is necessary to identify some indicators -which shall be put on the logical framework- in order to allow an eventual evaluation of their aspects).

C. Results expected

(They are the "products" or output of the activities undertaken, the combination of which achieve the specific objective(s)).

D. People involved

(Team Members at operational level and management representative(s) involved in the project)

E. Main activities

(they are the actions (and means) which have to be undertaken to produce the expected results.)

F. Schedule (GANTT - example)

ACTIVITIES	20xx				20xx					
	Month 1	Mon.2	Mon.3	Mon.4	Mon.5	Mon.6	Mon.7	Mon.8	Mon.9	Mon.10
Preparation phase										
Signature of the Terms of Conditions - Defining a common Road Map										
Context analysis (CSR check-list and stakeholder analysis) with the support of the CSR expert										
Writing, sharing and validation of the Action Plan										
Experimentation phase										
Implementation of the action plan										
Experience sharing with the twinned company										
Monitoring and validation (sharing with stakeholders and top management)										
Team monitoring										
Evaluation phase										
Overall evaluation										
Adjustments										
Dissemination of results (inside and outside)										

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G. **Methodology of implementation and tools**

H. **Stakeholders to be involved**
   (They include the subjects which will benefit, directly or indirectly from the results of the Twinning)

I. **Eventual risks and possible solutions**

J. **Logical Framework**

	Intervention logical	Objectively verifiable Indicators	Source of verification	Assumptions
Overall objective	*Which long-term benefits (social, economic, etc.) does the Twinning Project contribute to?* *Why is the Twinning Project important for the companies?*			
Specific objective(s)	*Which benefits can the partners (or other beneficiaries/stakeholders) obtain at the end of the Twinning Project?* *Why do the partners (or other beneficiaries/stakeholders) need the Twinning Project?*	*Which indicators will show that the objective(s) has/have been achieved?* *How the expected benefits can be measured?*	*Which is the source of information for the indicators?*	*Which external factors and conditions are necessary to achieve that objective? Which risks should be taken into consideration?*
Expected results	*Which are the outputs envisaged to achieve the specific objective(s)? (they may be expressed in terms of services)* *What will the partners (or other beneficiaries/ stakeholders) be able to do or to be after the implementation of the Twinning Project?*	*Which indicators measure if and to what extent the expected results have been achieved?*	*Which is the source of information for the indicators?*	*What external conditions have to met to obtain the expected results?*
Activities	*What are the key activities to be carried out to produce the expected results?*	*Which indicators measure if and to what extent the activities have been undertaken?*	*What are the sources of information about action progress?*	What external conditions have to be met for the implementation of the planned activities?

Tool I. LOGBOOK

Twinning Company Pathway
Logbook
(for the use of twinned companies and experts)

PREMISES

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Dear company and CSR expert,

during the Twinning Company Pathway (TCP) you will have to organize and schedule several activities and meetings between you two and with the expert(s) and facilitators involved in the project. In order to help you better plan and monitor this activity, we propose you to use the **Logbook (LB)** as a methodological and practical tool.

The **LB** will let you report all the twinning activities you will have experienced and help you drawn attention to the most significant aspects of the process (either positive or negative).

The TCP wants to be an experiment of "good contamination" between profit and non profit companies, in view of letting them acquire a stronger awareness on specific strengths and weaknesses in terms of their own effective SER and eventually activate or strengthen more responsible practices.

Writing the **LB** will also encourage a systematization of the process facilitating the eventual standardization of a new brand Social Innovation Pathway, as an output of the LOIEs project, to be replicated elsewhere.

Therefore we have prepared a **working sheet for each activity/meeting** (either a company-expert meeting or a company-company one), which we ask you to fill in. The sheet has three different sections, for three different phases and actions:
- **Ex-ante**: designing and planning of the activity/meeting
- **In-itinere**: signature of the persons participating in the activity/meeting (as a source of verification for the commitment)
- **Ex-post:** appraisal of the activity/meeting (evaluation of its efficacy, difficulties incurred, problems encountered, solutions applied, relationship set up)

The **LB** shall be filled by each company's representative and expert.

We thank you for our kind collaboration

Ceipiemonte
LOIEs team

LⓄIEs

Lessons and Options for an Integrated European approach to CSR

ACTIVITIES/MEETINGS SCHEDULE[9]

No. of events	Date(s)	Place	Time	Activity/Meeting Focus	Participants
1					
2					52
n					

Event no. 1	Date	Place

Ex-ante phase – Preparation of the event

Specific Objectives foreseen	Expectations	Themes to be dealt with (activity/meeting focus)

[9] If you need please add additional pages.

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In itinere – Organization of the event

Participant	Organization	Signature
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Event no. 1	Date	Place

Ex-post phase – Evaluation of the event

Results achieved	Needs expressed	Problems envisaged	Decisions/actions taken

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