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○ We are NOT for-profit, but PRO Social Responsibility!

Although we are “not for-profit”, we, the NGOs, are also “economic actors”! To carry out our projects and activities our organisations use important **human, natural and financial resources**. Societal premises the fact that these resources are of great value for our society, and the way they are used, should be “socially responsible”.

Social Responsibility means the application of the principles of **Sustainable Development** (the environmental equilibrium, social equity, economic efficiency) and of **good governance** (transparency, ethical behaviour, stakeholder involvement) in the activities and projects of the organisation.

The concept of Social Responsibility initially appeared in the business area:

Corporate Social Responsibility (CSR) defines the companies’ contribution (especially the big corporations) to Sustainable Development. But, CSR does not have to remain in the “private property” of the business environment! Being aware of the NGOs’ role, Societal frames instruments and develops competencies for the furtherance of Social Responsibility in the not for-profit sector.

A coherent strategy for responsibility would bear forth numerous advantages for the NGO’s: better financing opportunities, motivation for human resources, better chances to attract talented volunteers, improvement of the relationship and collaboration with our partners, opportunity to diversify our projects, better reputation in the local community, opportunity to carry out valuable projects for example for the business environment and public actors, and last, but not least it would offer our sector a positive definition ...

we are NOT for-profit, but PRO-Social Responsibility!

- ❖ "From an **economic perspective**, the nongovernmental organisations have become agents of the free market, producing and exchanging goods and services, operating with costs and balance sheets, and also represent an employment opportunity for many citizens." (FDSC, Report "Romania 2010. Nongovernmental sector – profile, tendencies, challenges")
- ❖ What is the meaning of **Sustainable Development**? "A development that meets the needs of the present without compromising the ability of future generations to meet their own needs ". (World Commission on Environment and Development, "Our common future" Report, 1987)
- ❖ **Corporate Social Responsibility** represents "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis". (European Commission, 2001, Green Paper: "Promoting an European frame for Corporate Social Responsibility")

○ Goals

Societal wants to frame instruments and develop the necessary competencies in order for the NGOs to adopt the principles of Social Responsibility in the activities and projects of NGOs.

To reach its goal, Societal targets:

- 1. Informing and training for** 160 of NGOs regarding the principles and methods of responsible project management, through the organizing of regional working groups and national workshops, as well as online on the Societal.ro;
- 2. Awareness raising** among the representatives of 500 NGOs regarding the instruments, good practices and advantages of adopting the principles of Social Responsibility. In this sense we will draw up and disseminate a

practical Guide for responsible project management;

- 3. Guidance** for the representatives of 16 NGOs who are handling European projects, in order to facilitate the embracing of Social Responsibility in the implementation of the projects, which will represent a series of Pilot Projects;

- 4.** The improvement of the capability of interaction and work team of 80 project managers and NGOs responsables, through the creation and development of a national network of Social Responsibility Promoters.



- ❖ Just by looking at the denomination itself, we can guess that Sustainable Development pursues economic development and not the recursion to a pre-industrial economy. But, **the present model is not “sustainable”**, because the economic development doesn’t take into consideration neither the ecological limits of the planet, nor the negative consequences on the social level.
- ❖ **The mass production and the high level of consumption** endanger the basis of civilization itself: biodiversity, ecosystems, global climate, cultural diversity...
- ❖ Societal builds a **dialogue space of experimenting and common action** for the NGOs, which, being aware of the problems brought up by the current economic model, are searching for responsible alternatives;

1. The Societal Guide

Tenders a practical method of responsible project management adapted to the needs of NGOs.

Its primer instrument is a list of **Social Responsibility Indicators** organized in 4 major intervention areas: social, environment, economic and governance.

For each indicator, the Guide presents diverse methods of implementation and also examples of good practices.

The proposed method is based on the usage of the Indicators grid during the **whole life cycle of the project**. The aim is to systematically integrate the concept of Social Responsibility in the following phases: analysis, planning, implementing, evaluation and reporting.

It includes a series of annexes regarding the responsible management of **certain aspects**: handling the human resources, stakeholder involvement, managing grants, strategic partnerships NGO – company, reporting the Social Responsibility performances, publicity and communication, organizing “green” events etc.

It shows that Social Responsibility is more of an investment than an extra cost for the organization and it should be looked from this perspective. The Guide systematically highlights the **advantages** the organisation has by applying responsible methods.

It offers a **concrete and accessible instrument** for the network of Social responsibility Promoters.

❖ The indicators grid is built on the basis of the most important international references in the area of Social Responsibility, such as **Global Reporting Initiative (GRI)** and **ISO 26000**. Made for corporations and big organisations, Societal adapts these instruments to the realities in the Romanian nongovernmental sector.

❖ For the administration of the life cycle of the project, the method used is **Project Cycle Management (PCM)**, also known as The Logical Framework Method.

❖ There is a series of Romanian NGOs’ good practices, which Societal plans to develop and disseminate, by integrating them in a coherent intercession and making sure that they are recognized as such.

Implementation
Period:
April – June 2012

2. Social Responsibility Promoters

The methods, instruments and good practices presented in the Societal Guide are used and promoted by the national network of Social Responsibility Promoters.

At least **80 NGO representatives** are recruited taking into account the preservation of an equilibrated regional coverage. Each NGO partner will designate one or more social responsibility promoters. The selected individuals have knowledge and competencies in the area of project management.

The promoters participate systematically in the activities carried out during **8 regional working groups**.

After the elaboration of the Societal Guide, the Promoters learn to use it efficiently during a **training programme**.

After the training the Promoters will know how to:

- ⇒ Give a **diagnosis** regarding the degree of integration of Social responsibility in the project they are implementing;
- ⇒ Elaborate an **action plan**, based on the key problems and possible solutions;
- ⇒ **Monitor** the action plan and to **evaluate** its results;
- ⇒ To adapt the methods and instruments of Social responsibility to **the culture and context of their own organization**
- ⇒ Give **suggestions** for the progressive development and improvement of the Societal Guide;

The Social Responsibility Promoters are **officially recognised and promoted by ANPCDEFP**, after a training programme organised at the Agency.

❖ *The Network of Promoters consists of NGO representatives who want to broaden and improve their organisation's contribution to Social responsibility. Hence they are individuals who have already acquired this concept in their systems of **values and principles**. Through the participation in Societal network, the Promoters seek **practical and efficient instruments** to transform their beliefs in actions!*

❖ *The application and improvement of the responsible project management method come hand in hand with the systematic exchange of **ideas and good practices**. The "Engine" of the Promoters network is learning together.*

❖ *By exchanging knowledge everybody wins... "If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas" (George Bernard Shaw).*

Implementation
Period:
January 2012 – March 2013

3. Pilot Projects

The **Societal Guide is tested!** The methods, instruments and good practices we propose are used for the integration of Social Responsibility in the activities and results of **16 projects**.

The **selection criteria** for the 16 pilot projects are: the involvement of a high number of ANPCDEFP NGO beneficiaries; an equilibrated regional coverage (ideally, there will be selected 2 projects from each region of development).

The Societal team offers guidance and support **not only to the coordinators, but also to the partners and stakeholders** of the respective projects.

The guidance and promoters' training are activities which are systematically debated inside the **network** and on the website **www.societal.ro**.

The 16 initiatives are documented through **photo coverage, video interviews and articles**. These materials will be largely disseminated in the NGO area and mass-media, underlining the engagement of the participant organisations for Social Responsibility.

Implementation period:
October 2012 – May 2013

- ❖ The **approach** on the pilot projects is **experimental**: the instruments are tested, the results are systematically compared, the applied method is progressively improved in order to become more and more efficient.
- ❖ The 16 pilot projects also represent **case studies** for the training of Social Responsibility Promoters. They will be trained by analysing and evaluating the planned and implemented methods of enhancing responsibility.
- ❖ The Social Responsibility Promoters will join the team for certain activities of assistance and guidance in the field. The principle is **training in situ**, the promoters will be involved in the learning process at the place of and during the activities implemented in the 16 pilot projects..

4. Societal.ro website

Societal counts on group work, exchange of ideas and continuous improvement.

We created for the members of the Societal Network a virtual workspace of dialogue and also a reference frame in the field of Sustainable Development and Social Responsibility for the Romanian civil society.

1. Online community

Societal.ro proposes the NGOs a community space for socializing and association. The members can publish their **own profile pages and articles**, including videos and photos.

2. Web Platform 2.0.

We created “wiki” functionalities in order to offer the members of the community the possibility to

autonomously and spontaneously contribute to the site’s columns.

There is also a column dedicated to the **Societal Guide**, which offers “guidelines” for the responsible project management during the entire life cycle of the project.

A **resource centre** offers information for responsible project management, among which there are some articles which include a detailed presentation of the main international references for Social Responsibility

3. Social Responsibility Planning System

On the basis of the Societal Indicators, the NGOs can do an **online evaluation** of their projects and also publish their **action plans**. These functionalities directly contribute to the Social Responsibility actions adopted by the organisation.

❖ **Online community**

Following the structure of a social network, the website proposes a community space with:

- *Two types of accounts: for NGOs and the representatives of the NGOs*
- *Profile pages, including videos and photos.*
- *Personal list of friends*
- *Individual messages between friends*
- *A list of favorite articles*
- *The possibility to write articles and post photos in all the sections of the website.*

❖ **The Web 2.0 Platform.**

The members of the Community can contribute to:

- *Updating the Social Responsibility Events Agenda;*
- *Adding up references and concepts in the Resources section*
- *Evaluating and planning of their own project using the list of Social Responsibility Indicators*
- *Releasing news of interest for the civil society*

❖ **Social Responsibility Planning System**

- *The NGOs registered in the community can use the list of Social Responsibility Indicators to create: an Action Plan for future projects that take into consideration the entire life cycle of the project.*
- *The NGOs also have the possibility to do Social Responsibility reporting for finalized projects, which complements the annual reporting with a report for 4 areas: Social, Environment, Economic and Governance.*

The Societal Code

1 aim The integration of Social Responsibility in the projects from the nongovernmental sector.

4 values

- Social equity
- Environment equilibrium
- Economic efficiency
- Good governance

5 principles

- Adopting Social Responsibility in your own projects

- An integrated approach of all aspects: social, economic, environment, good governance;
- Substantiating the Social Responsibility intercession by including references recognized at a european and international level;
- Involvement of key stakeholders in the social responsibility initiative;
- Collaboration with the organisations of the civil society in order to identify synergies and adopting good practices.

❖ *The Code gives **identity** to the Societal project and to the intercession for Social Responsibility promoted in the project.*

❖ *It is a document which allows a general view of the aim, values and principles of responsible management promoted by the covenanter NGOs.*

❖ *How can you adhere to the Societal Code? By creating an **account** on www.Societal.ro!*

❖ *Promote the Societal Code by posting the banner on your website!*

The Social Responsibility Indicators are categorized in 4 intervention areas that refer to 4 central values promoted by the Societal Code: social equity, environment equilibrium, economical efficiency, good governance.

SOCIAL

S1 Promoting EQUAL RIGHTS, DIVERSITY, NON-DISCRIMINATION;

S2 Ensuring decent WORKING CONDITIONS;

S3 Ensuring HEALTH AND SAFETY CONDITIONS;

S4 Encouraging LIFELONG LEARNING for adaptability to the labour market;

S5 RECOGNIZING the PERFORMANCES of employees and volunteers;

S6 Respect for the PRIVATE LIFE and protection of PERSONAL DATA;

S7 Encouraging a PARTICIPATORY CULTURE, ACTIVE CITIZENSHIP AND VOLUNTEERING;

S8 Respecting/Promoting AUTHENTIC CULTURAL VALUES;

S9 Respecting/Promoting HUMAN RIGHTS;

ENVIRONMENT

M1 REDUCTION, REUSE AND RECYCLING of the materials used in the project;

M2 Purchasing ECOLOGIC PRODUCTS AND SERVICES;

M3 Rational usage of ENERGY and usage of ALTERNATIVE SOURCES;

M4 Rational and non-polluting usage of WATER;

M5 Management of the impact on ECOSYSTEMS AND BIODIVERSITY;

M6 Diminishing and responsible management of the WASTE;

M7 Diminishing of the impacts due to TRANSPORT;

M8 Monitoring the emission of GREENHOUSE GASES;

M9 Promoting the principles “THE POLLUTER PAYS”; “CAUTIOUS APPROACH”, “PREVENTION”

ECONOMIC

E1 STREAMLINING THE COSTS for the implementation of the project;

E2 Using ALTERNATIVE EXCHANGE MODELS;

E3 Respecting THE RIGHTS TO INTELLECTUAL PROPERTY;

E4 Management of the impact on the LOCAL ECONOMY;

E5 Ensuring the SUSTAINABILITY OF THE project's RESULTS;

E6 Creating sustainable WORKING PLACES;

E7 Promoting SOCIAL RESPONSIBILITY among partner companies;

E8 Promoting SOCIAL AND GREEN ECONOMY;

E9 Advocacy for /development of NOT FOR PROFIT AND NONGUVERNMENTAL STRUCTURES;

GOVERNANCE

G1 Communicating ETHICAL VALUES AND PRINCIPLES OF BEHAVIOUR;

G2 Identifying and involving the STAKEHOLDERS in the life cycle of the project;

G3 ENGAGEMENT OF THE EMPLOYEES AND VOLUNTEERS in Social Responsibility actions;

G4 Ensuring the TRANSPARENCY OF THE project's BUDGET;

G5 Diminishing the risks of INFRACTIONALITIES AND CORRUPTION;

G6 COORDONATING WITH OTHER local, national, European or international PROJECTS;

G7 REPORTING Social Responsibility PERFORMANCES to the stakeholders;

G8 Development and promoting of responsible models of FINANCING AND PARTNERSHIP;

G9 RECOMMENDATIONS regarding the public policies taking into account the project's outputs.

The responsible project management method is built on the basis of the most important international references in the area of Social Responsibility, such as Global Reporting Initiative (GRI) and ISO 26000. The Societal Guide adapts these instruments to the realities in the Romanian nongovernmental sector.

5. ISO 26000

ISO 26000 is an undeniable reference in the area of Social Responsibility. Its credibility and authority is due to the fact that this standard is the result of a **mutual agreement** and **participatory process** of wide scope and it represents an innovation at an international level.

In 2005, ISO (International Organisation for Standardization) allots the creation of the standard ISO 26000 to an international working group constituted by representatives of categories of

stakeholders: governmental institutions, management, trade unions, consumers' associations, nongovernmental organisations and "others" (research institutes, consultant networks etc.). Until the official publication of the standard in November 2010, between 300 and 500 experts from 90 countries permanently participated at the activities of this working group.

ISO 26000 offers "**guidelines**" for the embracing of Social Responsibility by **any type of organisation** (companies, small enterprises, public administrations, nongovernmental organisations). Hence the standard does not propose a "certain management system", and this is the reason why it cannot be certified such as ISO 9000 or ISO 14001.

The standard identifies **seven central subjects** of social responsibility, which should be approached by the organisation in a holistic manner: the governance of the organisation,

human rights, working conditions, the environment, business practices, subjects referring to consumers and social involvement.

- ❖ *In order to strengthen the creation of the standard, ISO closed a series of "**partnerships**" with relevant international organisations such as **ONU, ILO, OECD**. Therefore the final text of ISO 26000 clarifies and advocates the application of the main agreements and initiatives at an international level in the activities of the companies, trade unions, NGOs, public administration etc.*
- ❖ *There were created **national committees** who gathered up and sent to ISO over **25000 e-contributions** and inputs! These were integrated and systematically discussed in an international working group, which led to the progressive improvement of the standard's draft.*
- ❖ *The international working group who created the standard were coordinated by the representatives of Sweden and Brazil. For the entire working process, ISO paid great attention to ensuring a **balance between the developed and developing**.*

○ Global Reporting Initiative (GRI)

The extra-financial reporting significantly developed during the last decade. Its success is greatly due to the Global Reporting Initiative, which is internationally considered as **the most comprehensive** standard in the area of Sustainable Development/ Social Responsibility.

In order to optimize the principles and to ensure a high degree of technical quality, the GRI standards are in a **continuous improvement process**. In 2006 the third generation of standards was published: "G3 Guidelines".

GRI G3 presents three types of documents: „**Guidelines**“, describes the principles (11 principles in 3 categories) and the performance indicators (79 indicators) which have to be followed in the reporting process; different "**Domain –specific appendices**" which complement the guidelines by pointing out the specificity of the reporting

intercession in certain areas such as: food industry, mining, car industry, energy, banking, nongovernmental sector; "**Protocols**" which describe the “technical recipe” of each indicator from the guidelines, including definitions for key terms, data-processing methodologies and other specifications.

GRI Standard allows the framing of good quality social responsibility reports, but its use is complex and costly. In order to adequately monitor and evaluate the GRI indicators, a lot of expertise and financial resources are needed and very few nongovernmental organisations dispose of such resources.

The Societal Guide selects, simplifies and adapts the GRI principles and indicators and adapts them to the needs, expectations and capabilities of a significant number of national NGOs.

❖ The first **extra- financial reports** (of Sustainable Development/ Social Responsibility) were published in the 90s, but the lack of dependability and the impossibility of comparison of the published information shortly indicated the need of creating a standard

❖ Nowadays, approximately **1500 companies use GRI on an annual basis** for the Social Responsibility Report. It is estimated that over 4000 companies use the standards without officially informing the GRI secretariat.

❖ **Reporting must not be confused with communication!** The latter uses public relations and publicity with the intention to propagate a positive image. Whereas a good reporting is based on an objective and equilibrated evaluation. The reported information has to highlight the performances as well as the problems, because exactly the latter need to be improved through social responsibility.

○ Project Cycle Management (PCM)

PCM is the **internationally most known method** of planning, monitoring and evaluation of programs and projects.

PCM allows a coherent approach of the entire cycle of a program or project, ensuring orientation towards the beneficiaries (relevance), a global vision of the intervention (feasibility, durability) and also efficiency of monitoring and evaluation.

It is considered that the application of this method substantially contributes to the satisfaction of the basic **good governance** principles: transparency, participation, responsibility, efficiency and coherence.

PCM organises the project's cycle into 6 phases: programming,

identification, appraisal, financing, implementation and evaluation.

The method is based on participatory planning, allowing the partners to clearly define the objectives and to creating relevant action plans.

The PCM method is centred on the construction and methodical usage of the **Logical Framework**. This model integrates in one single array the most important elements of a project: objectives, expected results and planned activities (hence the "intervention logic"), the adjoint indicators, the check-out sources, means and costs, the hypothesis that need to be inspected in order for the project to succeed.

The Logical Framework is a success because the array allows the **integrated analysis** of the different components. These components are interdependent and the Logical Framework highlights the relationships between them.

pune în evidență toate relațiile existente între ele.

❖ Created in the 60s by USAid, the PCM method was adopted by numerous international organisations, which contributed progressively at its improvement. Nowadays it is widely **used by the financers and international institutions** like the World Bank, OECD, UN agencies.

❖ **European Commission** adopted the PCM method in 1992, in EuropeAid, and then branched its application in other departments and programmes.

❖ **The European Social Fund (ESF)** promotes PCM as a model of good governance of programmes and projects. The method is already compulsory in certain departments, and there is present debate regarding the expansion of its compulsoriness in all the projects and programmes of the next ESF budgetary programming (2014 - 2020).