

CSR National Platform Croatia

Final report

July 1st 2010 – June 30th 2012

A. Brief summary

Under the project all planned activities were successfully executed. (1) The CSR Network was formed; it met 10 times, created CSR Strategy guidelines which will be bases for creation of National CSR Strategy to be prepared under supervision of Ministry of economy. The Network will continue to meet also under the Ministry's presidency. The web portal was created to hold all the information relevant for CSR in Croatia including information on all project activities and project outcomes. (2) CSR Index was performed twice under the project, it experienced increase in number of companies that participated and its visibility was raised. The workshops on CSR Index were executed (10 in two years) educating 159 company representatives from 102 companies. (3) CSR education modules were created (5 of them) based on survey executed. In two years 10 seminars were organized educating 212 company representatives from 154 companies. (4) Publication on 20 case studies was prepared and printed under supervision of Faculty of economy and business. 600 copies was made and distributed. (5) Ten project partner's representatives spent a week on study tour in Brussels hosted by CSR Europe. They learned on latest CSR activities and trends in EU and leading EU companies. (6) Two National CSR conferences were organized at the end of each project's year bringing information on EU CSR activities and project outcomes. Two conferences together attracted 386 participants from various organizations including 142 companies. (7) Lexicon on sustainable development holding 414 terms from CSR and sustainable development was prepared and printed in 1000 copies.

B. Detailed description

1. Formation of National CSR Platform

1.1 Setting up of the Platform coordination team

The umbrella to all activities planned in this project was formation of a network formed by the group of representatives of relevant organizations, either active in some area of CSR or should be active but need to be encouraged to do so. The CSR Network is formed as a group of experts aiming to become independent advisory council, in charge of promoting integration of CSR elements to all major policies and plans in Croatia's public and private sector. Project team appointed a coordination team who had a task of preparing a list of potential Network members and to organize a first meeting.

1.2 Partnership meeting to form a Platform

Coordination team prepared a list of public organizations and agencies, NGO's and business associations. Representatives of these organizations were invited into this informal Platform. The planned number of organizations in the Platform was around 15. With original 7 organizations which are also partners on the project and three supporting organizations, invited were also: Ministry of environmental protection, Cleaner Production Center and few other NGO's active in the area of human rights, public policy and environment, all somehow related to the sustainable development or CSR development in Croatia. The first Network meeting was held in September of 2010. On the first Network meeting, it was decided on the name of the group, the role which the group would have etc. The presidency on the Network was given to the representative of the Chamber of Economy for the period of two years. It was decided to use the project period to prepare a draft of National CSR Strategy which would then, at the end of the period, be offered to the Ministry of economy together with the Network and try to interest them in accepting the Strategy and in taking the charge in management of the Network.

1.3 Preparation of statute and acts of the Platform

The Network adopted the Rule book and the Working program as two documents that explain the framework of activities of the Network.

The Rule book brought:

- The mission of the Network: *To enhance the number of companies practicing CSR and through education and media rise awareness on CSR.*
- The vision: *To help everybody involved to adopt values and build better working environment, protect environment and offer better products while at the same time developing competitiveness.*
- Goals and proposed activities which are connected to promotion of CSR, awareness raising and discussing on specific CSR subjects.

The Rule book defined:

- Partnership - which organizations can be members
- Basic rules on how to hold meetings, what is the mandate of the President of the Network, how to vote on decisions and positions of the Network etc.

Working program is a document that defines activities for the period until the end of 2012, which include preparation of the CSR Strategy, organization of the National Conference on CSR, promotional and educational activities, number of meeting to be held etc.

1.4 Platform meetings

The CSR Network met 10 times during the project duration what was a minimum planned number of meetings. Nevertheless, a lot of work was done online such as preparation and public discussion on draft CSR Strategy. Three experts from Global Compact, ODRAZ and HR PSOR were selected to prepare a draft document during the summer of 2011, the draft was commented during the fall of 2011, at what time it was adjusted according to the EU Communication on CSR, published on October 25th. The document was on public discussion until end of February of 2012 on www.dop.hr and finally, it was accepted by the Network and presented at the CSR Conference in May, 2012.

The Strategy mostly defines the obligations of the public sector in promotion and awareness of CSR as well as improvement of the business environment to make it more competitive for CSR implementing companies. Strategy defines CSR, benefits of CSR for companies as well as for the society as a whole. It copies factors defined in the EC Communication on CSR which improve the overall implementation of CSR.

After the presentation of the Strategy on the CSR Conference, the meeting with assistance minister of economy was held on June 14th, 2012. This was an opportunity to explain to the highest representatives of the ministry (newly appointed) about the project, its benefits and the proposal for the Ministry to take over the presidency of the CSR Network and to adopt the proposed CSR Strategy. The assistant minister understood the requirement posed by EU on member states on need to promote CSR, the benefits and importance of CSR and he accepted the responsibility of the Ministry to take over the management of the Network and he also decided to expand the proposed document into the actual CSR Strategy (including the budget and the timeline). He plans to start working on the document in the fall when the next meeting of the Network will be held.

CSR Network also discussed other topics on CSR, agenda to the Conferences as well as a particular work done by the members of the Network.

1.5 Development of the Web portal for CSR

According to the Project proposal, parallel to the organization of the Platform, the Web portal has been developed. The domain was purchased, the logo created and this logo was also used for other activities under this project, to connect CSR under one recognizable brand. Since CSR in Croatian has acronym "DOP", the domain purchased is called: www.dop.hr. Throughout the project, the portal was filled with relevant information on the project and CSR activities. It holds basic information on the project itself and all the activities performed, it also has database of case studies developed under the project, a lexicon on sustainable development and CSR and a selection of relevant articles on CSR from other media sources filled by students in charge of searching for news and uploading it. The CSR Strategy is also published on the web portal and it also holds a calendar with CSR related activities planned in Croatia. For the purpose of compiling the information, the students from Faculty of economics were engaged.

2. CSR Index

2.1 Formation of the project team for CSR Index

The group for CSR Index was appointed and started meetings in September, where it started preparations for ranking period. The new platform was developed and the list of invitees was prepared according to the financial results for previous year. Also decisions on additional rules were achieved and other relevant matter was resolved. The same process by the same team was done in the second year.

2.2 Selection of subcontractors

Two bidding processes were passed, one for selection of consultant for preparation of CSR Index education modules. Since, there are not many consultants who are knowledgeable enough to prepare such modules; we have prepared a call for proposal that was sent to three best options to our best knowledge. One consultant was selected, called MAP Savjetovanja. Other bidding process was passed to select PR agency that will work on promotion of CSR Index. Five agencies were invited who prepared presentations and the commission of the CSR Index Team has selected the best option, agency called Hauska & Partner. We have decided that we also could use services of the organization which has shown best presentation in terms of reaching to the companies and recruiting more companies for the next year's Index, so we have selected also another consultant, called Okomito, to develop outreach activities for us for the period between two ranking periods.

In the second year however, we decided not to invest into subcontractors who will work on the communication strategy and education seminars because we have modules prepared for education which we executed ourselves as well as the communication. Instead, a company IPSOS PULS was engaged to help us adjust the software of the CSR Index to make it easier for statistical analysis. IPSOS prepared adjusted software, which we piloted in September of 2011 and prepared for new round of ranking process.

2.3 Training on CSR Index

MAP Savjetovanja has developed the education module for CSR Index in October, 2010 and the training of trainers was held in November to educate CSR Index Team how to perform the education. The education schedule was prepared and the first

seminar was held on 22nd November. The press was invited; press materials prepared and the event took place in Zagreb. After this education, four more seminars were held: one in Osijek, one Split and two in Zagreb in the first year. During seminars, company representatives were filling a questionnaire for the outreach preparation. This questionnaire was prepared by the agency Okomito. In the first year, all together 81 participants from 52 companies participated and received the training; 0 from financial sector, 51 from industry sector (mostly heavy industry and food production), 12 from service sector (mostly consultancy) and 18 from partner organization (mostly regional CCE's offices). They also fulfilled the evaluation for the seminar and average grades were above 4.5 out of 5. The seminars were documented so that all trainees signed attendance sheets and photographs were taken.

The second year educational seminars were improved based on the comments of previous year. The methodology slightly changed according to the expert's comments. The major add on value to this activity was the analysis of the three year ranking period prepared by our subcontractor hired to prepare educational seminars which enriched the information on Index presented on seminars. The second year process started at the end of November, 2011 and five educational seminars were held, one in Pula, the rest four in Zagreb. Second year seminars had all together 78 participants, from 50 companies; 3 from financial sector, 42 from industry sector (mostly heavy industry and food production), 21 service sector (ICT, PR consultants and retail) and 12 representatives were from one NGO and from partner organizations. Average evaluation grade for all five seminars was 4.45 out of 5.

In two years 159 people participated in CSR Index training from 102 companies.

2.4 Development and execution of communication strategy

The communication strategy provided by Hauska and Partner subcontractor included activities of raising awareness of the companies on the fact that there is a ranking process and their engagement finished as the ranking process finished. Okomito nevertheless was a subcontractor with role to create a long-term strategy on how to approach companies in the next ranking period, how to brand the CSR Index to make it more visible to the general public and how to use participating companies to promote the CSR Index themselves. The results of their efforts were presented to the partners and prepared in the written reports which were considered in preparation of another phase of the CSR ranking process.

The communication strategy provided by Hauska & Partner in the first year served to plan the second year's activities as well. The press conference was held at the opening of the ranking process on November 23rd 2011 and we collected the press cut on this event. We also prepared media materials which were mailed to the business and daily newspapers as well as radio and TV. Materials prepared were written information for media on CSR Index and they were disseminated across the media in Croatia.

2.5 Preparation and execution of ranking process

The ranking process was executed in November and December of 2010 and again in 2011. The processes started by sending the invitation to fulfill the questionnaire to around 1500 companies: 650 medium, 650 small and 250 big companies. They all received an e-mail with the link to open their individual on-line page. CSR Index can be seen at <https://hgk.dop.hr/>.

All these companies were invited to participate in the seminars, and they were additionally called and asked to participate. In the ranking period, the helpdesk was open for all companies where they could reach someone and get answer to their question. With these additional activities for CSR Index we have succeeded to raise a number of companies that completed the questionnaire from 42 the previous year to 98 the first year of the project what makes over 100% increase. The companies participated were: 51 service sector, 42 industry sector and 4 from financial sector.

The second year process was repeated in the same way, but even though we put a lot of efforts in these activities, the final number of companies that participated was smaller than the previous year. We believe that the reason is in the recession which stopped some of our long term awardees to participate because the minimum criteria was to complete the financial year which is being evaluated (2010), in positive. All together the number of participating companies in the second year's CSR Index ranking process was 72. The following business sectors participated: 41 service sector, 26 industry sector and 5 financial sector companies.

2.6 Award commission meetings

After the initial ranking list has been prepared by the software, the awarding commission has been appointed at the beginning of each reporting period. The commission had to evaluate open answers to the question and to provide their results to the CSR Index coordination team. The commission has also made additional verification on some of the unclear answers to raise credibility of the evaluation process. After each member of the commission has given its evaluation to the organizers, the final list of companies was prepared. The awards were given to the three best in the category of large, medium and small companies and one additional award was given to the company with best improvement comparing to the result of the previous year. This made a total of 10 awarded companies in the first year while in the second year public companies were included in the evaluation as a new category and three more awards were given to them, adding up to 13 awards.

2.7 Award Ceremony

The central Awarding Ceremony in the first year was held on February 28th, along with the "Zlatna kuna", a ceremony of awarding to most successful Croatian companies. The project partners decided on this merge of events because "Zlatna kuna" is the mayor company event of the year. The Prime minister and the delegate of the President of the Republic were

present and the event had live broadcast on the Channel 1 on National television at 20.00 hours when there is top visibility. We believe that this gave extra visibility for the CSR Index and to CSR as a concept itself. For the rest of the companies (88) who were not awarded on the central event, the partners organized side event held on March 7th on which the certificates were given to all companies that participated in the ranking process but did not end up in the top ten companies. The press cut was collected and it shows numerous press articles on this event. All these articles are saved in our media database.

In the second year, the Awarding Ceremony was held on March 23 since our partner, HGK, due to some technical difficulties decided not to award CSR awards in the ceremony of Zlatna kuna. Instead the awards were given at the celebration of 15 years of HR PSOR. The awards were given to companies by two ministers, a deputy president of the Parliament and the representative of the President of Croatia. The event was attended by nearly 130 people and brought significant amount of press coverage also saved in our media database.

2.8 Evaluation and improvement period

The evaluation of the CSR Index process started after each awarding ceremony. We have noted some problems in the first year with the software. This problem created a lot of work to us as we were sending individual evaluation reports to all companies with information of their results which would help them create improvement process in the following year. Therefore in the second year we upgraded the software. The educational seminars were improved by adding the results of the ranking process, according to the evaluation of the participants. The methodology was slightly changed according to the expert's comments. The major add on value to this activity was the analysis of the three year ranking period prepared in the first year by our subcontractor hired to prepare educational seminars. The results of this analysis were presented at the National CSR Conference held in June, 2011 at the end of the first project year. The new approach to the companies and media was based on the analysis made by Okomito. Also in the second year, we added a new group in the ranking process – public companies what had to be followed by the preparation of new questionnaire for them and we added them as fourth category for awards.

It needs to be stated that this activity did not follow the original plan of action (part E) because the project was originally planned to start on January 1st but instead it started on July 1st. Since the ranking process is tied to the end of the year, we had to rearrange activities to fit the schedule but all the activities were performed twice as was planned by the project proposal.

3. Analysis of the training needs and development of CSR Training

3.1 Development of the analysis questionnaire

This activity was started during the summer period of 2010, when we have prepared a questionnaire for the analysis of the training needs for CSR. The first proposal was made by the project leader and during the summer period, all partners made their comments and in finally, we agreed on the final questionnaire.

3.2 Collection and processing of results

The survey was conducted in the summer period and altogether, 60 responses were collected. The results were analyzed. These results showed what type and length of education is preferred by companies as well as which topics are of most interest. The results of the survey were bases for the development of various modules of CSR training prepared for one or more different topics or industry sectors.

3.3 Development of training module

The results of the survey were given over to the subcontractor, MAP Savjetovanja, who made proposal for the development of the educational modules. The project partners have decided to make all together five educational modules, four of different CSR topics and one made for a specific industry sector. The following modules have been developed: *CSR in financial sector*, *CSR in the working environment*, *CSR and the community development*, *Participation of the companies in the public policy development – the case of the environmental protection*, and *ISO 26000*. The topics of the seminars were divided among partners according to their interest and the development process has started. MAP Savjetovanja moderated development of the educational modules which included participation of the partners, mostly business associations.

3.4 CSR training

The first module, *CSR in financial sector* was prepared for the members of the Croatian Banking Association (HUB) and was done by HUB and Global Compact. The educational seminar on this topic was held on May 31, 2011, had 10 participants and average grade of 4.6 out of 5. The same seminar was held ones more on November 16th, 2011, had 13 participants all of them from financial sector. Average grade was of 4.59 out of 5.

The *CSR in the working environment* was prepared by Croatian Employers Association (HUP) and the Union (HUS). Because of the great interest for this seminar, it was held three times in the first year: on May 25th, June 14th and June 17th 2011. The total number of participants was 42 from 30 companies (4 financial sector, 19 industry, 16 services and 3 NGO and partners) and average grade for all three seminars was 4.6 out of 5. The same seminar was prepared once more, this time by Croatian Chamber of Economy (HGK) with the help of outside expert and HR PSOR. The seminar was held on November 10th 2011 and there were 23 participants form 13 companies (4 financial sector, 5 service sector and 4 industry sector representatives) and 9 partner organization representatives and one NGO. Average grade was 4.63 out of 5.

The *CSR and the community development* was prepared by Global Compact and Croatian Chamber of Economy (HGK) and was held on June 30th. Maybe the date was already quite late, but there was a small number of participants 14, from 8 companies (1 financial, 4 industry, 4 service) and 5 NGO and partners. The grade was quite high 4.9 out of 5.

Participation of the companies in the public policy development - the case of the environmental protection was prepared in cooperation of HUP, HGK and HR PSOR. The seminar was held on June 13th 2011, had 41 participants from 29 companies (1 financial sector, 23 industry and 12 from services) and 5 NGO and partner organizations. Average grade was 4.3 out of 5. The same seminar was held once more on October 21st 2011 by Croatian Chamber of Economy (HGK), HRPSOR and an outside expert. There were 43 participants from 33 companies (2 financial sector, 7 service sector and 24 industry sector representatives) and 9 non-profit organizations (hospitals, other institutions and one partner organization). Average grade was 4.37 out of 5.

Finally, the **ISO 26000** was prepared by HR PSOR based on the fact that the director was had experience at ISO 26000 preparation process and she was also engaged as co-facilitator by ISO to perform three day workshop on ISO 26 000 in Riga. The one day seminar was held on June 27th 2011; it had 26 participants from 18 companies (1 financial sector, 12 industry sector, 11 services) and 2 from NGOs. Average grade was of 4.3 out of 5.

Total number of company representative present at all 10 seminars was 212 from 155 companies. Average grade for all seminars was of 4.53 out of 5.

4. Development of the case study database

4.1 Collection of the case studies

In the mid November of 2011 the teams of students were formed for the preparation of case studies. Each team of students was given the list of leads made from CSR Index participants who had interesting practices explained in the questionnaire and students chose those companies which they wanted to work with. From original 30 leads, 20 case studies were developed. The companies were contacted by HR PSOR as a project leader and the companies were asked to participate in the process. Those who answered were put into contact with students and they set up the schedule to meet. Most of the visits to the companies were completed by the end of December, 2011 when students started to write case studies under their mentors, partners on project from the Faculty of economy and business. The process of writing case studies showed not to be as easy as we anticipated. Students were often not meeting the deadlines; some of the work was not of the quality expected so some cases had to be rewritten. Also companies did not always offered the quality information as was expected so some of the cases were bellow the expected quality what needed additional work. Finally after the cases were finished they were revised by partners and then the authorisation was requested by companies. This part of activity also did not go as planned, because companies often did not meet the proposed deadline. Final difficulty was faced when one of the companies for whom the lead was prepared (Herbarium) faced scandal with some toxic substances found in their product so we had to add a new lead very late in the process. All of this caused this activity to be late with the completion.

4.2 Database of case studies on the web portal and publication of the handbook of case studies

Based on the 20 case studies prepared, the publication was created. The material was completed, revised and sent to the printing by June 29th, when it was also posted on the website. Printed copies were received on July 6th 2012. 600 copies were made. Case studies posted on the www.dop.hr can be commented and copied if desired.

5. Study tour

5.1 Study tour for the project participants

In fall of 2010, the communication with CSR Europe started and a draft agenda for the five day study tour planned for this action was agreed. We have decided that 10 people, as planned in the project proposal will be traveling to Brussels on 20th March and spend a week there meeting with relevant organizations.

The study tour was executed in the week of March 21st to 25th, 2011. In organization of CSR Europe, 10 representatives from partner organizations spent 5 days in Brussels on the proposed agenda. 5 days were divided into 5 different stakeholder groups. We had NGO day, public institutions day, Union day, and business association's day. We also spent one day in the CSR Europe office where we learned on their activities advocating for CSR integration. The trip also helped partners to get to know each other better and to get on with the proposed activities easier and with greater success insuring that the cooperation will succeed the project itself.

6. CSR conference

6.1 Preparation of the conference

First Conference under this project was organized on June 6th 2011 as a one day event. After almost seven years after the First conference on CSR, partners have decided to call it a second National Conference on CSR. The opening speech on the Conference was held by the President of the Republic of Croatia, prof. dr. sc. Ivo Josipović, who was also the auspice of the Conference. It was also addressed by the high official of the Ministry of economy and the Head of the UNDP Croatia.

The second year Conference (The Third national CSR conference) was organized on May 30, 2012. The opening speeches were held by president's representative, Head of UNDP Croatia, and representative of the Ministry of economy. It was also organized under auspices of the president of the Republic of Croatia.

The Conference in the first year attracted 158 participants from various organizations including 77 companies and was the largest event in Croatia ever held on the topic on sustainability and responsibility. In the second year, the Conference was attended by 128 participants from various organizations including 65 companies.

In both conferences we had guests from EU (in the first year speakers from Eurocommerce and Eurosif and in second year Ms. Brid from DG employment). Mostly agenda in both conferences was about the results of the project, which represent majority of all activities related to CSR going on in Croatia at present time. One of the most interesting presentations in the first year was the one on the results of Croatian CSR achievements based on the analysis of the three year evaluation period of the CSR Index awarding and evaluation questionnaire. In the second year conference, Lexicon on sustainable development and Publication of case studies were presented. Also, three case studies chosen from the Publication were also presented.

6.2 Promotion of the conference and project results

The Conference drew lot of attention of the media and general public and has made a strong push to greater visibility of importance of the responsible business behavior as well as the role of other stakeholders in this process. It also gave great visibility to the project and the CSR Network development process. The Press cut was collected on the event and we had 3 TV and 3 radio recordings in the first year, plus numerous press articles collected in our media database for both conferences.

After each conference, a special edition of HR PSOR's newsletter was published, dedicated entirely to the conferences and distributed in 1000 copies each, while pdf. files are available on web page.

7. Publication of Lexicon on sustainable development

Based on the Amendment number 1 to grant agreement dated April 17, 2012, we have added a new activity to the project, which included preparation and printing of the publication "Lexicon on sustainable development" a dictionary on terminology for implementation of CSR and sustainable development. It holds 373 plus XI pages, 414 terms, 368 sources used, 9 tables and 84 pictures included. It is printed in 1000 copies.

C. Number of enterprises receiving assistance

Table 1: Number of participants and companies present at education

	Participants				Companies	
	Financial sector	Industry	Services	other	TOTAL	
CSR Index - 1 st year	0	51	12	18	81	52
CSR Index - 2 nd year	3	42	21	12	78	50
CSR education - 1 st year	17	58	43	15	133	85
CSR education - 2 nd year	19	12	28	20	79	59
TOTAL	39	163	104	65	371	256

Table 2: Number of companies reached by education, publications and web site

Type of activity	Number of participants	Number of companies	Number of copies distributed	Number of visits on web portal (January 2011 - June 2012)
CSR Index education	159	102		
CSR education	212	154		
CSR conferences	386	142		
Lexicon on sustainable development			1000	
Case study publication			600	
2 special editions of HR BCSD's newsletter			2000	
Web portal www.dop.hr				10 662
TOTAL	757	398	3600	10 662

D. List of publications and outputs

Project management: three interim and this final report have been produced and submitted.

Web portal: new web portal was established and it serves as focal point for all information, publications and news on CSR and CSR activities in Croatia. It holds a database of case studies on CSR, and dictionary on CSR terms. The web portal serves as first stop in introducing and supporting interest of companies for implementation of CSR. Project partners will continue to fill the portal with information on voluntary basis while they will be looking for means to continue financing.

CSR Index: already established ranking method on CSR among Croatian companies has been additionally supported by this project. It has experienced over 100% rise in interest of companies and even though in second year the number of participants decreased, the public interest grows and it became a widely known award. It does receive Government support at least in the award ceremony. The project is currently being submitted for financing by EC as part of EU CSR Award.

Training on CSR Index and training on CSR: Two different groups of training modules were developed through this project. The modules are going to be replicated for companies after the project is finished, by all project partners. Especially, the CSR Index workshops are highly demanded in the times when the Index application is open for completion. Some of the partner representatives received training and now fill confident on performing the education themselves but it is not the case with all project partners. HR PSOR will try to organize these workshops and offer help to those how need assistance.

Publications: Two publications were printed through this project using EC assistance:

1. Lexicon on sustainable development – a dictionary with terminology relating to CSR and sustainable development. It holds 373 plus XI pages, 414 terms, 368 sources used, 9 tables and 84 pictures included. It is printed in 1000 copies.

2. The publication on case studies – has 385 pages and holds 20 case studies on CSR in Croatia, with introduction by editor and discussion questions prepared for each case study. It is printed in 600 copies.

Conference: Two conferences were organized, at the end of each project year. It was a chance to present results of project activity but also to start national discussion on CSR. Both conferences were under auspices of the President of the Republic of Croatia, and were of national character.

Media coverage: Two press conferences were organized related to CSR Index launch; press was present at award ceremonies and at conferences, and at the opening CSR Index workshops. Press cut was collected. Two newsletters of 1000 copies each were prepared with CSR conference results.

E. Project impact

Major target group of this project were companies. By educating them, promoting CSR Index, and printing publications mentioned above, we have made significant outreach and impact. The companies now have better knowledge for more stringent, strategy oriented CSR that will help their overall outputs and improve their competitive advantage what is directly connected with their economic performance. Also CSR has become a widely known and accepted term, and top management of many companies received information on its importance, even president of the Republic publicly supported implementation of CSR. The impact of his speech is hard to measure and its benefits are yet to show.

Also, partner organizations have significantly built their capacity on CSR support that they can continue offering to their member companies. The study tour and all the workshops and seminars that were prepared and also the discussions led and decisions made, educated all involved. This impact is also hard to measure, but we are safe to say that the future of CSR implementation in Croatia without this project would be much weaker.

Partner's management capacities were also built through CSR Network – a Platform founded. Thanks to experts who support it, it has the unique statute of lead CSR network. It became central forum for CSR and think thank for CSR implementation in Croatia. Also together, partners implemented our first EC funded project, have learned to know each other and are now capable to continue to cooperate together.

Gender equality is known to prosper in CSR companies, so by implementing CSR promoted under this project, the companies will improve their gender relations.

Multiplier effect can be seen through the fact that most of the activities will not finish but rather expand after the project: The CSR Network will continue to meet, moderated by the Ministry of economy, and the Network will assist the Ministry in preparation of actual CSR Strategy, based on the guidelines prepared under project. The Network will also assist in preparation of yearly national CSR conferences which are planned to be organized in years to come. CSR Index will continue also, and it is currently being submitted for EC funding under the joint project of creation of EU CSR Award, under CSR Europe as project leader. Workshops and seminars are created and will be occasionally repeated as interest require. Publications were distributed and will serve as source of knowledge for company representatives, while the materials on internet can be used by as many users who did not get the hard copy. Because most of the activities performed under project will be multiplied we believe the sustainability of project activities is secured.

Perceived impact is much larger than we expected. During the project application, there were more than one initiative and organization which promoted CSR implementation in Croatia. The one under HR PSOR was nevertheless the stronger one. During the project implementation, Croatia experienced even harder crisis than before and most of the CSR activities died leaving the initiative under this project the only CSR action in Croatia. Therefore, entire interest for CSR implementation among Croatian companies is directed to the activities performed under this project. We have managed to create a national coordination on CSR and every CSR activity in Croatia in the last two years was initiated or done with the support of this coordination. And result is that even though the economic crisis is worse than two years ago, interest for CSR among companies is larger as well as understanding of the variety of actions that are to be explained under CSR.

We hope that final report shows that general objective of the project was achieved: to raise level of understanding of importance of CSR in Croatia.

F. Lessons learned

The project leader has experience in promotion of CSR in companies. Knowing the difficulties of this job, we were not surprised by the project activities. The lessons we learned is how hard it is to be responsible for the performance of other organizations and how difficult it is to manage joint activities of various organizations, different people and different interests. Starting this project over, we would demand more commitment and support from highest management levels of all the organization what would make this project much easier to manage and responsibility shared.

G. Future plans

All business associations will continue to execute seminars on CSR and they express their willingness to continue cooperating in the CSR Network and in organization of CSR conferences. HGK and HR PSOR are continuing with CSR Index so basically all the activities that can be repeated will be (with exception of publications and study tour). CSR Network is the biggest and strongest durable partnership created under this project which will continue to exist under management of the Ministry of economy what gives us hope that it will be really durable.

Further, the project team became to know each other very well; even friendships were form so we expect to have many one-on-one initiatives and activities between partner organizations. All together, very strong CSR alliance have been created under this project, an alliance that is going to last.