COGITA: Report on Regional GPs
Final Version: December 2012

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1 Executive Summary

This report provides an overview of the activities completed so far within Component 3 of the COGITA project, the status quo in terms of content and outputs and an outlook for future activities.

After a short introduction to the COGITA objectives in the second chapter, chapter three describes the COGITA methodology. Chapter four lists all the 18 Good Practices (GPs) defined by the project consortium. Chapter five introduces the challenges that have been identified within the individual subgroups and demonstrates how they are interlinked with single GPs. Chapter six describes the future activities planned to reach the project goals.

The annex contains all the identified GPs as well as the table of challenges.

2 COGITA objectives

COGITA focuses on how public policy can contribute promoting an integrated CSR concept within SMEs.

The project is based on the concept highlighted in the latest EC communication (European Commission, 2011), which emphasises the use of a CSR approach, where all dimensions of CSR are considered and promoted simultaneously, as opposed to a fragmented and /or monothematic view of CSR, where CSR is considered and promoted through disconnected and uncoordinated actions.

COGITA project partners believe that public authorities and other intermediaries (such as chambers of commerce, non-governmental organisations, universities etc) are responsible for fostering CSR in regional business. In this sense, COGITA identifies Good Practices (GPs) introduced by regional administrations and other organisations, which represent initiatives focused on improving public policy and, consequently, leading to the uptake of integrated CSR solutions by SMEs (including individual SMEs and supply chains).

Based on the development of this integrated approach and a transfer of GPs, the COGITA project encourages the development of regional policy implementation plans fostering integrated CSR activities in regional SMEs.
3 The COGITA methodology

3.1 Elaboration of the theoretical and methodological framework – the COGITA concept

The Component 3 coordinator, Lower Austrian Government, Department for Economic Affairs, Tourism and Technology (LA), and Athens University of Economics and Business – Research Centre (AUEB-RC) were responsible for developing the theoretical and methodological framework of the COGITA integrated CSR Approach, with support from the Lead Partner (CISE - Centre for Innovation and Economic Development – Agency of Forlì-Cesena Chamber of Commerce) and all project partners.

This framework was based on partners’ specific knowledge in the field, discussion during the kick-off meeting and the five subgroups topics already identified for the COGITA project during the application stage.

This methodology paper, entitled the COGITA concept, consists of seven sections. Section two and three describe the conceptual and theoretical framework underpinning the COGITA concept and methodology. Section four introduces the COGITA-Matrix as an overall methodological framework for the development and implementation of integrated CSR policies.

3.2 The COGITA Matrix

The COGITA Matrix presents the relationship between CSR public policy themes, CSR public policy instruments and SME fields of action on CSR in the form of a three dimensional model. The three dimensional model is applicable to SMEs in all phases of the supply chain:

- SMEs mainly working in a B2C (Business to Consumer) environment.
- SMEs that are working mainly in a B2B (Business to Business) environment.

The X-axis of the three dimensional model represents the policy themes that are considered to be relevant for the COGITA project. The Y-axis reflects the public policy instruments that can be used to address the various policy themes. The Z-axis identifies the five major action fields of the integrated CSR concept. The proposed model can be used to develop holistic and integrated regional public CSR support systems for SMEs in every COGITA partner region, as well as to identify, map and analyse GPs that will lead to the introduction and use of integrated CSR actions by SMEs. The introduction of the integrated CSR concept can be facilitated by GPs that have the
potential to influence all five CSR dimensions (Z-axis), and/or combinations of GPs that, when introduced by a public agency, have the potential to address all five CSR dimensions and several cells within the three dimensional “COGITA-Matrix of the Integrated CSR Approach”.

The three dimensions are explained in more detail in COGITA concept. More information about the COGITA Matrix and the integrated CSR approach is also available in the COGITA concept.

Figure 1: The COGITA-Matrix: A three dimensional model for operationalising the COGITA integrated CSR methodology for SMEs
3.3 Formation of Subgroups

During the project application phase, COGITA partners selected five topics as being the most relevant from the point of view of the regional framework for CSR and activities being undertaken by the COGITA partners. These topics are:

1. CSR awareness raising / capacity building within SMEs
2. Inter-firm collaboration / regional supply chains
3. Communication / branding
4. CSR incentives in public procurement
5. CSR related criteria for awarding public funding for regional SMEs

A subgroup has been formed for each identified topic and COGITA partners have selected the most relevant subgroup to join. Every subgroup is headed by a subgroup leader, who has provided detailed descriptions of the individual subgroups. Section five of COGITA concept describes how the work of these subgroups is embedded within the overall concept and the matrix.

3.4 Identification of 18 Good Practices

In order to learn from each other and to gain input for the subgroups and Regional Implementation Plans, COGITA partners have identified GPs in CSR policy in their region/country. According to the following criteria 18 GPs were identified by the project consortium:

- Successfully applied tool / methodology with documented added value for SMEs;
- Applied on a continuous basis (not a one-off action);
- Not single SME activities but regional / local policy measures of benefit for SMEs;
- Accepted by companies, with actual (not expected) impact;
- Not necessarily following the integrated approach but at least providing input to a part of it;
- Availability: the GP provider must be available to participate actively in the project.
Some GPs proposed by partners were not included in the final list of GPs, as they did not match all of the criteria. However, partners agreed that these experiences are still useful for exchange and can be brought in as solutions to sub-group work. This is particularly relevant in the groups Funding Criteria and Public Procurement as there are less GPs available. Essentially, exchange will be based on a mixture of GPs and solutions.

3.5 Linking Challenges to GPs and further external solutions

As the five subgroup topics are still very broad, it is difficult to deal with all respective issues during the project run time. Hence, COGITA partners decided to sharpen the profile of each subgroup by defining the most important issues – so called challenges – based on the experiences of the individual subgroup members. Every subgroup identified specific challenges to implementing strategies for fostering CSR in SMEs successfully. These challenges are presented in section five of this report.

COGITA partners agreed that the challenges present a good starting point for the Regional Implementation Plans, as they are also a main aspect within the regional SWOT analyses (being carried out by each project partner as part of a territorial analysis on which to base future actions within the project and beyond – described below).

Following an extra meeting organised in Barcelona, the C3 Coordinator grouped all the challenges identified and sent them to subgroup leaders, who had – together with the partners - the task of analysing them and adding any additional challenges that might come to light. They also worked on identifying further GPs or solutions (including examples from outside the consortium) that might be useful for tackling a specific challenge.

This is the starting point of the elaboration of factsheets, containing recommendations for the solution of challenges that partners or other interested organisations may face while implementing CSR action plans within their regions.

3.6 Elaboration of SWOTs for each partner region in terms of CSR-policy

Each partner has initiated a SWOT analysis that sums up the specific strengths, weaknesses, opportunities and threats of CSR activities and policies for their individual regions. This work has been carried out with the support of regional stakeholders within the Regional Steering Committees. The SWOT follows the COGITA methodology.
Partners presented their first version of the SWOT analysis at the exchange meeting in Barcelona. Partners will complete the SWOT step-by-step and keep their SWOT constantly updated with the goal of using them for their future CSR implementation plans.

4 Summary: Identified GPs and their linkages to the subgroups

By November 2012, a total 18 GPs have been identified by partners according to the previously described selection criteria.

1. Impresa Etica, P01 CISE
2. Social Accountability Watch (S.A.W.), P01 CISE
3. Success and Responsibility, P02 Government Lower Austria
4. TRIGOS, P02 Government Lower Austria
5. Integration of CSR into the Lower Austrian economic strategy 2015, P02 Government Lower Austria
6. Social Production, P02 Government Lower Austria
7. Public Procurement and sustainable development in Brittany, P03 Bretagne DI
8. SD Performance Bretagne, P03 Bretagne DI
9. Crysofylli Drys- Gold-leaf Oak, P04 Cyprus CUT
10. First Flemish Sustainable Public Procurement Action Plan, P05 Enterprise Flanders
11. Methodology and Online Tool for assessing the impact of CSR on SME competitiveness, P07 Athens
12. Tools for reporting CSR, P08 Green Network
13. Seminars for CSR/sustainability reporting, P08 Green Network
14. SMEs funding initiatives in Gliwice sub-region, P09 LDA Gliwice
15. Award: sustainable entrepreneur Eindhoven, P12 Eindhoven City Council
16. tRanSparÊncia. CSR in the supply chain, P13 General Council of the Catalan Chambers of Commerce

17. RSE.pime – RSE.coop. Responsible management, sustainable business, P13 General Council of the Catalan Chambers of Commerce

18. “Gestió Sostenible Rural. INCORPORATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) in small and medium enterprises in the territories Leader”, P13 General Council of the Catalan Chambers of Commerce

The following figures provide an overview of all GPs and how they are interlinked with the COGITA concept.

Figure 2: GP Overview following the COGITA Matrix Categories
Figure 3 demonstrates that for certain subgroups more GPs exist, e.g. within Subgroup 1 awareness raising / capacity building and Subgroup 3 communication / branding far more GPs have been identified. It is the opposite case for Subgroup 5 CSR related criteria for awarding public funding for regional SMEs with only 1 identified GP.

For the meeting in Barcelona the project consortium decided to split the work of the five subgroups into two main sessions (Macro Groups). Macro Group 1 was dealing with Subgroups 1, 2 and 3 while Macro Group 2 was dealing with Subgroups 4 and 5.

**Subgroups 1, 2 and 3 (Macro Group 1)**

*The first three subgroups are particularly linked because:*

- All GPs aim to reduce barriers or strengthen enablers for SMEs to engage in CSR, either they improve knowledge on CSR, or they provide access to training or tools, raise awareness, or promote CSR-leaders.

- Some partners claim that GPs are often projects financed by European Commission. Therefore, the goal needs to be to mainstream initiatives into the daily operations of regional public authorities and related intermediate organisations, with allocation of a respective annual budget for CSR activities. The main challenge is, therefore, how to make GPs financially sustainable?
• Different partners (regional public authorities, chambers, NGOs, CSR-networks ...) should work together and cooperate to deepen the impact of their actions.

• In times of crisis CSR is not necessarily at the top of politicians’ agendas. As political commitment to CSR policy is essential, COGITA should consider how to promote the message that CSR has to be considered as a chance to overcome the crisis.

• In order to be recognised as a solution helping to overcome the current crisis and to be acknowledged as an important and manifold tool of regional economic and development policy, COGITA partners need to clearly demonstrate the benefits and the added value of the identified GPs and, more in general, of the integrated CSR concept.

**Subgroups 4 and 5 (Macro Group 2)**

Partners agreed that the two subgroups are strongly linked, particularly by the need to define CRITERIA and to MONITOR and evaluate these criteria.

However, COGITA partners agreed to keep the two groups separate as there is also a considerable number of differences, not least due to legal issues.

5 **Overview of all challenges initially identified per subgroup**

While discussing all identified GPs, every subgroup came up with specific challenges in regards to successfully implementing strategies for fostering CSR in SMEs. Solving these challenges is the main task for public administration when it comes to improving the uptake of integrated CSR solutions by SMEs.

In a first analysis it became clear that useful GPs and external solutions (definition GP and external solution please see 3.4) already exist already for some challenges, while for other challenges only few or even no solutions at all have been found within the partner consortium.

After the Barcelona Meeting a total of around 50 challenges were identified. For more information, please see explanations and descriptions in Annex 7.1. page 17 f:
5.1 CSR awareness raising / capacity building within SMEs (lead by PP4, Cyprus University of Technology)

Various useful GPs and solutions were identified for the following challenges:

- How to reach, attract and access the SMEs? Who are the SMEs that are open to CSR?
- How to reduce costs for trainings and other services?
- How to define motivations and benefits for SMEs / regions from implementing CSR strategically?
- How to ensure the leadership for CSR in the companies?
- How to link CSR with regional strategies?
- How to promote a holistic approach?

Few GPs and solutions were identified for the following challenges:

- What is the role of international standards? How to link regional projects with international standards?
- How to engage/commit politicians in an unstable political climate, in which political commitment is often missing?
- How to develop and provide training for politicians and administrative staff?
- How to deal with competition among SMEs? Are collective (cross sector) trainings possible?
- How to encourage future managers to be interested in topics such as CSR?

Useful GPs and solutions are still missing for these challenges:

- The role of company culture for the adoption of CSR.
- Many GPs are financed through European projects. How to make them sustainable and mainstream them?

5.2 Inter-firm collaboration / regional supply chains (Lead by PP7, AUEB-RC)

Various useful GPs and solutions were identified for the following challenges:
- How to engage multinational companies in SME CSR-trainings?
- How to develop, identify and apply tools that allow users to understand and evaluate the link between CSR and competitiveness?

**Few GPs and solutions were identified for the following challenges:**

- How to manage CSR along the SC instead of controlling suppliers?
- How to identify and build on inter-firm collaborations?
- How to integrate niche markets/players into supply chains?
- How to develop and apply a CSR quality assurance system in terms of supplier selection? (this challenge is linked with SG public procurement)?

**Useful GPs and solutions are still missing for these challenges:**

- Effect of economic crisis on CSR adoption and promotion
- Economic crisis as an opportunity for public organisations to promote CSR

**5.3 Communication / Branding (Lead by PP10, Agency for the Support of Regional Development Košice)**

**Various useful GPs and solutions were identified for the following challenges:**

- How to design and apply short, simple and accessible tools for CSR reporting in SMEs?
- How to ensure endorsement / acknowledgement of CSR in SMEs by public authorities?

**Few GPs and solutions were identified for the following challenges:**

- How to design and provide effective training for SMEs on stakeholder-engagement and dialogue?
- How to identify and facilitate the most effective communication channels with the key stakeholder groups?

**Useful GPs and solutions are still missing for these challenges:**

- How to promote successful branding and link it to an analysis of industry specific/international labels?
5.4 CSR incentives in public procurement (Lead by PP5, Enterprise Flanders)

Few GPs and solutions were identified for the following challenges:

- How to guarantee Political Motivation?
- How to guarantee Motivation at technical level?
- How to prepare the framework (Mapping of (sustainable) Public Procurement (PP) / Stakeholder participation / existing initiatives)?
- How to define objectives and targets, management / support systems and environmental and social criteria
  - at product level?
  - at company level?
- How to define and apply systems for monitoring results and criteria?
- How to support SMEs preparing and reporting the criteria?

Useful GPs and solutions are still missing for these challenges:

- How to prepare the framework (Definition of legal requirements)?
- How to define the scope that the programme should cover:
  - Entire government; government agencies; government funded bodies?
  - Suppliers (private bodies) or also local authorities (framework contract)

5.5 CSR related criteria for awarding public funding for regional SMEs (Lead by PP6, Birmingham City Council)

Few GPs and solutions were identified for the following challenges:

- Implementation of strategies on the ground
- How to ensure political support for CSR initiatives, despite changing political agendas?
- What is the criteria for funding CSR processes / projects and integration into all funding schemes?
- How to define what the criteria should be used for?
What is the process of defining criteria and what skills are needed?

What are the criteria and how are they presented to SMEs?

*Useful GPs and solutions are still missing for these challenges:*

- How to simplify procedures and bureaucracy
- How to identify the best target groups for the criteria:
  - Direct route; funding directly to SMEs?
  - Indirect route; funding to larger companies that influence the supply chain?
- What should the criteria make reference to?
  - result based (compliance)
  - approach / process based (improvement)
- How to evaluate the criteria and how to monitor them during auditing?
  - internal capacity and procedures to evaluate funding applications
  - internal capacity and methodologies to monitor

6 Final selection and clarification of challenges

At the meeting in Limassol some of the identified challenges were modified and concretised within group discussions and partners have chosen the 20 most relevant challenges.

**Subgroup 1: CSR awareness raising / capacity building within SMEs**

1. How can public authorities attract and access SMEs? Who are the SMEs that are open for CSR?

2. How can public authorities use international initiatives to define the basic set of guidelines for CSR?

3. How can public authorities build the CSR-capacity within the leaders inside the companies?

**Subgroup 2: Inter-firm collaboration / regional supply chains**

1. How can public authorities engage multinational companies in SME CSR training?
2. How can public authorities select and manage suppliers along the supply chain in order to promote CSR?

Subgroup 3: Communication / Branding

1. How can Public Authorities support SMEs to engage and to communicate with their key stakeholder groups?

2. How can public authorities support SMEs to market and communicate their CSR activities (Branding)?

3. How can public authorities support SMEs with their CSR reporting?

Subgroup 4: CSR incentives in public procurement

1. How can public authorities ensure political and managerial motivation?

2. How can public authorities identify and engage the relevant Stakeholders, including SMEs involved in reviewing the system?

3. How can public authorities monitor compliance?

4. How can public authorities support public procurers?

5. How can public authorities make sustainable Public Procurement accessible for SMEs?

Subgroup 5: CSR related criteria for awarding public funding for regional SMEs

1. How can public authorities ensure political and managerial motivation?

2. How can public authorities identify the main aim / objectives of the criteria?

3. How can public authorities identify and engage the relevant Stakeholders?

4. How can public authorities monitor SMEs within the framework?

In Limassol three challenges were defined as horizontal, meaning relevant for more than one subgroup. Those challenges are:

SG 1: How to reduce costs for Public Authorities that offer CSR-initiatives for SMEs? Many GPs are financed through European projects. How to make them sustainable and mainstream them?
SG 2: How to demonstrate the link between CSR and competitiveness and identify and promote the use of relevant tools?

SG 2: Effect of economic crisis on CSR

Elaboration of Fact Sheets

The next step will be the elaboration of fact sheets for each of the selected challenges. These fact sheets will contain a description of the challenge and general recommendations according to GPs and externally found solutions.

The fact sheets can be used later by the partners to help them in writing their implementation plans. Partners that deal with one specific challenge can look at identified GPs and possible solutions.
### 7 Annex Challenges per subgroup

#### 7.1 Total table of Challenges per subgroup

<table>
<thead>
<tr>
<th>Subgroup 1: Awareness Raising and Capacity Building</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No</strong></td>
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<tr>
<td>--------</td>
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<tr>
<td>2</td>
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<tr>
<td>3</td>
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<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>6</td>
</tr>
</tbody>
</table>

Various useful GPs and solutions were identified for the following challenges:

- Few GPs and solutions are still missing for these challenges:

- Useful GPs and solutions are still missing for these challenges:

**7.1.1 Subgroup 1: Awareness Raising and Capacity Building**

In single regions for certain types of organisations it seems to be easier to access SMEs (e.g. chambers of commerce) than for others (Regional Public Authorities). New ways of communication have to be defined. And new ways of thinking – THINK DIFFERENT!

How to reach / ATTRACT / ACCESS the SMEs that are open for CSR?

2. Set up a foundations’ organisation or information desk to support SME’s to share good practices and to implement CSR initiatives together with SME’s 2 tier federations of SME’s to collate and share good practice 3. Organise field studies to role model companies 4. Organise network meetings
## Subgroup 1: Awareness Raising and Capacity Building

<table>
<thead>
<tr>
<th>No.</th>
<th>Challenge Description</th>
<th>Title of matching Good Practices</th>
<th>Description of Good Practice (max 5 sentences)</th>
<th>Region of GP</th>
<th>Additional possible solution</th>
</tr>
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<tr>
<td>1.2</td>
<td>How to reduce COSTS for services?</td>
<td>Impresa Ethica Training session</td>
<td>A suitable training format of 6 hours with institutional entrepreneurs about CSR principles and some tools could be managed with a total budget, co-funded by the participating authorities and even by the companies themselves.</td>
<td>Italy, G8</td>
<td>Eindhoven Consulting and training could be done with a smaller budget.</td>
</tr>
<tr>
<td>1.3</td>
<td>Definition of motivations and benefits from internationally implementing CSR for SMEs / regions</td>
<td>Workshop on CSR &amp; Sustainability</td>
<td>Agreement with the able to promote its methodology between the Catalan pimes</td>
<td>Catalonia</td>
<td>Local Development Agency</td>
</tr>
<tr>
<td>1.4</td>
<td>Role of international standards: a how to for regional projects with international standards</td>
<td>Workshop on CSR &amp; Sustainability</td>
<td>Agreement with the able to promote its methodology between the Catalan pimes</td>
<td>Catalonia</td>
<td>Local Development Agency</td>
</tr>
<tr>
<td>1.5</td>
<td>How to deal with competition among SMEs when collecting common sector training packages?</td>
<td>Cross-sector training could be possible</td>
<td>Companies have the same challenges and as long as keep the debate on track they are able to work together</td>
<td>Eindhoven</td>
<td>Local Development Agency</td>
</tr>
</tbody>
</table>

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### Notes:
- Challenge: Eindhoven
- Involve role model companies to present their good practices.
- Agreement with the GRI to promote its methodology.
- Compare used criteria.
### Subgroup 1: Awareness Raising and Capacity Building

<table>
<thead>
<tr>
<th>No</th>
<th>Challenge</th>
<th>Description</th>
<th>Title of matching Good Practices</th>
<th>Description of Good Practice (max 5 sentences)</th>
<th>Region of GP implementation</th>
<th>Additional possible solution</th>
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<tbody>
<tr>
<td>1.6</td>
<td>How to ensure the leadership for CSR in the company?</td>
<td>In order to anchor CSR in the company, the unlimited support of the leadership is required leading to the involvement of CSR into the company's business strategies</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
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<tr>
<td>1.7</td>
<td>External influences of buyers: Pressure of cost cutting from buyers CSR activities shall not be made public.</td>
<td>The present study's 'holistic' approach to management problems or problems of non-profit making actors in our society but it has small to make significant impact. Results of irresponsible companies are still not acceptable.</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
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<tr>
<td>1.8</td>
<td>How to promote a holistic approach?</td>
<td>If it is a very complex topic and is often not being treated as a holistic concept on a strategic level but as single measure that are not integrated and are linked to the core business of the company - how can the companies be sensitized for the holistic approach?</td>
<td>None</td>
<td>None</td>
<td>None</td>
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<td>1.9</td>
<td>The role of company culture on the adoption of CSR</td>
<td>The role of company culture on the adoption of CSR</td>
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<td>None</td>
<td>None</td>
<td>None</td>
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<tr>
<td>1.10</td>
<td>Instable political climate and political COMMITMENT is missing in many regions: How to engage/convince politicians</td>
<td>How can we convince politicians and public institutions? What is the added value of CSR for the region?</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
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</tbody>
</table>

**Horizontal Challenges with the target group public authorities:**

- In order to anchor CSR in the company, the unlimited support of the leadership is required leading to the involvement of CSR into the company's business strategies.
- To address the issue of the involvement of the company for a while is required. Therefore, a participatory management system is highly recommended.
- To include the leadership in the project planning.
- To ensure the holistic approach.
- In order to anchor CSR in the company, the unlimited support of the leadership is required leading to the involvement of CSR into the company's business strategies.
- To address the issue of the involvement of the company for a while is required. Therefore, a participatory management system is highly recommended.
- To include the leadership in the project planning.
- To ensure the holistic approach.

**Organise a CSR task force chaired by politicians**

**Additional possible solution**

- The role of company culture on the adoption of CSR.
- How to promote a holistic approach?
- How to ensure the leadership for CSR in the company?
- External influences of buyers: Pressure of cost cutting from buyers CSR activities shall not be made public.
- The role of company culture on the adoption of CSR.
- Instable political climate and political COMMITMENT is missing in many regions: How to engage/convince politicians.

**Description of Good Practice (max 5 sentences)**

- None
- None
- None
- None
- None
- None

**Region of GP implementation**

- None
- None
- None
- None
- None
- None

**Additional possible solution**

- None
- None
- None
- None
- None
- None
<table>
<thead>
<tr>
<th>No</th>
<th>Challenge</th>
<th>Description</th>
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<th>Region of GP</th>
<th>Additional possible solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.11</td>
<td>Linking CSR with regional strategies</td>
<td>How to identify and ensure political champion/actor for CSR in the region?</td>
<td><strong>Sustainability strategy Eindhoven</strong></td>
<td>Sustainability is one of the flagships of the Eindhoven local Government Programme 2010 – 2014. The municipality of Eindhoven therefore is the main actor in developing and implementing the strategy “Sustainability”. The strategy will be implemented following the method of The Natural Step. This strategy Sustainability consists of four pillars: (1) Climate and Energy, (2) Buildings and Living Environment, (3) Mobility and Social Impact.</td>
<td>Eindhoven Region of Technology</td>
<td>It is possible to prevent the development of Eindhoven strategy during the meeting in Gent (including how to get political support)</td>
</tr>
<tr>
<td>1.12</td>
<td>Training for politicians and administrative staff to be developed</td>
<td>How to integrate them with the daily work of the organisation/ reducing costs for CSR related training and further awareness raising responsibilities also depending on a critical mass which is positively influencing the economy of scale? That is the question which every the regional (and maybe national) competencies and resources can be established in a joint pool.</td>
<td><strong>The natural Step</strong></td>
<td>A method used to ensure that projects are sustainable: CSR is part of the method.</td>
<td>CUT</td>
<td>If they want to take part in such.</td>
</tr>
<tr>
<td>1.13</td>
<td>Many GPs are financed through European programs. How to make them sustainable and mainstream them?</td>
<td>How to integrate them with the daily work of the organisation/ reducing costs for CSR related training and further awareness raising responsibilities also depending on a critical mass which is positively influencing the economy of scale? That is the question which every the regional (and maybe national) competencies and resources can be established in a joint pool.</td>
<td><strong>Develop a diploma course</strong></td>
<td>Results of the project have to be made public and products produced available on request or publicly. 2) New projects should be written with a overview of prior projects (all previous similar to academic articles would be applied research basically with prior research overview) and central gaps in prior learning should be addressed to new projects.</td>
<td>CUT</td>
<td>If they want to take part in such.</td>
</tr>
<tr>
<td>1.14</td>
<td>Encourage future managers to be interested in topics such as CSR. This can be done if Business students at undergraduate and postgraduate level take a course in ethics with some topics on CSR. Also for a master program to be developed on CSR.</td>
<td></td>
<td><strong>CUT can develop this course and if there is an interest with other academics we can look into developing it as a learning and place it as a website and charge a fee for it to cover the costs. Perhaps the essential is in the project carve out agreement etc.</strong></td>
<td></td>
<td>CUT</td>
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</tbody>
</table>
## Subgroup 2: Inter Firm Collaboration and Supply Chains

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Challenge</th>
<th>Description</th>
<th>Title of matching Good Practices</th>
<th>Description of Good Practice (max 5 sentences)</th>
<th>Region of GP Provider</th>
<th>Additional possible solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>How to ENGAGE multinational companies in SME CSR-trainings?</td>
<td>As COGITA is taking the point of view of the region, the questions are: How can global companies positively influence regional CSR activities? How to commit these globally thinking companies to regional CSR policy?</td>
<td>- Collaborative and participatory decision-making on CSR between Public Authorities, multinationals and SMEs instead of one-way decision-making is the key issue. Public Authority can create the “environment” where both multinational companies and SMEs need to learn to co-operate.</td>
<td>- Co-responsible for the large multinationals and public administration in the organization of the training. - Reaching agreements with organizations specializing in training. - Performing large-scale training packages.</td>
<td>Catalonia</td>
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<tr>
<td>2.2</td>
<td>How to manage CSR along the SC instead of controlling suppliers?</td>
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<td></td>
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<td></td>
<td></td>
<td>- Provision of input by local suppliers for the design of the policy of the focal firm concerning suppliers (with the coordination from the Public Authority)</td>
</tr>
</tbody>
</table>

**Horizontal Challenges**

As COGITA is taking the point of view of the region, the questions are: How can global companies positively influence regional CSR activities? How to commit these globally thinking companies to regional CSR policy?

1. **How to manage CSR along the SC instead of controlling suppliers?**
   - Involvement of large multinationals in the definition of a program coordinated by a third party.
   - Accompanying SME providers in a voluntary process.
   - Respect the autonomy of the SMEs without demanding or enforcing activities.
   - No direct intervention in the activities performed by the SMEs.

   **Description in the manuals**

   Ensure that companies have dialog with the suppliers.
<table>
<thead>
<tr>
<th>No.</th>
<th>Challenge</th>
<th>Description</th>
<th>Title of matching Good Practices</th>
<th>Description of Good Practice (max 5 sentences)</th>
<th>Region of GP Provider</th>
<th>Additional possible solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3</td>
<td>Are there any examples/solutions of inter firm collaborations within the project network?</td>
<td>- The supplier selection in terms of CSR is difficult. There is a need for a quality assurance system. CSR criteria are necessary! Is it useful to concentrate on companies with an existing GRI (quality management) system as a first step? Linked with SG public procurement.</td>
<td>GSE PIME</td>
<td>- This project involved the supply chain of a big company of Catalunya and their supplier for providing a model or report based on GRI format that could be used to qualify the local supply chain of these companies. Both participate in designing the tool with the Chamber of Catalunya staff. (PA + Multinational + SMEs).</td>
<td>General Council of the Catalan Chamber of Commerce</td>
<td>General Council of the Catalan Chamber of Commerce</td>
</tr>
<tr>
<td>2.4</td>
<td>How to integrate niche markets/players into supply chains?</td>
<td>- Niche players could be for example social enterprises, which define their role and thus their business strategy in SCs.</td>
<td>Impresa Etica / Impresa E Colleghi / GSE PIME</td>
<td>- The tools already developed by some partners of the consortium could provide useful examples on this issue that also can be used by PA as examples not to fix criteria but to establish fuzzy elements that will be considered as relevant. Combining these tools can lead to a holistic CSR approach useful to qualify the supply chain, whose requirements could be decided by all the stakeholders of a region that could be valid both for Multinational companies and for Public Authorities.</td>
<td>GSE, Lower Austria, General Council of the Catalan Chamber of Commerce</td>
<td>General Council of the Catalan Chamber of Commerce</td>
</tr>
<tr>
<td>2.5</td>
<td>Effect of economic crisis on CSR adoption and promotion</td>
<td>- The effect of economic crisis on the adoption of CSR by SMEs and on the promotion of CSR by organizations.</td>
<td>Responsible MED tool</td>
<td>- The Responsible MED project has developed an online evaluation tool that assists SMEs in associating CSR with competitiveness. In specific: a) the tool can help SMEs: a) assess their level of CSR maturity, b) assess the impact of selected candidate CSR actions on SME competitiveness and c) compare the impact of CSR actions on SME competitiveness before and after their implementation. The tool can be used free of charge and has been evaluated by users as easy to use and providing useful decision-making support.</td>
<td>Attica region (?), Attica region (?)</td>
<td>CISE, Lower Austria</td>
</tr>
</tbody>
</table>
### 7.1.3 Subgroup 3: Communication and Branding

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Challenge Description</th>
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<th>Description of Good Practice (max. 5 sentences)</th>
<th>Region of GP</th>
<th>Additional possible solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Training for SMEs on stakeholder-engagement &amp; dialogue is necessary</td>
<td>Impresa Etica</td>
<td>The Impresa Etica system (criteria, guidelines, label, monitoring system) is specifically designed for SMEs, taking into account their management capacity, limited financial resources but also their being rooted in the local communities and the more direct relationship between management and workforce (e.g. the monitoring system costs less than traditional on-site auditing schemes because it relies on stakeholders' monitoring, made easier by the closeness between SMEs and the local communities).</td>
<td>Italy</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Most effective communication channels with the key stakeholder groups</td>
<td>Social Accountability Watch (S.A.W.)</td>
<td>The Social Accountability Watch is an on-line web-platform that enables monitoring of SMEs that commit to CSR management standards. Such monitoring is carried out by stakeholders (also anonymously) by submitting remarks to the companies via the system. Companies addressed by remarks shall provide a reply and - if proper – plan improvement actions. The S.A.W. is a tool for a more transparent relationship between enterprises and stakeholders and may support any branding scheme where this relationship is key, to ensure visibility and improve communication.</td>
<td></td>
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</tr>
<tr>
<td>3.3</td>
<td>CSR reporting - short, simple and accessible tools for SMEs are needed.</td>
<td>Green Network</td>
<td>Green Network has developed manuals for SMEs to report their environmental and social responsibilities. The statement is evaluated and if it is approved the company is awarded with the Green Network diploma and flag. The diploma is valid for three years and it is renewed when a new statement is drawn up. Drawing up a statement in line with the Green Network manual is for many companies sufficient enough documentation for customers and suppliers on the efforts within the field of CSR.</td>
<td>Denmark</td>
<td></td>
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</table>
**Subgroup 3: Communication and Branding**

<table>
<thead>
<tr>
<th>Nr.</th>
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<th>Additional possible solution</th>
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</thead>
<tbody>
<tr>
<td>3.4</td>
<td>Endorsement/acknowledge ment of responsible entrepreneurship in SMEs by the public authorities</td>
<td>In times of crisis companies, governments and chambers are suffering and CSR is not a high priority. Regional governments can play crucial role in endorsing responsible behaviour of SMEs through various communication channels with limited resources.</td>
<td>TIGOS</td>
<td>The TIGOS-Award honors Austrian companies for exemplary CSR activities and the implementation of CSR in their strategy and leadership. As the jury scores the companies' activities in all fields of action on CSR it’s the most holistic award in the area. In the year 2010 the province of Lower Austria initiated a regional TIGOS to further raise the awareness for CSR within the region.</td>
<td>Austria/Lower Austria</td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Branding - relevance of industry specific/international labels?</td>
<td>There are industry specific labels that are used globally (e.g. in the tourist industry for hotels, or paper&amp;wood products: FSC – forest stewardship council certification) but their relevance for SMEs should be discussed based on good practices and regional experience.</td>
<td>First Flemish Sustainable Public Procurement Action Plan</td>
<td>Through sustainable public procurement the Flemish authorities aim to promote sustainable consumption and production. The Flemish authorities are rightly expected to set a good example and to inspire and encourage other actors.</td>
<td>Region of Flanders</td>
<td></td>
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</tbody>
</table>

**Subgroup 4: CSR incentives in public procurement**

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Challenge</th>
<th>Description</th>
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<th>Description of Good Practice (max 5 sentences)</th>
<th>Region of GP Provider</th>
<th>Additional possible solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Political Motivation</td>
<td>A programme of public procurement cannot be developed without strong political commitment. This was confirmed by both experiences presented. In the case of Flanders, the political support has been key to ensuring that the initiative is implemented. In the case of Lower Austria, activities are hindered by the fact that the sustainability manager has a coordination role but no political mandate.</td>
<td>Flemish action plan sustainable procurement (FAP SPP)</td>
<td>Installation of taskforce comprising delegates from department for executing FAP SPP</td>
<td>PS</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Motivation at technical level</td>
<td>It is not always easy to convince the procurers of the benefits of sustainable procurement. They do not always see the benefits and are afraid that this will increase workload and/or that they will not be able to understand or apply criteria (particularly in the case of social criteria).</td>
<td>FAP SPP</td>
<td>Developing product sheets, installing helpdesk (support centre), training for procurers</td>
<td>PS</td>
<td></td>
</tr>
</tbody>
</table>

| 4.3 | Preparing the framework: Mapping of sustainable / Stakeholder participation / existing initiatives | It is essential to have an initial overview of the current situation and of existing initiatives. The Flanders programme was developed on the basis of existing work in the field of green / sustainable procurement, particularly work undertaken by the European Commission. | FAP SPP | Stakeholderdialogue concerning FAP SPP | PS | |
| 4.4 | Preparing the framework: Definition of LEGAL requirements | This theme is particularly complicated because it crosses into legal issues and the question of fair and transparent allocation of funding, contracts and tenders. It is essential to identify how far a public authority can go in terms of rules of public procurement. | FAP SPP | | PS | |
### 4. Defining OBJECTIVES

#### b) At company level?

#### 4.5 Defining management / support systems

- One challenge identified in Lower Austria, is that the programme created a support centre (legal and practical support) and a coordinating task force.
- In Flanders, the programme created a support centre (legal and practical support) and a coordinating task force.
- The sub-group needs to consider support tools for those that design and implement public procurement systems. For example, ICT tools (to provide information, help understanding and simplify the work).

#### 4.6 Defining OBJECTIVES and TARGETS

- These need to be defined on the basis of what is feasible and relevant for the particular region.

<table>
<thead>
<tr>
<th>4.6. Defining OBJECTIVES and TARGETS</th>
<th>FAP SPP</th>
<th>Progressmonitoring by the Taskforce Sustainable procurement</th>
<th>PS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>PS</td>
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</tbody>
</table>

### 4.7 Defining criteria: environmental and social

#### a) At product level?

#### b) At company level?

- The sub-group needs to analyse the terms of the criteria: should they refer to product groups or more general (company level)?
- In legal terms, it is more feasible to identify product groups than companies (the public authority cannot be seen to favour a specific company). However, it is sometimes difficult to link social issues to a product. Moreover, the sub-group should consider how specific the criteria should be. In is possible to define specific criteria every time new products come on the market. Instead, the criteria should be an opportunity to start dialogue with the suppliers (on product group level).

#### 4.8 Defining ACTIONS

- As with objectives / targets, these need to be defined on the basis of what is feasible and relevant for the region.

<table>
<thead>
<tr>
<th>4.8. Defining ACTIONS</th>
<th>FAP SPP</th>
<th>Developing product sheets, installing helpdesk (support centre), training for procurers</th>
<th>PS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>PS</td>
</tr>
</tbody>
</table>

### 4.9 Defining criteria: environmental and social

- The sub-group should evaluate whether the system can be developed and applied in phases.
- Other open questions concern bodies financed with public money, which have public procurement systems (e.g. schools / hospital).
- The sub-group should evaluate whether the system can be developed and applied in phases.
- The sub-group should evaluate whether the system can be developed and applied in phases.

<table>
<thead>
<tr>
<th>4.9. Defining criteria: environmental and social</th>
<th>Catalan Rural Sustainable</th>
<th>Link public subsidies to the incorporation of CSR policies in SMEs. Increase subsidies for companies CSR. There are a Code of responsibility management</th>
<th>PS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.9. Defining criteria: environmental and social</td>
<td>Catalan Rural Sustainable</td>
<td>Link public subsidies to the incorporation of CSR policies in SMEs. Increase subsidies for companies CSR. There are a Code of responsibility management</td>
<td>PS</td>
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</tbody>
</table>

#### a) At product level?

- The sub-group should study how to set up and run pilot actions (as done in both experiences presented).

<table>
<thead>
<tr>
<th>4.10 a) At product level?</th>
<th></th>
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</table>

#### b) At company level?

- This will be dealt with in a separate sub-group.

| 4.11 b) At company level? |          |                                                                                       |    |
4. Defining OBJECTIVES

Simplification of procedures

The sub-group should study how to set up and run pilot actions. It is also essential to monitor the CRITERIA themselves; these should evolve as the market does.

5. Defining criteria:

The sub-group should evaluate whether the system can be implemented in the region and simplified. Flanders is considering using Life Cycle Management Systems (as done in both experiences presented).

7. Monitoring of results and of criteria

Some examples of tools used for monitoring include: annual on-line questionnaire / automated monitoring from contract management system. Flanders is considering using Life Cycle Cost in the next action plan. It is also essential to monitor the CRITERIA themselves; these should evolve as the market does.

4.13 How to support SMEs preparing and reporting the criteria?

SMEs shall not have disadvantages because of less know how and manpower for bureaucratic issues. How to support SMEs preparing and reporting the criteria?

7.1.5 Subgroup 5: CSR related criteria for awarding public funding for regional SMEs

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Challenge Description</th>
<th>Title of Challenge</th>
<th>Description of Good Practice (max 5 sentences)</th>
<th>Region of Provider</th>
<th>Additional possible solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Simplification of procedures and of bureaucracy</td>
<td>Implementing CSR criteria, as with other CSR initiatives, the complexity of the topic is a problem. The presentation, criteria and procedures need to be simplified if SMEs are to understand and enact. Partners found that some companies prefer not to apply for funding because the application/auditing procedure is too complex. Any additional CSR criteria must not add to the burden and the complexity.</td>
<td>Environmental Bonus: Higher level of subvention for environmental investments for companies with environmental, CSR charter or other.</td>
<td>EFP</td>
<td>P5</td>
</tr>
<tr>
<td>5.2</td>
<td>Implementation of strategies on the ground</td>
<td>Partners are concerned about the link between policy and practical implementation. The policy objectives cannot be too far away from what is feasible on the ground. This means the process of consultation and testing with SMEs is essential.</td>
<td>Sustainable procurement. Bi-yearly Progress monitoring by the Taskforce Sustainable procurement. Bi-yearly renewal of the action plan after evaluation.</td>
<td>EFP</td>
<td>P5</td>
</tr>
<tr>
<td>5.3</td>
<td>Political support for CSR initiatives / changing political agendas</td>
<td>This challenge (relative to all CSR initiatives) has 2 strands: Some partners find that political support has diminished and must find ways to spark interest. Some partners find a new opportunity and interest among political structures and need to take advantage of it. E.g., in Birmingham, there is a new leadership with a real interest in what people have to say. They will be in power for at least the next 2 years, so there is a platform for change and the partner has to ensure that the COGITA project feeds into this.</td>
<td>Integration of Sustainability within the Economic Strategy of Lower Austria</td>
<td>EFP</td>
<td>P2</td>
</tr>
<tr>
<td>Nr.</td>
<td>Challenge</td>
<td>Description</td>
<td>Title of Good Practices</td>
<td>Description of Good Practice (max 5 sentences)</td>
<td>Region of GP Provider</td>
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<tr>
<td>5.4</td>
<td>What are the criteria for?</td>
<td>1. direct route: funding directly to SMEs; 2. indirect route: funding to larger companies that influence the supply chain. Partners agree that the question is not so much where the public authority funds directly, but what is the final impact on the region. Therefore, both routes should be taken into consideration and individual partners will decide which (or which combination) is most suitable for their specific context.</td>
<td></td>
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<tr>
<td>5.5</td>
<td>What is the criteria for?</td>
<td>1. funding CSR processes / projects; 2. integrating CSR criteria into all funding schemes</td>
<td></td>
<td>These be two different approaches or could be two phases of a long-term approach. Obviously the first phase is easier, as the funding scheme is directed towards beneficiaries that already have some idea of CSR, but the second phase should be the ultimate goal.</td>
<td>Lower Austria; at the moment we have a pilot funding call for new CSR-projects of SME, where we use an online CSR-questionnaire for assessing the applications</td>
</tr>
<tr>
<td>5.6</td>
<td>What should the criteria make reference to?</td>
<td>1. result based (compliance); 2. approach / process based (improvement) – in this group we want to apply the COGITA model as we want to consider the INTEGRATED APPROACH (identified fields of action)</td>
<td></td>
<td>This question is important when considering SMEs. Here, results based criteria are easier for big companies (they have different departments, can document their criteria); for SMEs it is more difficult. Therefore, it is important to consider the process: what is the state of the art and what progress can be made. In this way, the approach is being evaluated and the funding does not always go to the leading companies, but the ones that have the potential for continuous improvement.</td>
<td>Lower Austria: For defining the criteria of the online-questionnaire we first conducted a desk research looking at existing criteria for reporting (mainly GRI), then with the support of an external consultant we developed a couple of criteria suitable for our purpose</td>
</tr>
<tr>
<td>5.7</td>
<td>What is the process of defining criteria and what skills are needed?</td>
<td>1. thematic and methodological skills within public authority; 2. stakeholder input</td>
<td></td>
<td>It is essential to define the thematic skills needed (in terms of CSR and other sustainability related issues; SMEs; criteria) and the methodological skills needed to design a CSR funding criteria approach that is suitable for SME. The planning stages needs to be supported by stakeholder consultation. This can be through, e.g. workshops with people from different departments, can document their criteria; for SMEs it is more difficult. However, it would be interesting to look at the examples and define a common foundation. Public authorities can gain inspiration from the companies for the definition of criteria (large companies and SMEs).</td>
<td></td>
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<tr>
<td>5.8</td>
<td>What are the criteria and how are they presented to SMEs?</td>
<td>1. to be defined within the sub group; 2. Questionnaire approach / self evaluation</td>
<td></td>
<td>The group will not just focus on the criteria, as they will be presented to SMEs. The criteria will have to be adapted to different sectors and areas. Moreover, it would be interesting to look at the examples and define a common foundation. The questionnaire approach is interesting as it shows exactly where SME’s stand and provides support for those with a CSR agenda (or awareness).</td>
<td></td>
</tr>
<tr>
<td>5.9</td>
<td>How do we evaluate the criteria?</td>
<td>1. during auditing; Internal capacity and procedures to evaluate funding applications; 2. external capacity and methodologies to monitor</td>
<td></td>
<td>In order to define and apply evaluation and monitoring systems, the public authority requires methodologies and people that are able to apply them. It is particularly problematic when there are not so many staff, results based criteria, but rather an evaluation of an approach. In terms of monitoring, there are limitations in terms of how to monitor approaches and for how long. Moreover, it is essential to define what public authorities do if goals are not reached. Some examples can be gained from large companies that monitor their supply chain (e.g. large scale retailers apply the BCI code of conduct and use certification and third party auditing).</td>
<td></td>
</tr>
</tbody>
</table>
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8.1 Social Accountability Watch (S.A.W.)

8.1.1 Topic of GP and its position in the COGITA Concept

The Social Accountability Watch is an on-line web-platform that enables monitoring of SMEs that commit to CSR management standards. Such monitoring is carried out by stakeholders (also anonymously) by submitting remarks to the companies via the system. Companies addressed by remarks shall provide a reply and – if proper – plan improvement actions. The S.A.W. is a tool for a more transparent relationship between enterprises and stakeholders and may support any branding scheme where this relationship is key, to ensure credibility and improve communication.

8.1.2 GP position in the COGITA Concept
8.1.3 Location of the GP

Country
NUTS 1
NUTS 2
NUTS 3

It is difficult to locate Social accountability watch with such precision. At the moment SAW have been used by a company in Italy (all the nation) and in Romania.

8.1.4 Start date – end date

Start Date: 2005
End Date (if applicable): non applicable

8.1.5 Detailed description

The Social Accountability watch was designed having in mind the trade-off shown by on-field audit monitoring schemes between frequency of surveillance and cost of surveillance for certified facilities. Reducing costs by reducing surveillance may hinder the credibility of a certification system in the eye of stakeholders; on the other hand, high costs may become an entrance barrier for SMEs.

The overall idea was to turn a problem into an opportunity: if stakeholders want to look into the way surveillance is carried out within a certification scheme, why not delegating them part of the monitoring activitie?

The Social Accountability Watch is an on-line web-platform where stakeholders may submit to certified facilities positive and/or negative remarks on their compliance with the standard criteria or with the principles (underlying the standard) they declare to commit to. A company that is addresses by a remark, shall provide a reply and – if proper – plan a related improvement action.

Such information flow is strictly confidential and only the person submitting the remark, the company managers and the S.A.W. manager (C.I.S.E.) has access to it. The general public has only access to statistics (number of remarks, etc.).

On-field audit are carried out in the 20% of certified facilities, according to a sampling scheme and taking into account the remarks submitted to make sure critical situation receive proper follow-up monitoring.
Remarks can be submitted by anybody (also anonymously), however companies are required to state the name of the very persons that commit to perform continuous monitoring on them. Such persons may fall in one of the following stakeholder categories: workers, entrepreneurs, consumers, institutions, NGOs, citizens. These people are called “monitors” and receive specific on-line training to be able to play their role.

The S.A.W. may support any CSR scheme, as well as any other scheme where participation in oversight by stakeholders is key.

8.1.6 Evidence of success
Currently (May 2012), the Social Accountability Watch is implemented in the surveillance of 5 standards: SA8000 (within the Network Lavoro Etico framework, Impresa Etica, Food Safety (a project co-funded by Region Emilia Romagna), AGICES Fair Trade and Italian Organic Standard (IFOAM accredited).

895 enterprises are using the S.A.W., of these 149 have a supplier-customer relationship.

Monitoring is carried out by 459 stakeholders representatives (a same person may monitor more than one facility), besides the monitoring carried out by the general public. 215 remarks have been made.

8.1.7 Contact details
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website: www.sawnet.info

8.1.8 Good Practice description completed on
Date: 29/05/2012

8.1.9 Requirements for implementation
The design and implementation of the Social Accountability Watch was made possible by C.I.S.E.’s experience and competences in the field of CSR management standards and certification, its ongoing relationship with stakeholders within the aforementioned scheme and by the availability of in-house ICT staff. These preconditions helped having a clear view of the issues, direct input from the interested parties and IT people working side by side, to continuously improve the tool. Also, the trust between C.I.S.E. as the certification body and the certified facilities help reaching a critical mass of profiles entered in the S.A.W. in a relatively short time.

8.1.10 Limitations (is there any barrier/area where GP is not applicable)
The Social Accountability Watch requires a cooperative relationship between enterprise and stakeholders and a certain degree of trust between the parties, including the system manager. Of course, in order to be reliable, the system needs to be backed up by on-field investigation by a third party (the system manager), to make sure the monitoring by the stakeholders remains effective. Also, there need to be a clear understanding by all the parties of the scope of the monitoring carried out via the Social Accountability Watch, which of course depends on which scheme each enterprise belongs too.
8.1.11 Finance
Annual budget in Euro:

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget (Euros)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>22k Euros</td>
<td>Including Impresa Etica</td>
</tr>
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</tr>
<tr>
<td>2012</td>
<td>100k Euros</td>
<td>Provisional (including Impresa Etica)</td>
</tr>
</tbody>
</table>

Funding source: Chamber of Commerce of Forlì-Cesena

8.1.12 Number of beneficiaries

<table>
<thead>
<tr>
<th>Year (Month)</th>
<th>Beneficiaries</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 (May)</td>
<td>859</td>
<td>Enterprises, all sectors</td>
</tr>
</tbody>
</table>

8.1.13 Lessons Learnt
The major issues in implementing the Social Accountability Watch has proved to be the appointment of specifically identified people to carry out the monitoring. Ideally, these people should have the actual chance to “keep an eye” on a specific company or be able “get to know about what’s going on”: in other words, they should have some kind of proximity to the company (they belong to the community, its located in, they work within the company, they represent its workers, they belong to a local institutions, etc.). However, the task of monitoring companies being carried out for free and requiring specific training (although on-line) has proved to be an obstacle to recruiting “monitors”. Identifying its “monitors” is each company’s task, however this requires a well established relationship with stakeholders that not all companies have in place or can set up in a relatively short time.

These are the reasons why, there are fewer monitors than companies in the Social Accountability Watch, and many of them carry out monitoring of more than one company (companies can contact qualified “monitors” to check their availability to monitor them). A possible weakness of the system is that it relies on the companies’ clearly and extensively communicating to the public the chance to submit them observations via the Social Accountability Watch, to make sure the system benefit from the participation of a wider number of subject that may know about the companies’ behaviour.

8.2 Impresa Etica

8.2.1 Topic of GP and its position in the COGITA Concept
Impresa Etica is a triple-bottom line standard for SMEs committing to manage their corporate social responsibility. Impresa Etica is also a label that SMEs can display to communicate their engagement in continuous improvement. Impresa Etica is supported by specific guidelines that serve the purpose of supporting SMEs in building their capacity to manage their CSR and by a monitoring system(participated by stakeholders) that ensures overall credibility.
8.2.2 GP position in the COGITA Concept

<table>
<thead>
<tr>
<th>X – Public Themes</th>
<th>Policy</th>
<th>Y – Public Instruments</th>
<th>Policy</th>
<th>Z – Fields of Action on CSR</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Awareness</td>
<td>☐ Legal Instruments</td>
<td>☒ Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☒ Capacity</td>
<td>☐ Economic and Financial Instruments</td>
<td>☒ Workforce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☒ Transparency</td>
<td>☐ Informational Instruments</td>
<td>☒ Market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Supply Chains</td>
<td>☐ Partnering Instruments</td>
<td>☒ Environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☒ Branding and Communication</td>
<td>☒ Hybrid Instruments</td>
<td>☒ Society</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8.2.3 Location of the GP
Country: Italy
NUTS 1: ITH
NUTS 2: ITH5
NUTS 3: ITH58 (the GP is implemented province-wide)

8.2.4 Start date – end date
Start Date: 2005
End Date: non-applicable

8.2.5 Detailed description
Impresa Etica is a triple-bottom set of criteria for SMEs committing to manage their corporate social responsibility. Impresa Etica is also a label that SMEs can display to communicate their engagement in continuous improvement. Impresa Etica does not mean an SME conforms to a set of requirement, but that it has assessed its approach and results against the Impresa Etica criteria, has identified improvement areas and has an improvement plan in place. Impresa Etica is supported by specific guidelines that serve the purpose of supporting SMEs in building their capacity to manage their CSR. The guidelines are available also in industry-specific versions for agriculture, crafts and trade. The guidelines for social enterprises will be available in Autumn 2012. The consistency of the behaviour of SMEs belonging to the Impresa Etica system is monitored via on-field audits (carried out in the 20% of the SMEs) and by continuous monitoring by stakeholders, entering their remarks in the Social Accountability Watch, an on-line platform where all Impresa Etica facilities publish their profile and annual Impresa Etica report. S.A.W. provides specific functionalities enabling stakeholders to submit their remarks to the facilities, that are compelled to provide their reply and eventually plan related improvement actions. Such flow of information is strictly confidential and only the scheme manager – CISE – can see it, besides the person that made the remark and the company management. The Impresa Etica system (criteria, guidelines, label, monitoring system) is specifically designed for SMEs, taking into account their management capacity, limited financial resources but also their being rooted in the local communities and the more direct relationship between management and workforce (e.g. the monitoring system costs less than traditional on-site auditing schemes because it relies on stakeholders’ monitoring, made easier by the closeness between SMEs and the local communities).

8.2.6 Evidence of success
Currently (May 2012) there are 41 facilities belonging to the Impresa Etica system and a few others have applied and are under assessment by the scheme managers. In 2010 Impresa Etica was included in the Protocol Agreement for an Ethical Code on Employment Conditions and Safety of Workplaces (promoted by the Prefecture of Forlì-Cesena and signed by all local institutions and business associations) as a flagship initiative for its contribution to building SMEs’ capacity in tackling these issues, improving transparency between SMEs and stakeholders, including institutions and clients/consumers, by means of its branding and monitoring system. In 2007-2009 Impresa Etica was included as a good practice in the Leonardo da Vinci – Life Long Learning project ORIENTEDD and it served has the reference concept to develop the curricula that developed and delivered within the project to more than 60 enterprises (IT, FR, HU, CH, SE).
8.2.7 Contact details
Name: Massimo Chiocca
Organisation: C.I.S.E.
e-mail: mchiocca@lavoroetico.org
website: www.impresaetica.net

8.2.8 Good Practice description completed on
Date: 29/05/2012

8.2.9 Requirements for implementation
The design and implementation of Impresa Etica was made possible by C.I.S.E.’s former experience in the field of CSR management standard, by its daily-basis cooperation with SMEs business associations and its ongoing relationship with stakeholders representative within the SA8000 certification scheme. Also, C.I.S.E. can rely on a network of qualified auditors (belonging to the Network Lavoro Etico) to carry out on-field audits required by the monitoring scheme.

8.2.10 Limitations (is there any barrier/area where GP is not applicable)
There are no limitations to implementations nor remarkable barriers, given the CSR expertise to steer the system is available.

8.2.11 Finance
Annual budget in Euro:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td>2006</td>
<td>22k Euros</td>
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</tbody>
</table>

Funding source: Chamber of Commerce of Forlì-Cesena

8.2.12 Number of beneficiaries

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006/2010</td>
<td>About 100</td>
<td>SMEs all sectors – 5 provinces*</td>
</tr>
<tr>
<td>2011</td>
<td>35</td>
<td>SMEs all sectors – 1 province</td>
</tr>
<tr>
<td>2012 (May)</td>
<td>41</td>
<td>SMEs all sectors – 1 province</td>
</tr>
</tbody>
</table>

(*) due to budgetary cuts, the organisation supporting Impresa Etica in other 4 Italian provinces could not fund the scheme anymore.

8.2.13 Lessons Learnt
Are there any “lessons learnt” from running the GP? Are there any potential for improvement of the GP?
Generally speaking, SMEs are not experiencing a market pull with reference to the CSR content of their products/services yet. Moreover, many of them are not aware they are faced with CSR issues anyway and they have a very segmented approach to their impact on the society. Environmental issues are dealt with as long as they clearly provide cost-saving benefits or additional income (as in the case of distributing excess energy production). Social issues are confined to charity. They have no actual concept of the
impact of their financing strategies, tax-paying duties and profit making issues on the overall “health” of the community. Moreover, they act on a short-term perspective. Therefore awareness-raising is crucial to inform them about the challenges they are facing anyway, like the need to differentiate from suppliers from the Far-East benefiting of low cost of work due to workers exploitation, the chance to appeal the increasing number of CSR-sensitive consumers or buyers (like multinational) applying CSR policies, the opportunities linked to a their cooperation to the local welfare policies, the need to develop a medium and long-term perspective to face recurring crisis. That is to say, a business case for CSR management by SMEs needs to be put together and disseminated.

The role of the entrepreneur as the leader is also crucial: engaging with the entrepreneur is the stepping stone to an actual commitment of the whole organisation, therefore awareness raising action should be specifically targeted to the owners, whereas capacity building actions and training can be delivered to other key staff.

Engagement with stakeholders is of great importance, since they ensure focus and credibility to the system by providing inputs for guidelines, ensuring monitoring via the S.A.W. and giving their preference to companies committing to CSR. A lot more as to be done to this extent to have SMEs engage directly with their stakeholders and have them be part of the system.

The number of SMEs within the Impresa Etica scheme need to be increased, the strength of a CSR brand has its roots in the soundness of its criteria and the credibility of the underlying awarding and monitoring system, but it is communicated by the figures related to the SMEs implementing it.

8.3 Integration of CSR into the Lower Austrian economic strategy 2015

8.3.1 Topic of GP and its position in the COGITA Concept

Integration of the topic of Corporate Social Responsibility into the (political) economic strategy until the year 2015 through a broad stakeholder participation process
8.3.2  GP position in the COGITA Concept

<table>
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<tr>
<td>☐️  Transparency</td>
<td>☑️ Informational Instruments</td>
<td>☑️ Market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐️  Supply Chains</td>
<td>☑️ Partnering Instruments</td>
<td>☑️ Environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑️  Branding and Communication</td>
<td>☐️ Hybrid Instruments</td>
<td>☑️ Society</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8.3.3 Location of the GP
Country: Austria
NUTS 1
NUTS 2: province of Lower Austria
NUTS 3

8.3.4 Start date – end date
Start Date: 1/2009
End Date: 12/2009

8.3.5 Detailed description
In the year 2009 a new regional minister was elected for the department of economy. By that time the existing economic strategy with defined areas of action ended. So the head of strategy within the department for economy together with the new regional minister started an extensive process to develop a new economic strategy reaching until the year 2015. The process consisted of different steps:

- Desk research of relevant studies
- Discussion with external experts
- SWOT analysis of the business location of Lower Austria
- Discussions with stakeholders (Lower Austrian economic chamber, federation of industries)
- NEW: Entrepreneur dialog (events where the politician was discussing relevant topics with entrepreneurs)
  - 6 small dialogs with 10 entrepreneurs and politician lasting 3 hours discussing a predefined topic e.g. labour market, infrastructure, CSR
  - 2 big dialogs with 100 entrepreneurs lasting half a day with politician, at the end of the event the entrepreneurs had to vote which of the discussed topics were the most important ones and therefor have to be included into the new strategy – CSR was in the Top-3

CSR was defined both by the experts and the entrepreneurs as important topic for the future, so it became part of the official strategy (together with 5 other relevant topics like innovation, cooperation,...) which means that a certain budget and ressources have to be allocated and new projects/activities have to be developed within this topic.

The objective of this new way of developing a strategy was to be close to entrepreneurs needs and doing the right things which help to develop the economy in a future-orientetet way

Success factors were:
- an open-minded politician, who was not afraid of constructive criticism – without this the whole process wouldn’t have worked
- enough time for the process (at least a year)
- entrepreneurs willing and interested to participate
- ongoing contact with the entrepreneurs (also after the end of the official process)

The total budget for the process of developing the new strategy was approximately € 70.000.

8.3.6 Evidence of success
- Positive feedback by entrepreneurs (approximately 150 entrepreneurs in total involved)
- Written strategy with defined objectives as a guideline for all activities (all new projects and activities planned have to fit to the strategy)
- A lot of new CSR-related projects developed after anchoring the topic in the official strategy (justification of CSR-actions)
- Positive economic development of Lower Austria (better than average Austrian GDP-growth)

8.3.7 Contact details
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8.3.8 Good Practice description completed on
Date: 12.06.2012

8.3.9 Requirements for implementation
- open-minded politician
- culture of open discussion within enterprises
- enough time resources of project team

8.3.10 Limitations (is there any barrier/area where GP is not applicable)
See 10. Requirements for implementation

8.3.11 Finance
Project budget in Euro: approximately € 70.000 (for event organisation, desk research, external consultants)
Funding sources: Lower Austrian Government, Department of Business, Tourism and Technology

8.3.12 Number of beneficiaries
150 entrepreneurs were involved (from different economic sector, SME, One-Person-Enterprises and big enterprises)

8.3.13 Lessons Learnt
- Be aware that if you open such a big open process you never exactly know which results you get
• With the open process there is the danger of arousing desires, which you can’t fulfill
• Enterprises feel valued because they are involved in strategic/political decision making
• It is definitely a lot more work if you open such a big process but the results are more sustainable

8.4 Social Production for enterprises - Value creation through appreciation

8.4.1 Topic of GP and its position in the COGITA Concept
Social Production is a project about developing sustainable products and services in a close cooperation between enterprises and social institutions (that are institutions employing people from the 2nd and 3rd jobmarket)

8.4.2 GP position in the COGITA Concept
8.4.3 Location of the GP

Country: Austria
NUTS 1
NUTS 2: province of Lower Austria
NUTS 3

8.4.4 Start date – end date

Start Date: 2/2011
End Date: 10/2011
New project starts in 10/2012

8.4.5 Detailed description

The basic approach of Social Production is to develop sustainable products and services in a close cooperation of enterprises and social institutions with the help of a consultant as a facilitator and “translator” (enterprises and social institutions often don’t speak the same “language”, which means that they are operating in two different worlds and a cooperation is not easy).

Social production is based on 10 years of experiences gained in single projects about strengths, advantages and “sustainability” of occupational projects in the expanded labor market.

The basic idea of the project “Social Production for enterprises” is to develop the products or services together the „right“ way: from the market to the products, not to develop the products first and then try to sell it to the market (as social institutions usually do). The developed products have to be sustainable both in an ecological and social way. The ecological aspect is that the raw materials used have to be recycled. The social aspect is that they have to be produced or in case of a service delivered by people from the 2nd or 3rd jobmarket (e.g. long term unemployed people, disabled people).

The public policy instrument behind it is a funded project for enterprises which want to develop social production in their enterprise together with a regional social institution. The costs for a consultant and a sustainable product developer are 100% funded (approximately 3 days per enterprise). The consultant starts with a basis check of the enterprise (which goods or services it produces, with raw materials are used, which strategy the enterprise follows). Based upon this information the consultant looks for the right social institutions in the close surrounding of the enterprise. Then the sustainable
product designer develops together with the enterprise and the social institution the new product or service.

An important aspect of this cooperation is the sustainable quality in a human and regional way: qualification of employees or work-training for handicapped people from local/regional social institutions.

The project structure within the Lower Austrian Government is a cooperation-network between 3 departments of the government (economy, social-affairs, environment) in public-private-partnership (PPP) with the project initiators (KOMUNITAS OG = consultants and product developers).

The project is now transferred to other Austrian provinces (Vienna, Styria, Burgenland) and the neighbouring country Hungary in an European Territorial Cooperation project funded by the European Union. Part of this project is also a scientific research about defining indicators for sustainable social production.

The objective of the project is to strengthen the collaboration between enterprises and social institutions.

Success factors:
- A good consultant with a lot of knowledge about the sector of social enterprises
- A creative product designer
- Interested enterprises, which are open for new ways of cooperation

The total budget for the project in 2011 was € 50,000.

8.4.6 Evidence of success
- 9 enterprises developed 13 social products or services within half a year
- good feedback from both the enterprises and the social enterprises
- useful work for the employees of the social enterprises
- development of regional cooperations –> strengthening of the regional economy

8.4.7 Contact details
Name: Doris Mayer
Organisation: Lower Austrian Government, Department of Business, Tourism and Technology
e-mail: Doris.Mayer2@noel.gv.at

8.4.8 Good Practice description completed on
Date: 15.06.2012

8.4.9 Requirements for implementation
- Funding money
- excellent consultant with a lot of knowledge about the sector of social enterprises

8.4.10 Limitations (is there any barrier/area where GP is not applicable)
Such projects are only possible with partner organisations, which connect the social institutions with the economy.

8.4.11 Finance
Project budget in Euro: € 50,000 (consulting for 9 enterprises and 9 social enterprises developing 13 products, projectmanagement and communication, final event)
Funding sources: Lower Austrian Government, Department of Business, Tourism and Technology
8.4.12 Number of beneficiaries
9 enterprises and 9 social enterprises

8.4.13 Lessons Learnt
- It is a challenging project with a difficult topic, but it is worth trying
- It is not easy to find enterprises for the project, although it is 100% funded because the companies need - apart from the support from the consultant - internal resources (manpower)
- It is definitely not used for mainstream enterprises, the entrepreneurs need social skills and have to be interested in the social side of sustainability

8.5 Success and Responsibility

8.5.1 Topic of GP and its position in the COGITA Concept
Success and Responsibility is a funded consulting project for SMEs with the aim of supporting them to define their CSR strategy and to write their sustainability report.
### 8.5.2 GP position in the COGITA Concept

![Diagram of public policy themes, instruments, and fields of action on CSR]

<table>
<thead>
<tr>
<th>X – Public Themes</th>
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<tr>
<td>Branding and Communication</td>
<td>☐</td>
<td>☑ Hybrid Instruments</td>
<td>☑ Society</td>
</tr>
</tbody>
</table>
8.5.3  Location of the GP
Country: Austria
NUTS 1: 
NUTS 2: province of Lower Austria
NUTS 3: 

8.5.4  Start date – end date
Start Date: 11/2009
End Date of the first project series: 11/2010

8.5.5  Detailed description
"Success and Responsibility" is a funded consulting project for SMEs. Companies get 5 days of individual consulting assistance to work on their CSR-strategy and to write their own sustainability report. Furthermore the companies get together within two joint workshops that deliver basic information and introduction in the topics of CSR and sustainability reporting. The companies receive assistance by the consultants and students to write the reports. External CSR-experts give them feedback on the reports to ensure the quality of the results. Within a joint final event the companies are being honored for their hard work and their commitment.

The objectives of the project are to raise awareness for CSR in SMEs within Austrian regions, to support SMEs who suffer from lack of financial and human resources in taking responsibility for their activities by using the SME toolbox and to motivating and supporting SMEs to write their own Sustainability Reports based on a Sustainability Reporting Guide that was elaborated for this purpose.

In order to successfully implement the project, certain success factors within the companies were identified: there must exist a commitment of the company leader, companies must provide time resources and a main project manager, a basic consciousness of the importance and relevance of the topic is also necessary.

The project was initiated by a number of different national and regional organizations:
- Lower Austrian Government (regional funding institution)
- Austrian Federal Economic Chamber (special interest group)
- Lower Austrian Economic Chamber (special interest group)
- Federal Ministry of Economic Affairs, Family and Youth (government)
- Federal Ministry of Environment (government)
- University of Applied Sciences Campus Wieselburg (academia)
- respACT (Austrian CSR platform)
- WIP (regional SME network)

The annual total budget for the project is approximately € 100.000. This includes 5 days of individual consulting for each of the 25 companies (5 days for 25 companies à 700€ consulting fee, information material, final brochure, personal costs for organization of workshops)

8.5.6  Evidence of success
- CSR activities in more than 40 SMEs in Lower Austria: Foundation of environmental and Sustainability-Teams, Optimization of internal communication
- Higher employee motivation within the companies
- 30 Sustainability Reports from SMEs within Lower Austria
- Good cooperation culture between regional partner organisations (Lower Austrian Government, Department of Business, Tourism and Technology, Federal Ministry of Environment, Federal and Regional Economic Chamber, respACT – the national CSR-network, University of Wieselburg, WIP,...)
8.5.7 Contact details
Name: Doris Mayer (Lisa Weber)
Organisation: Lower Austrian Government, Department of Business, Tourism and Technology (respACT)
e-mail: Doris.Mayer2@noel.gv.at (l.weber@respact.at)
website: www.respact.at/kmuno

8.5.8 Good Practice description completed on
Date: 01.06.2012

8.5.9 Requirements for implementation
- Attractive funding opportunities for companies
- Clear project management structures
- Content-Guidelines for the CSR-consultants
- Professional CSR-consultants with SME expertise
- Independent CSR experts shall be part of the team and give feedback to the Sustainability reports to ensure the quality

8.5.10 Limitations (is there any barrier/area where GP is not applicable)
If the region has no access to funding money for sustainability consulting it will be difficult to carry out this project. Attractive fundings for SMEs are essential – as their budgets are often restricted (e.g. 75% of the consulting costs).

8.5.11 Finance
Annual budget in Euro: approximately € 100.000 (for 25 SMEs)
Funding sources:
   National level: Federal Ministry for Environment and Federal Ministry for Economic Affairs
   Regional level: Lower Austrian Government, Department of Business, Tourism and Technology

8.5.12 Number of beneficiaries
Approximately 25 SMEs from various business sectors took part in the project per year
Most of the company leaders already had a basic consciousness about the importance of CSR. They were basically missing time, money and know-how to implement it strategically within their own companies

8.5.13 Lessons Learnt
SMEs are very grateful to get support and an external view on their CSR-activities.
The sustainability reports are a good tool for internal and external communication (about CSR but also as a general company information for stakeholders)
It is important to find the right number of consulting days → SMEs may not be overcharged
The mixture of SMEs (they vary in size and branch) within the joint workshops is essential to make them talk openly about their challenges. To many companies from one branch might be hard to work within one single workshop.
It is good to include many project partners (including the regional chamber) to ensure that many SMEs are being addressed directly.
8.6 TRIGOS – Austria’s leading CSR-Award

8.6.1 Topic of GP and its position in the COGITA Concept

The TRIGOS-Award honors Austrian companies – no matter what size or sector- for exemplary Corporate Social Responsibility-activities and the implementation of CSR in their strategy and leadership. As the jury scores the companies’ activities in all fields of action on CSR it’s the most holistic award in this area. In the year 2010 the province of Lower Austria initiated a regional TRIGOS to further raise the awareness for CSR within the region. Alongside Lower Austria there are four more local TRIGOS-awards in Austria.

8.6.2 GP position in the COGITA Concept
### Location of the GP

**Country**  
Austria  

**NUTS 1**  
provinces of Lower Austria

### Start date – end date

**Start Date:** 09/2010, **first award** 05/2011

**Ongoing project**

### Detailed description

The renowned business award **TRIGOS** is bestowed in the categories “work place”, “society”, “market” and “environment” and since 2012 “social entrepreneurship” on a national level in Austria. TRIGOS was created by a multistakeholder platform of business and civil society in the year 2003. Since then, over 1200 companies have participated and around 185 companies have already got the TRIGOS-award – nationally and regionally. This record number of participants reflects the increasing awareness towards Corporate Social Responsibility. A positive development is also taking place amongst small and medium size enterprises. The extraordinary high percentage of projects launched by SMEs (2/3 TRIGOS-winners are SMEs) underlines the potential of Corporate Social Responsibility in Austria. The objectives of the project are to raise awareness for CSR and to promote companies that actively engage in CSR.

In 2010 the Lower Austrian government initiated together with some mayor partner organizations a regional TRIGOS-award with the aim of further promoting local companies within the region that implement good CSR-measures within their business operations. After a very positive first year (2011) with about 35 applications (mainly from SMEs) the partners decided to run the Lower Austrian TRIGOS in 2012 too.

The project was initiated by a number of different national and regional organizations:  
**TRIGOS supporting organizations in Lower Austria**

- Lower Austrian Government (Department of Business, Tourism and Technology)
- Lower Austrian Economic Chamber (special interest group)
- Lower Austrian Federation of Industries (special interest group)
- Caritas (one of the largest Austrian social NGOs)
• Diakonie (social NGO)
• Red Cross (one of the largest Austrian social NGO)
• SOS-Kinderdorf (social NGO)
• Umweltdachverband (Umbrella organization for environmental NGOs)
• Business data consulting group (csr-consulting)

The regional activities are of course strongly linked to the national TRIGOS Award. The coordination is being carried out by respACT – the Austrian CSR-platform. The annual total budget for the regional TRIGOS is approximately € 50,000. This includes the costs for promotion and the awarding ceremony. Costs include design and printings, as well as music-performances, catering and facilitation of the event. Personal costs for the project management, administration and preparation are not included in the € 50,000.

8.6.6 Evidence of success

• About 70 applications for the Lower Austrian TRIGOS in 2011 and 2012
• High quality level of applicants’ csr-activities
• About 300 visitors at the two TRIGOS awarding ceremonies in 2011 and 2012
• Media coverage in regional newspapers
• The collaboration and cooperation between regional partner organisations has been further improved through this project (Lower Austrian Government, Department of Business, Tourism and Technology, Chamber, Federation of Industries, respACT, NGOs...)

8.6.7 Contact details

Name: Doris Mayer
Organisation: Lower Austrian Government, Department of Business, Tourism and Technology
e-mail: Doris.Mayer2@noel.gv.at
website: www.trigos.at/niederoesterreich

8.6.8 Good Practice description completed on

Date: 01.06.2012

8.6.9 Requirements for implementation

• Financial and personal resources for implementation of jury and awarding ceremony
• Professional awarding scheme and criteria
• Clear project management structures
• Relevant partners from business, civil society and environmental organizations as Jury members

8.6.10 Limitations (is there any barrier/area where GP is not applicable)

No limitations

8.6.11 Finance

Annual budget in Euro: approximately € 50,000 (for one year)
Funding sources: Lower Austrian Government, Department of Business, Tourism and Technology and Lower Austrian Economic Chamber
8.6.12 Number of beneficiaries
- Approximately 35 companies (mainly SMEs) from various business sectors handed in their applications
- There was a huge percentage (80%) of SMEs handing in their CSR projects and strategies

8.6.13 Lessons Learnt
It is extremely important to include project partners from various origins (business and civil society) to ensure the credibility of the award.
The design and length of the application template is a key success factor. It must not be too long; neither must it be too short. SMEs often communicate in a different (not that professional way) as huge companies’ do. That shall be considered when comparing the applications.
The TRIGOS can be used as a good tool for internal and external communication of the companies CSR measures.
At the very beginnings of the TRIGOS only CSR-projects were handed in. Now the Jury assesses the overall CSR-concept and strategy of the company.

8.7 Public procurement and sustainable development in Brittany

8.7.1 Topic of GP and its position in the COGITA Concept
Actions to implement sustainable development criteria in the regional procurement: guides, grids, communications...
8.7.2  GP position in the COGITA Concept

<table>
<thead>
<tr>
<th>X – Public Themes</th>
<th>Policy</th>
<th>Y – Public Instruments</th>
<th>Policy</th>
<th>Z – Fields of Action on CSR</th>
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<td>☑ Economic and Financial Instruments</td>
<td>☑ Workforce</td>
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<tr>
<td></td>
<td>☑ Informational Instruments</td>
<td>☑ Market</td>
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<tr>
<td>☑ Supply Chains</td>
<td>☑ Partnering Instruments</td>
<td>☑ Environment</td>
<td></td>
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<tr>
<td>☑ Branding and Communication</td>
<td>☑ Hybrid Instruments</td>
<td>☑ Society</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8.7.3 Location of the GP
Country: France
NUTS 1: 9
NUTS 2: 53 Poitou-Charentes
NUTS 3

8.7.4 Start date – end date
Start Date: 90’s (penal approach) / 2000’s (social responsibility approach)

8.7.5 Detailed description
The new 2006 French Public Procurement Contracts code incorporates more fully the issues of sustainable development. Since then, so as to meet the need for information from both staff and elected officials alike, and to strengthen the legal soundness of their decisions, the Region’s Public Procurement Advisory Service has successfully completed several communication exercises. Within these actions, the publication of three guides warrants special mention:

- Guide 1: Paperless public-sector contracts
  o This guide explains how to use the paperless platform which must be used for communication and electronic data interchange in order to ensure the confidentiality and legal certainty of procurement procedures.

- Guide 2: Guide to awarding public contracts under the ‘adapted procedure’ (of the French Public Procurement Code)
  o This guide provides recommendations in terms of defining and evaluating requirements and sets out how the main award procedures are run.

- Guide 3: Practical guide to responsible public procurement
  o This guide reviews the regulatory possibilities for including sustainable development objectives in contracts.
  o This guide has been translated into English and distributed to Erik’s partners.

In parallel to these guides, the Region’s Public Procurement Advisory Service produces various communication materials intended for Regional Council staff, with contributions to its legal monitoring published every two weeks on the intranet, where technical data sheets are also available under a section called “public-sector contracts”. Many meetings have also been organised to keep the Region’s departments fully informed.

The incorporation of environmental issues is now properly included when the various departments are drafting invitations to tender, and the Public Procurement Advisory Service is only involved for occasional advice.

A large proportion of the Brittany Region’s public contracts incorporate sustainable development criteria, through the inclusion of either environmental or social criteria. The degree to which these criteria are included varies with the contract type, especially when on the face of it, the tender includes few such issues, the desire to include sustainable development to a greater extent ought not to result in supply becoming scarcer, but in changes to existing supply.

To demonstrate compliance with these criteria, either standards are referred to within the invitation to tender, or applicants are requested to prove that they meet the required criteria with the resources they have available.
The environmental criterion must not exclude companies outside Brittany. There can therefore be no local criterion.

8.7.6 Evidence of success
The main results are the following:
- Saving: gain of 15 to 25% on the training program, for equivalent services (fair price)
- Raise of the awareness of CSR and consideration of environmental and social issues in business thanks to the concurrency (required criteria in public procurement)
- Raise of the awareness and competency of the Regional Council staff
- Insertion of handicapped people: more than 6% in the regional council
- Development of new economic sectors in Mali and Burkina Faso: fair trade cotton and vegetable growing
- Examples of the inclusion of sustainable development criteria in public procurement in Brittany:

<table>
<thead>
<tr>
<th>Eco-responsible purchasing</th>
<th>Why?</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Textile contract: safety clothing for the region’s technical staff, personal protection equipment, footwear...</td>
<td>Sustainable development criterion (25%), fair trade cotton</td>
<td>€1,000,000.00</td>
<td>€1,120,138.49</td>
</tr>
<tr>
<td>Regional training programme</td>
<td>Sustainable development criterion, notably equality (12%)</td>
<td>€23,146,648.00</td>
<td>€21,683,530.00</td>
</tr>
<tr>
<td>WorldSkills competition</td>
<td>Catering – variants targeting products from organic agriculture and fair trade</td>
<td>€70,000.00</td>
<td>€63,047.00</td>
</tr>
<tr>
<td>Secondary school investment 2005-2009</td>
<td>HQE policy + additional criteria on environmental protection</td>
<td>€77,124,000.00</td>
<td>€77,124,000.00</td>
</tr>
<tr>
<td>Shared smaller printers (2007); departmental printers (2008)</td>
<td>Replacement of individual printers</td>
<td>€11,900.00</td>
<td>€29,422.30</td>
</tr>
<tr>
<td>Communication items</td>
<td>Items of designated origin + environmental protection</td>
<td>€18,000.00</td>
<td>€6,620.00</td>
</tr>
<tr>
<td>Printing of regional publications (Bretagne Ensemble and BIP)</td>
<td>Environmental clauses</td>
<td></td>
<td>€430,677.00</td>
</tr>
<tr>
<td>Exhibition stands</td>
<td>Environmental clauses</td>
<td></td>
<td>€147,530.00</td>
</tr>
<tr>
<td>Food products</td>
<td>Coffee machines: fair trade coffee and recycled cardboard cups</td>
<td>€12,700.04</td>
<td>€13,502.04</td>
</tr>
<tr>
<td>Paper contract</td>
<td>100% recycled</td>
<td>€122,873.40</td>
<td>€126,638.66</td>
</tr>
<tr>
<td>Parks and gardens maintenance</td>
<td>Inclusion of a disabled individual</td>
<td>€28,991.72</td>
<td>€29,979.24</td>
</tr>
<tr>
<td>Collection by the Feuille d’Eraible organisation</td>
<td>Recycling of paper waste produced by departments</td>
<td>€1,402.10</td>
<td>€3,240.88</td>
</tr>
<tr>
<td>Collection by SARP OUEST company</td>
<td>Recycling of hazardous waste produced by departments</td>
<td>€475.98</td>
<td>€1,190.29</td>
</tr>
<tr>
<td>Electric bicycles</td>
<td>Clean transport</td>
<td>€21,297.18</td>
<td>€0.00</td>
</tr>
</tbody>
</table>

8.7.7 Contact details
Name: Pierre Villeneuve
Organisation: Regional Council
8.7.8 Good Practice description completed on
Date: 08/06/2012

8.7.9 Requirements for implementation
- Pedagogy: explain and assist companies and authorities
  It is necessary to take a lot of time to explain why public authorities want to use environmental criteria. Firms see only constraints at first and don't have time to fill in many grids.
- Good power of negotiations with companies
  It is important to have the ability to discuss with firms, to explain their interest to take care of CSR, to integrate it in their strategy.
- Responsive and competent team: four project managers and five lawyers
  Of course, it is essential to have clear arguments and juridical competencies to respond to every question on the subject. The field of action is very wide.

8.7.10 Limitations (is there any barrier/area where GP is not applicable)
- Human resources is demanding to implement such ambitious project.
- The head of public authority must be motor
Specificities linked to the country:
The environmental performance criterion must comply with the principles set down by Article 1 of the French Public Procurement Contracts Code:
- Free access to public-sector contracts
- Equality of treatment of candidates – non-discrimination between candidates
- Transparency of procedures, and must not be formulated in such a way as to give discretionary power to the public buyer when choosing the best offer.

8.7.11 Finance
Annual budget in Euro: 8 to 10% of the regional budget is concerned
Funding sources:
There isn't funding in this project, it's more a new method, new criteria and information about it.
The administration costs are included in the human resources of the Regional Council

8.7.12 Number of beneficiaries
It concerns all the companies working for the Regional Council and all the employees of the Regional Council, and other local authorities as well who can transfer this good practice.

8.7.13 Lessons Learnt
- Live time to time...
- Provide the necessary resources and competencies
- Explain, explain and explain...
8.8 SD PERFORMANCE Bretagne

8.8.1 Topic of GP and its position in the COGITA Concept
Methodology to integrate CSR in SME’s through collective action between firms: Deployment per “bunch” of four companies around a consultant

8.8.2 GP position in the COGITA Concept

<table>
<thead>
<tr>
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<td>□</td>
<td>☑ Economic and Financial Instruments</td>
<td>☑ Workforce</td>
<td></td>
</tr>
</tbody>
</table>
### 8.8.3 Location of the GP

Country: France  
NUTS 1: 9  
NUTS 2: 53 Poitou-Charentes  
NUTS 3: 

### 8.8.4 Start date – end date

Start Date: 2007  
End Date: 2009  

### 8.8.5 Detailed description

SD performance: a pilot experiment with Breton SMEs

**The objectives of the operation:**

- To develop an awareness raising tool, but also a tool committing SMEs to sustainable development within the framework of an entrepreneurial vision integrating economical, environmental, and social dimensions.
- To generate an offer of qualified advice
- To generate communication to SMBs and SMMs using the testimonials of 25 companies involved

**The method:**

A strategic analysis aims to integrate thoughts about partners around the company (the stakeholders) and the issues at stake they represent into the future decisions of the company, in order to better understand the resources that they can develop.

Six stakeholders:

1. Shareholders and banks which finance projects  
2. Clients who ensure its development  
3. The employees who generate the added value  
4. The suppliers who contribute to its performance  
5. The public sector institutions who provide public services  
6. The civil society that facilitate its activity

This analysis is undertaken with the company director and their team. It’s a semi-collective approach:

By clusters: => 4 SMEs (territory, sector, network)

With:

- A referenced consultant, trained in the method and described by the pilot  
- An internal deepening, involving managers and employees  
- A sharing of experience within the cluster
In output, an action plan is declining:
- the strategic decision-making
- the establishment of managerial action set organizational

The training:
- 3 in-house training days for the director and the management team. The companies are grouped into bunches of four companies (territory or branch) accompanied by a consultant referenced for this programme, trained in the SD PERFORMANCE method and having already successfully worked on two companies.
- 5 days of support for the director and the management team by the bunch support consultant, plus a day dedicated to the preparation of the summary report and the action plan proposal.

SD PERFORMANCE takes place over approximately four months, with one one-day intervention every 15 days.

Please consult the detailed method as an annex under c2a@numericable.fr.

Targeted objectives:
- The longevity and the development of the company
- The satisfaction of stakeholders

Project directed by the Brittany Regional Chamber of Commerce and Industry and financed by the Region and the State.

8.8.6 Evidence of success

The main results of the methods are the following:
- Clarification of the leader’s role, of the impacts of his choices
- Better view of the scope of corporate responsibility
- Method of decision making including risk management: do or do not, on other criteria than commercial
- Integration of new performance criteria
- Action plan involving the different strata of the company
- The network build between participants... which is still working today

For a business manager, the P2D program enable to:
- Build a relationship-based approach with respect to stakeholders (shareholders, employees, suppliers, local authorities, etc.)
- Take into account inter-related reactions in the decision-making systems.
- Measure the reversibility of the impact of his decisions on the environment.
- Identify and use resources in order to be entrepreneurial.

Performance 2D is a thought-enrichment tool that acts as a performance accelerator. Indicators are different for each firm.

8.8.7 Contact details

Name: Jean Pasquier
Organisation: C2A
e-mail: c2a@numericable.fr
website: http://www.c2a-consultant.com/
8.8.8 Good Practice description completed on
Date: 08/06/2012

8.8.9 Requirements for implementation
The condition necessary for the success of the project are the following:
- Engagement of the company’s directors. He has a real work to do during the program, with his team.
- Impulsion of the public policy, at least to finance and animate the project. If the firms have to pay too much, they won’t be interested.
- Take the time to communicate on the offer to the SME’s to get them involved in this initiative.
- Good feedback of participants to motivate the new promotion.
- Involve the business networks.

8.8.10 Limitations (is there any barrier/area where GP is not applicable)
Barriers:
- The cost for firms must be very low. The results are difficult to measure for the company, before the program, so they’re not ready to pay for it.
- The method necessitates a professional formed by the creator of P2D.
- The programme has been put by side because of the crisis. It wasn’t the priority for the companies anymore.
- P2D can’t be a program for emergencies. It has long time effects.

8.8.11 Finance
Annual budget in Euro:
The total cost of the project represent 9000€ per participant.
The cost for the company is 2000€.
This program funds 75% of the intervention of a consultant for 8 days in SMEs.

Total for the year 2007 (first year):

<table>
<thead>
<tr>
<th>Funder</th>
<th>Amount €</th>
</tr>
</thead>
<tbody>
<tr>
<td>States</td>
<td>120 979</td>
</tr>
<tr>
<td>Regional council</td>
<td>120 979</td>
</tr>
<tr>
<td>Regional chamber of commerce</td>
<td>4 720</td>
</tr>
<tr>
<td>Companies</td>
<td>25 000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>271 678</strong></td>
</tr>
</tbody>
</table>

Funding sources:
Project directed by the Brittany Regional Chamber of Commerce and Industry and mainly financed by the Region and the State.

8.8.12 Number of beneficiaries
In total, 20 companies on one year. They are from activities very different. We had for example:
- A provider of innovative solutions in the plastics industry, from design to series production (most representative market: automobile parts)
  Turnover: 2 million euros
  Staff numbers: 27 employees
• A communication Consultancy Agency (internal communication, commercial development, etc.)
  Turnover: 460,000 euros (2007 forecast)
  Staff numbers: 7 employees

• A manufacture of preliminary designs (fast prototyping) for the plastics industry
  (automobile, cosmetics, telephony) with fine-tuning and production
  Turnover: 3.5 million euros
  Staff numbers: 40 people

8.8.13 Lessons Learnt
• The results of this kind of program are very hard to measure. But it changes deeply the way to manage: more anticipation, prospection. He learns how to analyse impacts of his choices and decisions. He takes time to thinks before doing. It's more cultural than technical. The effect if very long afterwards.
• The programme is still too “heavy” for most of the companies. The chamber of commerce created another program for CSR Self-diagnosis while the crisis is still here. They which to propose P2D again as soon as possible.
• The communication must be clearer and more “sexy”. Maybe not talking about “CSR”. It can, in a way, be a “provocation” to talk about CSR during the crisis. It could be better to talk about “strategy, adaptation, cooperation…”.
• It is better to avoid normative approaches: iso 26000… Standards often mean certification. The danger would be to run after a “label”.
• It would be better to have one animator per local territory, rather than only one for the region.

8.9 Cryosfylis Drys (Gold Leaf Oak) Good Practice description

8.9.1 Topic of GP and its position in the COGITA Concept
To promote environmental awareness and to encourage Cypriot businesses to contribute to environmental protection.
8.9.2 GP position in the COGITA Concept

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<td>☐ Hybrid Instruments</td>
<td>☐ Society</td>
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</tbody>
</table>
8.9.3 **Location of the GP**
Country: Cyprus
NUTS 1
NUTS 2
NUTS 3

8.9.4 **Start date – end date**
Start Date: Oct 2007
End Date (if applicable): Ongoing

8.9.5 **Detailed description**
*Chrysofylli Drys* (Gold Leaf Oak) was founded as a Non Profit Organization by the Cyprus Chamber of Commerce and Industry (CCCI) in order to promote environmental awareness to its Members. The basic goal of the organization is to encourage its members (SME’s and Large Corporations) to contribute to environmental protection through their CSR activities. With the flexibility provided as a Non Profit Organization and under the supervision of the Chamber *Chrysofylli Drys* can collect donations, contributions and subscriptions as well as carbon offsetting services in order to take initiatives for adopting and maintaining green areas, to plant trees and to clean public spaces and beaches. *Chrysofylli Drys* organizes and coordinates the first environmental cooperation network in Cyprus with the cooperation of its members, local authorities, environmental groups and the public. In collaboration with government agencies, environmental organizations and scientific institutions, *Chrysofylli Drys* undertakes the preparation of surveys and studies and organizes seminars, lectures and conferences in schools, colleges, companies and the general public to promote its activities and initiatives. *Chrysofylli Drys* undertakes through its website and through the CCCI systematic information on corporate environmental responsibility and behavior. Recently a citizens initiative called Let’s Do It Cyprus approached Chrysofylli Drys, for a project that called for the cleaning of public spaces all over Cyprus. Chrysofylli drys through the chambers members managed to gather 17000 euros. The budget allowed the organization and the Lets do it Cyprus initiative to organize promotional events and print flyers for the project. It also provided for t-shirts, hats and cleaning material for the volunteers. In addition the chamber publicized the initiative in its monthly newspaper that reaches the offices of more than 3000 companies.

8.9.6 **Evidence of success**
The publicity attracted an impressive 4000 volunteers. The volunteers were sent off to all major cities and the Troodos mountains. The collective effort of crysofylli drys made the project a success that was highly publicized in the media.

8.9.7 **Contact details**
Name: Marios Tsiakkis
Organisation: Cyprus Chamber of Commerce and Industry
e-mail: marios@ccci.org.cy
website: http://www.csr-ccci.org.cy

8.9.8 **Good Practice description completed on**
Date: 30/10/2012
8.9.9 Requirements for implementation
First and foremost is the cultivation of environmental awareness to companies of any and every size, something that this Good Practise has achieved. It then depends on the contributions these companies make to the organization. Because contributions are tax deductible, there is an incentive for companies to contribute and the CCCI is the best body that can coordinate the action due to its membership capacity.

8.9.10 Limitations (is there any barrier/area where GP is not applicable)
This organization is under the supervision and ownership of the Cyprus Chamber of Commerce and Industry, thus it can only be implemented in Cyprus.

8.9.11 Finance
This is a Non Profit Organization that depends on the donations, contributions and subscriptions of the members of the Cyprus Chamber of Commerce and Industry. These vary from year to year.
Annual budget in Euro: Not specified by the Chamber
Funding sources: The members of the Cyprus Chamber of Commerce and Industry
The recent project gathered 17000 Euros.

8.9.12 Number of beneficiaries
Each and every member of the Cyprus Chamber of Commerce and Industry can benefit from Crysofylli Drys by applying Green Logistics. The number of the members is over 3000 though the percentage of them that actually used this Good Practise was not specified by the Chamber.
The Lets Do It Cyprus initiative had a positive impact in all major cities of the country creating environmental awareness and helping with the maintenance of a significant amount of green areas and forests.

8.9.13 Lessons Learnt
This is a great example of a good practice. Chrysofylli Drys used teamwork, power in numbers, and a collective budget to really make an impact on the environment. On one hand it successfully completed a CSR project and on the other it created environmental awareness by bringing together companies the public and the state.

8.10 First Flemish Sustainable Public Procurement Action Plan

8.10.1 Topic of GP and its position in the COGITA Concept
Through sustainable public procurement the Flemish authorities wish to promote sustainable consumption and production. The Flemish authorities are rightly expected to set a good example and to inspire and encourage other actors.

Making public procurement more sustainable has common grounds with or hooks into many other on-going policy initiatives, such as energy management, environmental management and facility management. It goes without saying that a structured, effective approach to sustainable public procurement is only feasible within the Flemish administration provided all the knowhow available within the Flemish administration is integrated and on-going initiatives and realisations in the various domains are taken into account. Therefore, the pursuit of sustainable public procurement is a matter of cooperation between all the parties involved within the Flemish administration.

The proposed Action Plan is the first action plan which runs over the period 2009-2011. The main objective of this first plan is to inject new life into the process of sustainable public procurement and to pursue sustainable public procurement in a more coordinated manner.

8.10.2 GP position in the COGITA Concept
<table>
<thead>
<tr>
<th>X – Public Themes</th>
<th>Policy</th>
<th>Y – Public Instruments</th>
<th>Policy</th>
<th>Z – Fields of Action on CSR</th>
</tr>
</thead>
<tbody>
<tr>
<td>✗ Awareness</td>
<td>✗ Legal Instruments</td>
<td>✗ Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>❑ Capacity</td>
<td>❑ Economic and Financial Instruments</td>
<td>❑ Workforce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>❑ Transparency</td>
<td>❑ Informational Instruments</td>
<td>❑ Market</td>
<td></td>
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</tr>
<tr>
<td>❑ Supply Chains</td>
<td>❑ Partnering Instruments</td>
<td>❑ Environment</td>
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</tr>
<tr>
<td>✗ Branding and Communication</td>
<td>❑ Hybrid Instruments</td>
<td>✗ Society</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Location of the GP
- **Country**: Belgium
- **NUTS 1**: Region of Flanders
- **NUTS 2**
- **NUTS 3**

### Start date – end date
- **Start Date**: 01/01/2009
- **End Date**: 31/12/2011

### Detailed description
The draft action plan is drawn up by the Sustainable Public Procurement Task Force, encompasses by different policy areas and is based on six lines of action as adopted by the Flemish Government.

- **Line of action 1**: Ensuring sufficient support for sustainable public procurement - management agreements
- **Line of action 2**: Official basis for the operation of the authorities regarding sustainable public procurement: Sustainable Public Procurement Task Force
- **Line of action 3**: Promoting the use of supplies and the reuse of materials
- **Line of action 4A**: Fleshing out objectives and actions in product groups where quick wins can be realised
- **Line of action 4B**: Carrying out research into supporting instruments for and the fleshing out of actions and objectives of other relevant product groups
- **Line of action 5**: A catch-up movement for the social leg of public procurement – Social considerations: an integrated part of sustainable public procurement
- **Line of action 6**: Providing communication, awareness-raising and guidance for entities to integrate sustainable criteria into public contracts

The objective is to achieve 100% sustainable public procurement in 2020. The direct target group is the public purchasers; but this action plan affect all firms including SME’s. The process include an dialogue with the stakeholders: the Flemish departments, non-governmental organizations, unions, professional organizations, and local government.
8.10.4.1 Evidence of success
- Mapping the current situation for setting up monitoring
- More awareness of sustainable procurement by the achievers
- Development of tools helping the purchasers (helpdesk, templates, guidebook)
- Strong political signal
- Exemplary role with respect to citizens, companies and local authorities
- Stakeholders dialogues

8.10.5 Contact details
Name: Frederik Claerbout
Organisation: DAR
e-mail: Frederik.claerbout@dar.vlaanderen.be
website: 

8.10.6 Good Practice description completed on
Date: 16/11/2012 (version2)

8.10.7 Requirements for implementation
- Political support
- Commitment of the departments
- Communication and training
- Installing helpdesk

8.10.8 Limitations (is there any barrier/area where GP is not applicable)
- Political support is the key to provide the necessary resources (time and manpower)

8.10.9 Finance
Annual budget in Euro: 2,5 FTE + efforts from all the public achievements
Funding sources: Flanders Government

8.10.10 Number of beneficiaries
In the evaluation of the action plan 2009-2011, the scope of SME is not included.

8.10.11 Lessons Learnt
- Support of the management is essential
- Importance of automated monitoring: monitoring by questionnaire takes too many time
- Sufficient resources of manpower
- Need of digital tools for materials recycling
- Importance of structural cooperation with the national and local level
- Need of more pilot projects to build up expertise and public support of the social clauses of public procurement
- Crucial importance of supporting networks between public achievers
- Sufficient knowledge by the public authorities of which sustainable products or services the market can offer.
8.11 Methodology and Online Tool for assessing the impact of CSR on SME competitiveness

8.11.1 Topic of GP and its position in the COGITA Concept

The GP refers to the evaluation of the tool developed by the Responsible MED project partners in order to provide support to SMEs for:

i) assessing their CSR maturity level in terms of four CSR areas (community, workplace, environment, marketplace),

ii) assessing the impact of CSR actions, before and after their implementation, on SME competitiveness.

The Responsible MED tool contributes to the policy themes related to Awareness Raising and Capacity Building. Moreover, it contributes to the policy theme related to Supply Chains.

The four CSR areas (community, workplace, environment, marketplace) for which the CSR maturity level of the SME is assessed and in which the candidate for assessment CSR actions are classified also cover the four respective fields of action (society, workforce, market, environment) under the COGITA concept. Moreover, the support towards the selection and implementation of CSR actions that can be incorporated in the corporate strategy of the SME can contribute to the enhancement of the competitiveness of SMEs, thus covering all five CSR dimensions of the COGITA matrix. It is important to note here that the logic of the Responsible MED tool is fully aligned with the concept of integrated CSR as it gives to its users (SMEs) the opportunity to consider SME actions addressing all CSR categories and assess the performance of all types of CSR actions on all competitiveness dimensions.

Finally, the tool constitutes a hybrid instrument that can be used for offering training and coaching services to SMEs who wish to assess the impact of CSR actions on their competitiveness.
8.11.2 GP position in the COGITA Concept

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<thead>
<tr>
<th>X – Public Policy Themes</th>
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<td>Capacity</td>
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<td>Workforce</td>
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<td>Transparency</td>
<td>Informational Instruments</td>
<td>Market</td>
</tr>
<tr>
<td>Supply Chains</td>
<td>Partnering Instruments</td>
<td>Environment</td>
</tr>
<tr>
<td>Branding and Communication</td>
<td>Hybrid Instruments</td>
<td>Society</td>
</tr>
</tbody>
</table>
8.11.3 Location of the GP

The Responsible MED tool has been validated by the corresponding partners in nine regions from six countries. The table below provides the details of the countries, regions and partners involved in the demonstration of the Responsible MED tool.

<table>
<thead>
<tr>
<th>Country</th>
<th>NUTS 1</th>
<th>NUTS 2</th>
<th>City</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>Centre</td>
<td>Tuscany</td>
<td>Florence</td>
<td>Regional Government of Tuscany</td>
</tr>
<tr>
<td>Italy</td>
<td>Centre</td>
<td>Umbria</td>
<td>Perugia</td>
<td>Regional Government of Umbria</td>
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<tr>
<td>France</td>
<td>Mediterranean</td>
<td>Provence-Alpes-Côte d'Azur</td>
<td>Marseille</td>
<td>Chamber of Commerce and Industry of Marseille Province</td>
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<tr>
<td>Spain</td>
<td>East</td>
<td>Catalonia</td>
<td>Girona</td>
<td>University of Girona</td>
</tr>
<tr>
<td>Spain</td>
<td>East</td>
<td>Catalonia</td>
<td>Terrassa</td>
<td>Chamber of Commerce and Industry of Terrassa</td>
</tr>
<tr>
<td>Greece</td>
<td>Attica</td>
<td>Attica</td>
<td>Athens</td>
<td>Athens University of Economics and Business - Research Centre / Business Communication Laboratory</td>
</tr>
<tr>
<td>Greece</td>
<td>Northern Greece</td>
<td>Thessaly</td>
<td>Larissa</td>
<td>Region of Thessaly</td>
</tr>
<tr>
<td>Portugal</td>
<td>Mainland Portugal</td>
<td>Alentejo</td>
<td>Evora</td>
<td>ADRAL S.A.</td>
</tr>
<tr>
<td>Cyprus</td>
<td>Cyprus</td>
<td>Cyprus</td>
<td>Limassol</td>
<td>Cyprus University of Technology</td>
</tr>
</tbody>
</table>

8.11.4 Start date – end date

Start Date: 1 April 2012
End Date: 30 June 2012

Although the Responsible MED tool has been demonstrated during the above stated period, the tool is continuously available to the SME community through the website http://responsible-med.eu.

8.11.5 Detailed description

The Responsible MED Methodology and Tool has been developed by the Responsible MED project partners within the framework of the Responsible MED project in order to provide support to SMEs to assess their CSR maturity level and assess the impact of CSR actions on SME competitiveness. The Responsible MED Methodology and Tool is targeted to SMEs in general, including SMEs participating in supply chains and SMEs engaged in

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1 The project “Regional Policies for Responsible Development: evaluation of CSR and economic performance in the MED area” (Responsible MED) aims to evaluate the link between CSR and levels of competitiveness and innovation in the Mediterranean area. It is co-funded by the European Research Development Fund (ERDF) through the MED Programme of the European Union. Partners include: Regional Government of Tuscany (Italy - Lead Partner), Regional Government of Umbria (Italy), Cyprus University of Technology (Cyprus), Chamber of Commerce and Industry of Marseille Province (France), University of Girona (Spain), Chamber of Commerce and Industry of Terrassa (Spain), ADRAL S.A. (Portugal), Region of Thessaly (Greece), Athens University of Economics and Business - Research Centre / Business Communication Laboratory (Greece). The duration of the project is from 01-07 2010 to 31-12-2012.
B2B and B2C commerce, operating in nine MED regions that the project partners represent.

In specific, the Responsible MED Methodology and Tool:

i) helps SMEs assess the level of their CSR maturity,

ii) provides support to SMEs regarding types of CSR actions that potentially can be implemented by them,

iii) provides support to SMEs for assessing, before and after their implementation, the impact of CSR actions on their competitiveness.

The Responsible MED Methodology (Apospori et al, 2012) has been operationalised in an online decision support tool that covers all stages of the decision-making process for developing, implementing and assessing CSR actions. The online tool has three modules that correspond to the abovementioned types of support. Each tool module is structured in a stepwise approach that guides users (SMEs) through the various steps required for completing the assessment tasks and receiving the results. In specific:

i) The CSR maturity test contains 32 questions under four CSR areas (workplace, marketplace, environment, community). For each question, SMEs are requested to select among a set of five different responses (that represent different levels of maturity with regards to the specific question) the response that best describes their perception of their maturity level. The output of this step is an overall maturity score, expressed as a percentage, for each of the four CSR areas.

Moreover, the output of this module also includes indicative CSR actions that a company can perform in each of the four CSR areas, the description of relevant good practices that have been implemented by other SMEs, and CSR initiatives (e.g., organisations, awards etc.) promoting CSR in the region in which the SME operates.

ii) The ex-ante evaluation module ranks candidate SME CSR actions according to their perceived impact on SME competitiveness and cost before their implementation by the SME. SMEs select a maximum of 5 out of 17 predefined alternative categories of CSR actions and assess the impact of the selected CSR actions in terms of the following competitiveness categories: Market Competitiveness, Society / Community Recognition, and Internal Competitiveness, and dimensions of competitiveness for each of these categories, as well as on the following cost categories: Design Cost, Operation Cost, Implementation Cost. The result of this evaluation process is the ranking of the selected CSR actions in terms of their competitiveness/cost ratio.

iii) The ex-post evaluation module assesses the impact of the CSR action(s) after their implementation by an SME on its competitiveness and costs and compares it with the situation before the implementation of the CSR action(s). This module allows SMEs to select both objective and subjective impact measures of CSR actions on SME competitiveness and cost. The
The result of this evaluation process is the calculation of a competitiveness/cost ratio for the situation “before CSR” and the situation “after CSR”.

Currently, the tool can be used by SMEs without cost, as it constitutes part of the Responsible MED project. The online tool can be found at http://responsible-med.eu.

### 8.11.6 Evidence of success

The usefulness and ease of use of the Responsible MED Methodology and Tool has been evaluated by 108 companies operating in eight MED regions (Tuscany, Umbria, Alentejo, Attica, Thessaly, Cyprus, Catalonia, Provence-Alpes-Côte d’Azur) (Apospori et al, 2012). Nine project partners (see footnote 1, p. 4) have used and demonstrated the tool to companies in these regions. The overall evaluation results illustrate that the tool is highly perceived by the surveyed companies in terms of its usefulness and ease of use. In specific, according to the results the companies believe that:

- The CSR maturity test demonstrates a high degree of usefulness and ease of use.
- The ex-ante assessment of candidate CSR actions demonstrates a high degree of usefulness and ease of use.
- The ex-post assessment of candidate CSR actions demonstrates a high degree of usefulness and ease of use.
- The tool demonstrates a high overall degree of acceptance by the users.

The high degree of acceptance of the tool by the companies during its evaluation stage shows that the tool can substantially contribute to the increase of the awareness of SMEs with regards to their CSR maturity level in the society, workforce, market, environment and leadership dimensions of CSR and can increase their capacity in developing and implementing CSR actions that may contribute to the enhancement of their competitiveness. This is important for SMEs that are participating in B2C, B2B transactions and SMEs participating in international supply chains.

### 8.11.7 Contact details

<table>
<thead>
<tr>
<th>Project Partner / Organisation</th>
<th>Name</th>
<th>E-mail</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region of Tuscany (Lead Partner)</td>
<td>Giuseppina de Lorenzo</td>
<td><a href="mailto:giuseppina.delorenzo@regione.toscana.it">giuseppina.delorenzo@regione.toscana.it</a></td>
<td><a href="http://www.regione.toscana.it">http://www.regione.toscana.it</a></td>
</tr>
<tr>
<td>Region of Umbria</td>
<td>Sabrina Paolini</td>
<td><a href="mailto:spaolini@regione.umbria.it">spaolini@regione.umbria.it</a></td>
<td><a href="http://www.regione.umbria.it">http://www.regione.umbria.it</a></td>
</tr>
<tr>
<td>Cyprus University of Technology</td>
<td>Maria Krambia-Kapardis</td>
<td><a href="mailto:maria.kapardis@cut.ac.cy">maria.kapardis@cut.ac.cy</a></td>
<td><a href="http://www.cut.ac.cy">http://www.cut.ac.cy</a></td>
</tr>
<tr>
<td>Chamber of Commerce and Industry of Marseille Province</td>
<td>Charles Haagensen</td>
<td><a href="mailto:charles.haagensen@ccimp.com">charles.haagensen@ccimp.com</a></td>
<td><a href="http://www.ccimp.com">http://www.ccimp.com</a></td>
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<tr>
<td>University of Girona</td>
<td>Pilar Marques-Gou</td>
<td><a href="mailto:pilar.marques@udg.edu">pilar.marques@udg.edu</a></td>
<td><a href="http://www.udg.edu">http://www.udg.edu</a></td>
</tr>
<tr>
<td>Chamber of Commerce and Industry of Terrassa</td>
<td>Ana Pajarón</td>
<td>apajaró<a href="mailto:n@cambraterrassa.es">n@cambraterrassa.es</a></td>
<td><a href="http://www.cambraterrassa.es">http://www.cambraterrassa.es</a></td>
</tr>
<tr>
<td>ADRAL S.A.</td>
<td>Paula Paulino Marquez</td>
<td><a href="mailto:Paula.Paulino@adral.pt">Paula.Paulino@adral.pt</a></td>
<td><a href="http://www.adral.pt">http://www.adral.pt</a></td>
</tr>
</tbody>
</table>
8.11.8  Good Practice description completed on
Date: 15 November 2012

8.11.9  Requirements for implementation
The Responsible MED Tool is already available on line (http://responsible-med.eu) and can be used by SMEs without cost at this stage. The availability of an Internet connection and basic Internet use skills by the SME representatives that will use the tool are a standard requirement.

8.11.10  Limitations (is there any barrier/area where GP is not applicable)
No limitations/barriers in terms of the geographical location and industrial / service sectors in which SMEs operate are identified.
Specialised knowledge and expertise (especially in the -ante and ex-post evaluation) may be required by the SMEs.

8.11.11  Finance
Currently, the tool is available for use by SMEs without cost, as it constitutes an output of the Responsible MED project and is hosted under the lead partner web server.

8.11.12  Number of beneficiaries
108 companies (the majority of which are SMEs) have used the online tool in 2012 and have participated in the survey for the evaluation of its usability and usefulness.

8.11.13  Lessons Learnt
The positive assessment of the tool, by the SMEs that participated in its evaluation, in terms of its usefulness and ease suggests that the tool has the potential to be used by the broader SME community (Apospori et al, 2012). It is worth noting here that the tool does not require extensive training and therefore it can be used by SMEs which do not have the capability to invest to costly (in terms of money and time of the engaged personnel) training programs. Also, the online availability of the tool helps the SMEs to overcome another important barrier which is associated with the limited time and personnel that SMEs have available.
8.11.14 References

8.12 Tools for reporting CSR

8.12.1 Topic of GP and its position in the COGITA Concept
Green Network developed manuals for SMEs to report their environmental and social responsibilities.

8.12.2 GP position in the COGITA Concept
8.12.3 Location of the GP
Country: Denmark
NUTS 1
NUTS 2
NUTS 3

8.12.4 Start date – end date
Start Date 1994
End Date (if applicable) Continuous

8.12.5 Detailed description
In 1996 the manual for environmental statements was developed in cooperation with municipalities, counties and companies. The manual is a guide on how to write a statement on the environmental impacts of your company. In 2004 Green Network developed a manual for reporting social responsibility in cooperation with companies and county. The drawing up of a statement can be illustrated as follows:

The statement is evaluated and if it is approved the company is awarded with the Green Network diploma and flag. The diploma is valid for three years and it is renewed when a new statement is drawn up. Companies commit themselves to working with continuous improvements by submitting the statement.
Drawing up a statement in line with the Green Network manuals, are for many companies sufficient enough documentation for customers and suppliers on the efforts within the field of CSR.


8.12.6 Evidence of success
- More than 1100 statements have been reported to Green Network by companies
- In 2011 108 companies have active diploma for more sustainable practice
- In 2011 alone 16 courses, seminars and events within the field of CSR were conducted, 284 persons participated.

8.12.7 Contact details
Name: Sanne Østergaard Nielsen
Organisation: Green Network
e-mail: son@greennetwork.dk
website: www.greennetwork.dk

8.12.8 Good Practice description completed on
Date: 13.06.2012

8.12.9 Requirements for implementation
- Support by municipalities in defining objectives and environmental policies within the company
- The CSR activities and reporting must be supported by the company management and implemented among the employees.
- Support from professional consultants and/or networking with other companies

8.12.10 Limitations (is there any barrier/area where GP is not applicable)
- It may be difficult to apply the tools (manuals) in very small companies (less than 10 employees)

8.12.11 Finance
Annual budget in Euro: - The manual reporting has no budget, the working hours is done in the companies. The companies pay a yearly membership of 800 EU. If they need consulting help, they has to pay for it.

Funding sources: Membership fees from municipalities and companies. For developing new tools Green Network has received funding from EU/Danish foundation. Yes Danish foundations – back in 1994 it was founded by the Danish business board. Today the municipality of Vejle and Fredericia give a total about 50.000 EU to ensure the Green Network work.

8.12.12 Number of beneficiaries
Up to 300 per year.

8.12.13 Lessons Learnt
- Tools have to be simple and accessible
Potential for improvement:
- An integrated, web-based tool where companies can choose the themes most essential for them to report
• The potential for CSR communication and supply chain management could be improved

8.13 Seminars for CSR/sustainability reporting

8.13.1 Topic of GP and its position in the COGITA Concept
Green Network has developed a concept for seminars for CSR/sustainability reporting. The seminars can support the work with the Green Network manuals for reporting.

8.13.2 GP position in the COGITA Concept
8.13.3 Location of the GP
Country Denmark
NUTS 1
NUTS 2
NUTS 3

8.13.4 Start date – end date
Start Date 2010
End Date (if applicable) Continuous

8.13.5 Detailed description
The duration of the seminars for CSR/sustainability reporting is 4 seminars lasting 3 hours each. The contents are:
1. seminar:
   • Introduction to working systematically with CSR: Resources and time schedule
   • Introduction to manual for reporting
2. seminar:
   • Mapping of the companies conditions
3. seminar:
   • Assessment and prioritizing of focus areas
   • Objectives and action plan
4. seminar:
   • Implementation and support within the company
   • Presentation of final report
8.13.6 Evidence of success
- Approximately 10 seminars have been conducted since 2010
- 6-12 participants per seminar
- The majority of the participating companies have received diploma for their reports

8.13.7 Contact details
Name: Sanne Østergaard Nielsen
Organisation: Green Network
e-mail: son@greennetwork.dk
website: www.greennetwork.dk

8.13.8 Good Practice description completed on
Date: 13.06.2012

8.13.9 Requirements for implementation
- Sufficient number of participants, also important for meaningful exchange of experience
- The CSR activities and reporting must be supported by the management and implemented among the employees in the participating companies
- Support from professional consultants
- Sufficient resources: working hours and participant fee

8.13.10 Limitations (is there any barrier/area where GP is not applicable)
Because of the current European economic situation it is difficult for the companies to allocate working hours and money for reporting and seminars

8.13.11 Finance
Annual budget in Euro: -
Funding sources: Participant fees (appr. 550 euro per company) + annual membership of Green Network (app. 800 euro per company)

8.13.12 Number of beneficiaries
Appr. 60 companies during the last three years

8.13.13 Lessons Learnt
- Difficult to sell the idea, because it claims working hours
Potential for improvement:

- An integrated (combining environmental and social responsibility), web-based concept (eg. webinars) – maybe cross-boarder exchange of experience among companies

8.14 SMEs funding initiatives in Gliwice subregion

8.14.1 Topic of GP and its position in the COGITA Concept
Financial support for start-ups provided by various institutions in Gliwice subregion, with focus on disadvantaged target groups, i.e. women and young people (graduates).

8.14.2 GP position in the COGITA Concept
8.14.3 Location of the GP
Country: Poland
NUTS 1: Southern Region
NUTS 2: Silesia Voivodeship
NUTS3: Gliwice and neighbouring cities

8.14.4 Start date – end date
Start Date: 2009
End Date: continuous (determined by availability of financial resources)

8.14.5 Detailed description
Basing on the results of nation-wide research it was discovered, that the position on labour market of women and university graduates is worse, comparing it to the situation of other unemployed persons. It was then determined by the regional authorities (Silesian Marshal Office and Silesian Regional Labour Office) that within the EU funded projects focusing on providing training, consulting and financial resources for potential start-ups, particular attention must be paid to disfavoured groups. For this reason the projects which were implemented by the Local Development Agency in Gliwice (LDA) and the Science and Technology Park in Gliwice (TechnoPark) were focused on these particular groups. The LDA implemented successfully one project, the other one is pending in next few months. The second mentioned organisation TechnoPark implemented two projects, next one has been implemented for half a year from now.

All of the mentioned projects have had similar structure – there was provided methodical training in the areas such as: legal requirements of business running, marketing, accounting in SME, business plan, soft skills, equal opportunities, sales management, etc. Simultaneously there were organised dedicated individual consulting sessions (lasting ca. 10 hours per participant). After the training and consultation program all the projects foresaw the financial grants of about 10.000€ for the participants who presented the most promising and professional business plans.

The maximum duration of the project is 2 years.

Details of the project accomplished by Local Development Agency

<table>
<thead>
<tr>
<th>X – Public Policy Themes</th>
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<th>Z – Fields of Action on CSR</th>
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</tr>
<tr>
<td>☐ Branding and Communication</td>
<td>☒ Hybrid Instruments</td>
<td>☒ Society</td>
</tr>
</tbody>
</table>
WHO CAN BE A BENEFICIARY:
- women living in particular area (Gliwice County), who want to start up their own business and hadn't run their own business or were not been self-employed during last year, regardless of the status of the labour market: employed, unemployed either registered, or not in the Gliwice County Labour Office

FORMS OF SUPPORT:
- Training (119 hours per participant) and individual consulting sessions (10 hours per participant) related to starting up and running a business. 5 themes of training:
  a. psychology in business,
  b. legal requirements of establish the ME and it operation,
  c. business plan,
  d. sources of funding of company,
  e. marketing.
- Reimbursement of travel costs for training
- Funds to start a business, approx. 10 000 €
- Funds to run a business for 6 or 12 months, approx. 340 € per month (for social and health insurance, rent, electricity charges, phone bills, etc.)
- Individual consulting sessions for new businesses for 6 or 12 months
- Ad hoc, personal care for 1 year for start-ups

STAGES OF THE PROJECT:
- Recruitment to the project:
  a. call for recruitment applications
  b. evaluation recruitment applications by the Project Selection Committee (selection X best ideas)
  c. interview with HR assistant - counsellor (assessment of the professional skills, selection 42 persons to the project)
- Training and individual consulting sessions
- Call for business plans
- Selection the best business plans
- Starting up a business
- Call for application for monthly financial support
- Individual consulting sessions
- Monitoring of new businesses for 1 year (2 On-the-spot checks)

If the beneficiary will run his business for minimum 1 year, he doesn't have to give the money back.

8.14.6 Evidence of success
The maximum duration of the project is 2 years. The GP is highly dependent on availability of EU funding. During the EU Programming period 2007-2013 only a sum of more than 1,3m € was transferred to start-ups within the Silesian Region. The first project accomplished by Local Development Agency was focused on women (employed, unemployed and professionally inactive, regardless of their age), 42 of whom took part in training and consulting and 32 of whom established their own enterprises. The projects implemented by the Science and Technology Park in Gliwice resulted in training and consulting for 83 persons, granting financial support for 42 persons and expecting other 20 to be supported. The sustainability of the established enterprises is very high. In project accomplished by Local Development Agency - only 3 of them closed down but did not go bankrupt. This result was made possible by painstaking selection of participants of the projects (beneficiaries).
The added value of all of them is networking. All the participants co-operate and render complimentary services and deliver complimentary goods. Establishing own enterprises by the unemployed influenced positively the rate of unemployment, as – according to the monitoring results of all the projects – most of the beneficiaries started employing a year after commencing their business activities.
All of the training sessions emphasized the meaning of equal opportunities and other EU horizontal policies.

8.14.7 Contact details
Name: Tomasz Szulc, Andrzej Szymborski
Organisation: Local Development Agency in Gliwice
e-mail: t.szulc@arl.pl, a.szymborski@arl.pl
website: www.arl.pl

8.14.8 Good Practice description completed on
Date: 06/11/2012

8.14.9 Requirements for implementation
Implementation of all the projects will not be possible without financial support of the European Union - the European Social Fund- through the Silesian Regional Action Plan.

The state if entrepreneurial spirit in the society is also crucial, so one of the key factors of success is extensive and efficient promotion of self-employment and independence which is guaranteed this way.

8.14.10 Limitations (is there any barrier/area where GP is not applicable)
Lack of financial resources which can be granted to this type of measures.

8.14.11 Finance
Budget for one project accomplished by Local Development Agency - total approx. 475 000 € for 2 years (approx. 415 000 € for 1st year and 60 000 € for 2nd year, depends on number of beneficiaries).
Funding sources: European Social Fund (85%), national contribution / Silesian Regional Action Plan (15%).

8.14.12 Number of beneficiaries
Local Development Agency:
2010 – 32
The Science and Technology Park:
2009 – 21
2010 – 21
2012 – to be determined later
Microenterprises of various types of activity (manufacturing, services, trade).

8.14.13 Lessons Learnt
This project helped beneficiaries to start up and limited fear and hesitance associated with starting and running own business.
To smooth the implementation of the next but similar projects one have to consider introducing the CSR principles, for example:

1. Taking into account CSR criteria during recruitment.
2. CSR trainings and consulting sessions to the start-ups.
3. Taking into account CSR criteria when evaluating business plans.
4. Embedding CSR in business strategy.

Additional project recruiting criteria, which might be used:

1. disabled people,
2. age over 50 years,
3. a specific status in the labour market,
4. specific line of business.

Additional forms of support, which might be offered:

1. reimbursement of child care during training - if needed.

8.15 Award: sustainable entrepreneur Eindhoven

8.15.1 Topic of GP and its position in the COGITA Concept

A yearly award to put SME’s who operate in a sustainable way in the spotlight and at the same time stimulate other businesses to follow.
### 8.15.2 GP position in the COGITA Concept

![Graph showing the position of GPs in the COGITA Concept]

<table>
<thead>
<tr>
<th>X – Public Themes</th>
<th>Policy</th>
<th>Y – Public Instruments</th>
<th>Policy</th>
<th>Z – Fields of Action on CSR</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Awareness</td>
<td>☐ Legal Instruments</td>
<td>☑ Leadership</td>
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<td>☐ Branding and Communication</td>
<td>☐ Hybrid Instruments</td>
<td>☑ Society</td>
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</tr>
</tbody>
</table>
8.15.3 Location of the GP
Country:
NUTS 1:
NUTS 2:
NUTS3: City of Eindhoven

8.15.4 Start date – end date
Start Date: 2010
End Date: ongoing yearly activity

8.15.5 Detailed description
The award sustainable entrepreneur Eindhoven is a yearly award handed out by the municipality of Eindhoven to award SME’s who operate in a sustainable way and to stimulate other SME to follow their example. The awards are handed out per category (making a difference between sole proprietorship and businesses with more employees): (1) hospitality; (2) production; (3) retail and; (4) service delivery.
To receive an award SME’s have to fill in a questionnaire. Fields of Action on CSR are:
- People
- Planet
- Profit
The award has 3 levels: bronze, silver and gold.

<table>
<thead>
<tr>
<th>Percentage/category</th>
<th>Retail</th>
<th>Service delivery</th>
<th>Production</th>
<th>Hospitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% or more answers positive</td>
<td>gold</td>
<td>gold</td>
<td>gold</td>
<td>gold</td>
</tr>
<tr>
<td>80-90% answers positive</td>
<td>silver</td>
<td>silver</td>
<td>silver</td>
<td>silver</td>
</tr>
<tr>
<td>70-80% answers positive</td>
<td>bronze</td>
<td>bronze</td>
<td>bronze</td>
<td>bronze</td>
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</table>

8.15.6 Evidence of success
In 2012 the award sustainable entrepreneur Eindhoven has been handed for the third year. Although in total less SME’s participated that year related to 2011 and 2012 we still see a growing interest. More new SME’s filled in the questionnaire and a lot of the SME’s that received bronze or silver in 2011 went in 2012 for silver or gold.
Awards 2010: 21 bronze, 14 silver, 3 gold
Awards: 2011: 23 bronze, 23 silver, 9 gold
Awards 2012 24 bronze, 12 silver, 6 gold

8.15.7 Contact details
Name: Yvonne Blankwater
Organisation: Municipality of Eindhoven
e-mail: y.blankwater@eindhoven.nl
website: www.eindhoven.nl

8.15.8 Good Practice description completed on
Date: May 30, 2012
8.15.9 Requirements for implementation
The award is a municipal initiative to support sustainable behaviour amongst SME´s. In this context a municipality should be willing to support such an activity. Of course SME´s should be stimulated to participate.

8.15.10 Limitations (is there any barrier/area where GP is not applicable)
See above.

8.15.11 Finance
Please contact y.blankwater@eindhoven.nl for the finance details.

8.15.12 Number of beneficiaries
2012
Golden awards: 6 in total (4 service delivery, 1 retail, 1 hospitality)
Silver awards: 12 in total (2 retail, 6 service delivery, 3 hospitality)
Bronze awards: 24 in total (2 retail, 10 service delivery, 6 hospitality, 6 production)

Figures for the year 2011 and 2010 can be found on our web site: www.eindhoven.nl

8.15.13 Lessons Learnt
The questionnaire needs to be updated every year.
SME´s that received gold can be used as ambassadors to promote the award sustainable entrepreneurs.
The question is if a municipality should continue the activity or hand it over to another organisation such as a one stop CSR shop.

8.16 RSE.pime – RSE.coop. Responsible management, sustainable business

8.16.1 Topic of GP and its position in the COGITA Concept
The program was provided that 60 cooperatives and 30 SMEs incorporate CSR into their business strategy. As a result we have 90 good practices, and reference materials that can be transferred to other territories.
8.16.2 GP position in the COGITA Concept

<table>
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<tr>
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<td>☐ Hybrid Instruments</td>
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<td>Society</td>
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</tr>
</tbody>
</table>
8.16.3 Location of the GP
Country Spain
NUTS 1 Catalonia ES5
NUTS 2 Catalonia ES51
NUTS 3

8.16.4 Start date – end date
Start Date March 2006
End Date (if applicable) December 2012

8.16.5 Detailed description
Rsepime and Rsecoop is a program for implementing social responsibility in Catalan SMEs and cooperatives. It is intended to provide tools and procedures to improve the economic, social and environmental values from the implementation of social responsibility in the corporate culture of organizations.
Rsepime and RSEcoop consists in an individual support to companies by a specialist consultant for 15 months. The process begins with a diagnosis of the company, the establishment of an improvement plan and support for SMEs to incorporate improvements in social and environmental management in its operation.

1. Projects- companies’ selection
2. Training for consultants: methodology & resources
3. Training for companies
4. Appointment of a CSR advisor (15 months)
5. 3 group counseling sessions
6. Initial analysis
7. Elaboration of an improvement program
8. Implementation of the corrective measures
9. Validation of the RSE.coop or RSE.pime Code implementation
10. Elaboration of the sustainability report of the company

8.16.6 Evidence of success
Successful elements:
ECONOMICS:
• 88 sustainability reporting
• All companies have integrated CSR into their strategic planning
• 47 new Strategic Plans
• 15 Reviews strategic plan to integrate CSR
• 83% of companies have developed a CSR policy
• 23% have a code of ethics
• All companies have a system of monitoring indicators for all CSR
• All companies have the figure responsible for CSR
• All companies have developed a sustainability report following the guide's international Global Reporting Initiative (GRI)
• 56% of companies have defined social and environmental criteria for evaluating suppliers

ENVIRONMENTAL
• Control: Water, energy, greenhouse gas emissions
• Improvements in waste management, emphasis on the role, and hazardous waste
• 90% of companies have manual of good environmental practices, environmental awareness and alternative
• 53% of firms worked for specific procedures to improve environmental management in different areas
• 33% of companies have a management system or ISO 14000 it aims to
• Specific actions and integrated activity: manual driving efficient, sustainable procurement criteria, promotion of digital document management, sustainable mobility, energy efficiency, development of organic products certified FSC paper printing, use recycled paper, install solar panels, reusing wastewater, improvement and conservation of biodiversity, etc.

SOCIAL
• All companies have a stakeholder map
• measures have worked to promote equal opportunities
• specific indicators of control
• Measures for conciliation
• Language neutral and protocol of harassment
• Control and planning of the training team
• Evaluation of staff satisfaction
• Evaluation of customer satisfaction
• Internal and external communication of responsible management
• We have worked psychosocial risks
• Encouraging the employment of disabled people
• Collaboration with local community
• Promotion of volunteering
• Encouraging the use of Catalan language

8.16.7 Contact details
Name: Narcís Bosch / Oriol Tarrats
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website: www.rsepime.cat

8.16.8 Good Practice description completed on
Date: June 2012

8.16.9 Requirements for implementation
To ensure the proper implementation of good practice, it is necessary that the SMEs and the cooperatives assumes, first, a commitment to implementing CSR as a transverse axis parallel and complementary to company strategy.
We need the implication of sectorial business organizations that support the program and promote it among their companies
It is also necessary a process of sensitization of the territory around the concept of Corporate Social Responsibility and the benefits this can bring to the company both as to the territory where it operates.

8.16.10 Limitations (is there any barrier/area where GP is not applicable)
The project is transferable to any territory and any companies. RSEcoop has been transferred to the social economy sector in Spain and the rest of the world through the Global Reporting Initiative (GRI).

8.16.11 Finance
Budget in Euro: 2006 - 2011: around 3.000.000 M€
Funding sources: European Social Fund, Regional Government of Catalonia, Government of Spain, companies and Council of Chambers.
8.16.12 Number of beneficiaries
Directly: 88 companies (58 cooperatives + 30 SMEs)
Indirectly: About 200 companies.

8.16.13 Lessons Learnt
- Companies need help to incorporate CSR into their strategy. They need materials, tools and support.
- SMEs are very grateful to get support and an external view on their CSR-activities.
- Cooperatives are businesses that have a high commitment to CSR. They should put it in value.
- We need the responsibility of government, companies, SMEs and people to success.
- The sustainability reports are a good tool for internal and external communication (about CSR but also as a general company information for stakeholders).
- The consultants must know deeply the reality of SMEs / cooperatives.

8.17“Gestió Sostenible Rural. INCORPORATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) in small and medium enterprises in the territories Leader”

8.17.1 Topic of GP and its position in the COGITA Concept
Incorporation of corporate social responsibility (CSR) in the companies beneficiaries of leader grants, as a strategy to warrantee the sustainable development of a local territory. Garrotxa to Catalonia, Balears and Aragón
8.17.2 GP position in the COGITA Concept

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</tbody>
</table>
8.17.3 Location of the GP
Country: Spain
NUTS 1: Garrotxa-Catalunya ES5
NUTS 2: Transferency: Catalunya-Balears-Aragón ES51
NUTS 3

8.17.4 Start date – end date
Start Date: September 2009
End Date (if applicable): November 2012

8.17.5 Detailed description
In order to attend a collective wish to raise the integral quality of the region and to promote its sustainable development, la Garrotxa (Girona – Spain) used the initiative Leader Plus (2000-2005) as a tool to stimulate the integration of socially responsible management criteria in the companies awarded with public grants. The local development strategy was based in the old Anglo-Saxon concept win-win: if private companies win, the territory wins.
In this context, the local action group developed an innovative methodology of public grants management, making beneficiary organizations adopt economic, social and environmental management policies respectful with people and local environment. This method was based in a specific diagnostic and measure tool named Codi de Gestió Sostenible (Sustainable Management Code) and in a process of a technical individual consultancy and follow-up for the implementation of improvement action within the organizations.
The process, nowadays included in axis 4 of Rural Development Program in Catalonia’s administrative procedures and carried out by 18 local action groups of Catalonia, Balearic Islands and Aragon, is structured in the following stages:

1. Projects-companies’ selection
2. Appointment of a CSR advisor
3. Initial analysis
4. Elaboration of an improvement program
5. Implementation of the corrective measures
6. Validation of the Sustainable Management Code implementation
7. Elaboration of the sustainability report of the company

Nowadays this methodology is being applied in 200 companies in the autonomous communities of Catalonia, Balearic Islands and Aragon, through the program "Gestió Sostenible Rural", funded by the Ministry of Agriculture of the Government of Spain. The project budget is 1.321.000 euro.

1. Projects-companies’ selection
   In the evaluation of the projects candidate to obtain a public grant objective criteria regarding CSR are included. The essential requirements are the economical viability of the project and the compliance with current environmental and social legislation.

2. Appointment of a CSR advisor
   The local action group assigns a CSR advisor to each selected company. The duty of this technician is to advise and guide the
company during all stages of the process towards the incorporation of CSR policies.

3. Initial analysis
The goal of initial analyses, which are based in the Sustainable Management Code, is to know the current situation of each company in relation to the different commitments of Corporate Social Responsibility and to elaborate a first report in which the organization’s potentialities and aspects to improve in the tree fields of sustainable management are exposed.
This portrait, that shows the departure point of the company, is important not only to identify the corrective measures that will be considered in next stage, but also to make the company aware and to visualize the responsible performances they have already assumed.
The analysis stage should be done in two or three working sessions with the company, two for the data collection –one of them could be done on a team meeting– and a last session to present the results to the company’s owners and managers.

4. Elaboration of an improvement program
Based in the results of the initial analysis, the CSR advisor proposes a customized improvement strategy to the company, defining some actions or corrective measures that allow the company to boost its strong points and to ameliorate the weaknesses in management. These actions must be scheduled in time, agreed by both parties and approved by the company’s direction.
For each improvement action, a certain percentage of the Leader grant that can be received by the beneficiary company is assigned. The final amount of public aid that the company will perceive is determined by the grade of fulfillment of the improvement program. The detail of the actions, the percentage of grant assigned to each measure and all others terms are specified in an agreement between the local action group and the company.

5. Implementation of the corrective measures
In this stage the aim is to develop all actions defined in the improvement program, at the same time than the company is making the investments object of the Leader grant, in order to introduce or to boost Corporate Social Responsibility in the company management model. During this process, the CSR advisor makes a customized follow up on each company, helping them to execute the actions planned, providing useful tools, checking the schedule compliance, detecting problems and proposing tips and solutions. It must be taken into account that the departure point of each company is different and, therefore, the improvement actions need to be adapted to the situation and specifications of each enterprise.

6. Validation of the Sustainable Management Code implementation
Once the implementation stage is finished, and coinciding with the certification of the investment object of the Leader grant, the local action group evaluates and
verifies the grade of fulfillment of the CSR commitments acquired by the company – Improvement Program – and determines the final percentage of grant to perceive.

7. Elaboration of the sustainability report of the company

The process considers a last stage, not connected to Leader funds, in which the CSR advisor instructs the company in the elaboration of a sustainability report, the document that must bring awareness of their responsible management policy and that should be driving force for the continuous improvement.

8.17.6 Evidence of success

Results achieved between 2009-2012

- Training about CSR for politicians and managers of each of the GAL. July 2009.
- Preparation and publication of common methodological reference materials: Tutor Manual for the implementation of CSR and reviewing and editing of the Code of Sustainable Management of rural areas.
- Strengthening the technical structures of the GAL, with the addition of 18 technical specialists in CSR.
- Seven specific technical training courses to those responsible for the implementation of CSR policies in organizations. (Years 2010-2011)
- Ongoing technical assistance in CSR (Creating a team of expert advisers to technicians CSR).
- Implementation of CSR policies to 200 small and medium enterprises, with more than 700 tutorials.
- Preparation of the sustainability report in 70 of the top 100 tutored.
- Elaboration of information material on CSR: CSR Guide, Exhibition panels to promote CSR, merchandising, GSR promotional video project...
- 77 CSR awareness events over the 18 territories with a total participation of over 2,000 people
- 5 training courses in advanced business management in some of the territories GSRural
- 4 training visits to the experiences responsible for the territory.
- Establishment of six technical support cells from nearby territories.
- Creation of an intranet for the ongoing exchange of knowledge and know-how between territories.
- Creation of an organ of the project government, which has met to date, on 13 occasions.
- Create a CSR Rural Observatory, through the creation www.gsrural.org portal, with over 10,000 visitors a year.
- Creation of permanent mechanisms for disseminating the project through the website, participation in social networks and regular reporting of results in difrentes CSR forums.

8.17.7 Contact details

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website: www.gsrural.org

8.17.8 Good Practice description completed on

Date: juny 2012
8.17.9 Requirements for implementation

To ensure the proper implementation of good practice, it is necessary that the territory assumes, first, a commitment to implementing CSR as a transverse axis parallel and complementary to local development strategy, whether binding or dominant appearance representative territorial identity. This means ensuring technical structure of business support, consisting of a minimum of two people. The experience developed in the region of Garrotxa Leader Plus period indicates that a technician dedicated to the implementation of CSR can assume a workload of about 8-10 companies simultaneously, which means that it should be possible to strengthen with one or two additions to the structure in the course of progress in the number of companies tutored. Considering, however, that every technician will have CSR specific training, with different skills and abilities, it is interesting to consider a partnership network with other territories to exchange knowledge (Know How) between technicians. This formula compensates for possible differences and fosters synergies and efficiencies between territories. It is also necessary a process of sensitization of the territory around the concept of Corporate Social Responsibility and the benefits this can bring to the company both as to the territory where it operates.

8.17.10 Limitations (is there any barrier/area where GP is not applicable)

The project is transferable to any territory, as the experience of the project Sustainable Rural Management, through which the methodology was extrapolated in the region of Garrotxa 17 other regions of Catalonia, the Balearic Islands and Aragon.

8.17.11 Finance

Annual budget in Euro:

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>400.000 euros</td>
</tr>
<tr>
<td>2010</td>
<td>400.000 euros</td>
</tr>
<tr>
<td>2011</td>
<td>321.000 euros</td>
</tr>
<tr>
<td>2012</td>
<td>275.000 euros</td>
</tr>
</tbody>
</table>

This budget is for an 18 territories and includes the management/administration costs. Funding sources: ARM/1287/2009 Ministry of Agriculture of the Government of Spain

8.17.12 Number of beneficiaries

100 companies for year

8.17.13 Lessons Learnt

The application of the Sustainable Management Code as a methodological procedure for the concession of Leader grants complements and brings added value to the different integrated local development strategies designed by local action groups, as long as it will provide them:

- A transversal common axis: Corporate Social Responsibility, as a guarantee of equilibrated development of the socioeconomic activities of territory. This is, the efficient management, in economic and business terms, of the organizations that produce goods and services, and the incorporation of the values inherent to CSR, as inspiring of the actions to develop in the business management.
- Sustainable character, in the sense that the use of resources does not compromise the options of future development.
- Content innovation, as long as it includes new management practices – innovative way of CRS values implantation, based in an consultancy and individual advise to
each company and organization beneficiary- compared to the ones used in the past.

- Participative character and solidarity, understanding that it implies a new work philosophy based in the solidarity between actors, and between them and the local territory, with the only aim to benefit a sustainable growth that does not commit the actions of future generations.

- Potential to be transferred to all parties implied of the territory -public administrations, socioeconomic agents, citizenship, etc.- to move forward to joint and shared processes of local development, based in the improvement of people’s life quality and environment preservation (Socially Responsible Territories).

- Mechanisms to assure the equal opportunities and the improvement of people’s social and labor conditions (conciliation of labor life and personal...) and the preservation of environment, based on a systematic and a methodology validated to analyze people’s situation and environmental policies within the organizations – articles 23 and 28 of Sustainable Management Code and environmental vector- and implement improvement action in these areas.

8.18 tRanSparÊncia. CSR in the supply chain

8.18.1 Topic of GP and its position in the COGITA Concept

tRanSparEncia program will support large companies (11) and their suppliers (62) to bring greater transparency to the supply chain and to promote sustainability reporting among the SMEs.
8.18.2 GP position in the COGITA Concept
8.18.3 Location of the GP
Country: Spain
NUTS 1: Catalonia ES5
NUTS 2: Catalonia ES51
NUTS 3:

8.18.4 Start date – end date
Start Date: November 2010
End Date (if applicable): June 2012

8.18.5 Detailed description
Initiated by the General Council of Catalan Chambers of Commerce, the tRanSparEncia project guides Catalan SMEs – as suppliers of large multinationals - in implementing sustainability reporting and management practices. The project’s first year saw 65 suppliers of 11 large companies evaluate their practices using GRI’s training methodology, and so establish improvement plans and sustainability management systems. The process is structured in the following stages:

8. Projects-multinational companies’ selection
9. Projects-SME companies’ selection
10. Training for consultants: methodology & resources
11. Training for SMEs: how to elaborate his reporting. GRI certificated (16h)
12. Appointment of a CSR advisor (3 sessions)
13. 4 group counseling sessions
14. Initial analysis
15. Elaboration of an improvement program
16. Elaboration of the sustainability report of the company

8.18.6 Evidence of success
- Implementation of CSR policies to 62 small and medium enterprises, with more than 180 tutorials.
- Preparation of the sustainability report in 62 SMEs.
- The participating companies value highly the program (5.1 on 6)
• 11 multinationals companies participating with 62 SME providers.
• 200 people participating in the initial seminar.
• 112 people trained in the methodology of GRI reporting.
• 44 group workshops.
• Preparation of common methodological reference materials: Tutor Manual for the implementation of CSR in the SMEs.
• Strengthening the technical structures of the general Council, with the addition of 7 technical specialists in CSR.
• One specific technical training course to those responsible for the implementation of CSR policies in organizations.
• Ongoing technical assistance in CSR (Creating a team of expert advisers to technicians CSR).
• Creation of an organ of the project government, which has met to date, on 13 occasions.
• Creation of permanent mechanisms for disseminating the project through the website, participation in social networks and regular reporting of results in diferentes CSR forums.

8.18.7 Contact details
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8.18.8 Good Practice description completed on
Date: June 2012

8.18.9 Requirements for implementation
tRanSpaRencia is an unique opportunity to promote a shared responsibility between government, chambers of commerce, large companies and their SME suppliers to promote a better model for doing business in Catalonia.
We believe that this project will allow us to create new relationships between firms, suppliers and governments.
We’re pleased to note that eleven large companies (Abacus, Codorniu, La Caixa, Damm, DKV, ESTEVE, Mango, Nestle, and Works Contracts, Gas Natural-Fenosa and Port de Barcelona) have committed 62 of its suppliers and are helping to incorporate CSR in their organization. All these companies add up more than 71,000 workers and more than 27,000 M € of turnover. Without any doubt, these are attractive numbers, but we hope that they just be the pioneers, and that more companies will join to this initiative.
It is also necessary a process of sensitization of the territory around the concept of Corporate Social Responsibility and the benefits this can bring to the company both as to the territory where it operates.
The program is based on a transparent training activities and support to SMEs to integrate CSR in their strategic management. This support is being conducted by a team of 6 people consulting specialists in CSR. These people have extensive experience in sustainability consulting for small businesses and have collaborated on the definition of the methodology used to SMEs.

8.18.10 Limitations (is there any barrier/area where GP is not applicable)
The project is transferable to any territory and any companies.
8.18.11 Finance

Annual budget in Euro:
- 2010: 20,000 euros
- 2011: 270,000 euros
- 2012: 50,000 euros

This budget is for 62 SMEs and 11 multinationals and includes the management/administration costs.
Funding sources: European Social Fund, Regional Government of Catalonia, multinationals and Council of Chambers

8.18.12 Number of beneficiaries

80 companies for year (estimated)

8.18.13 Lessons Learnt

- We believe that CSR is already making big inroads into big business. In Catalonia we have interesting examples of large companies that are very committed to CSR. However, we detected a triple threat to SMEs (representing 98% of our business):
  1. The absence of CSR and its benefits, which causes potential harm to long-term competitiveness.
  2. Difficulties in applying CSR in their organization, due partly to facing many choices of CSR models, methodologies and tools.
  3. The tendency for large companies to ask their supply chain to implement CSR without many SMEs knowing why or how to do so.
- The transparency project is intended to establish a joint responsibility, between big business and its supply chains, to incorporate CSR in a simple manner, guided by experienced consultants with user-friendly tools for implementing CSR practices.
- Chambers of Commerce should help businesses to become more competitive and strong. They should help companies to consider strategic issues, and also go a step further and set trends that can help businesses.
- The program’s success relies on this team and their implementation of the program in all 62 participating SMEs. Without their cooperation and effort we would not have the results that are on the table. Their dedication and commitment to sustainability and towards the participating SMEs has been indispensable.
- We need the responsibility of government, companies, SMEs and people to succeed.