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## Minutes

### **Kick-Off Workshop "CSR- Corporate Social Responsibility for SMEs"**

**Venue:** Polish Craft Association  
14, Miodowa Street  
00-246 Warsaw

**Date:** 16<sup>th</sup> November 2011, 9:00-13:00

This project was developed by Pawel Saar (President of Craft Chamber Łódź) and takes place within the framework of the Leonardo da Vinci Innovations Transfer Programme (German NA) and its duration is from 1 October 2011 to 30 September 2013; the EU support volume amounts to EUR 286,689.77.

The project is conducted by 7 Project Partners; all the institutions were represented at the kick-off workshop. In total 27 persons participated in the event along with other participants (see the List of Participants).

#### Project Consortium

- No. 1 Hanseatic Parliament (Lead Partner)
- No. 2 University of Corporate Education Hamburg
- No. 3 Chamber of Craftsmanship and Enterprise in Białystok
- No. 4 The Craft Chamber of Łódź
- No. 5 Hungarian Association of Craftsmen Corporations
- No. 6 The Norwegian Federation of Craft Enterprises
- No. 7 Lund University

The presentation delivered by Jürgen Hogeforster, PhD, served for structuring the workshop. The minutes are structured in accordance with the presented agenda.

#### **TOP 1. Welcoming Address and Introduction of Partners**

J. Hogeforster greeted and warmly welcomed the Partners and the participants and briefly introduced individual Partners and their institutions.

#### **TOP 2. Overview of the Objectives and Outputs of the CSR Project**

##### 2.1. General Objectives/Objectives and Outputs

General and specific objectives, as well as the targeted outputs which should be achieved by the end of the project duration were touched upon. After a discussion, all the Partners agreed to the objectives and outputs which were all classified as correct and attainable.

##### 2.2. Main Tasks

The discussion here concerned the four upcoming sequential working steps. It was pointed out in Step 2, item c) of the Internship Offer Abroad that the internship abroad can be made on a voluntary basis, however, the financing shall not ensue within the framework of the Project; EU mobility grants should be applied for separately.

All Partners agreed to the focal points of the tasks.

##### 2.3. European Qualification Framework

Der BSR QF was presented and discussed. Individual partners reported on the progress of works for the development of a national QF in their respective countries.

It was agreed that an assessment of the CSR training course (Credit Point Award) on the basis of the BSR QF should ensue within the framework of the Project, and thus an international recognition of further training is to be achieved.

#### 2.4. Work Packages

The chronological sequence of the working packages was presented and discussed during the plenary session. It was suggested that **WP 1: Evaluation of the Documentation and Structure of the Course Concept** (October 2011 to December 2011) should be prolonged (until at least January/February 2012), since the development of the course with regard to the outcomes should already anticipate **WP 9: Preparation of the Examination Regulations and the Recognition Process**, otherwise modification difficulties may occur later.

This proposal was accepted.

As a consequence, a time shift of individual WPs took place:

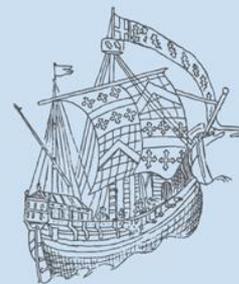
- WP 1: Evaluation of the Documentation and Structure of the Course Concept **until 28 February 2012**
- WP 2: Kick-Off Workshop **on 16 November 2011**
- WP 3: Development of the Further Training Concept (December 2011 to February 2012): **New: until 31 March 2012**
- WP 4 and 5: Preparation of the Practical Training Course Testing in Germany and in Poland (January 2012 to March 2012): **New: 1 February 2012 – 30 April 2012**
- WP 6 and 7: Implementation of the Practical Training Course Test in Germany and in Poland (April 2012 to November 2012): **New: 1 May 2012 – 28 February 2013**
- WP 8: Monitoring and Evaluation of the Practical Testing (April 2012 to November 2012): **New: 1 May 2012 – 28 February 2013**
- WP 9: Preparation of the Examination Regulations and the Recognition Process (August 2012 to April 2013): **New: June 2012 – April 2013** (longer phase due to the decision-making and approval process)
- WP 10: Second Workshop (September 2012 to October 2012): **New: September 2012 – November 2012**
- WP 11: Revision and Completion of the Course and the Manual (December 2012 to March 2013): **New: December 2012 – April 2013**
- WP 12: Third Workshop (Completion and Transfer) (May 2013 to June 2013): **Deadline unchanged**
- WP 13: Individual Transfer, Implementations and Consulting (March 2013 to August 2013): **Deadline unchanged**
- WP 14: Project Management, Preparation of Reports and Further Transfer (October 2011 to September 2013): **Deadline unchanged**

The working plan was adopted unanimously with the aforementioned amendments.

#### 2.5. Tasks of Individual Partners



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After the presentation and a detailed discussion, the following tasks for each Partner were adopted unanimously:

#### Tasks of the Lead Partner (No.1):

- Project management, coordination, reporting and accounting (so that no auditing of Partners takes place in the countries but centrally in Hamburg)
- Organisation of 3 workshops and Train the Trainer seminars
- Conceptual work design course concept, examination regulations and recognition process
- Accompanying consultations concerning course testing
- Development of a handbook
- Implementation and assurance of transfer as well as consultations on the implementation
- PR and television works; Adam Database and Internet
- Participation in workshops National Agency
- Translations

#### No. 2 Core Partners: University of Corporate Education Hamburg

- Testing and application partner in Germany
- Incorporation of the requirements and conditions of the German SMEs
- Participation in the development of the training course and the pedagogical approach
- Participation in the Baltic-wide transfer
- Development of official examination regulations (via the Chamber of Crafts in Hamburg)

#### No. 3 Associated Partner: Chamber of Craftsmanship and Enterprise in Białystok

- Incorporation of experiences and expertise in vocational training and the needs of SMEs
- Advisory support of practical testing
- Contribution of the project results to the Vocational Education Committee of the Central Association of the Polish Crafts

#### No. 4 Core Partner: Craft Chamber of Łódź

- Testing and application partner in Poland
- Incorporation of the requirements and conditions of the Polish SMEs
- Participation in the development of the course and the pedagogical approach
- Participation in the Baltic-wide transfer
- Contribution of the project results in the Central Association of the Polish Crafts Partner No. 4 proposed a changed budget for themselves, which shall be decided at the Board Meeting of the Partners on 18 November 2011. A revised budget allocation will then be matched with the budget of Partner 1, so that there are no consequences for the other Partners.

#### No. 5 Associated Partner: Hungarian Association of Craftsmen Corporations

- Incorporation of experiences and expertise in vocational training and the needs of SMEs in Hungary
- Advisory support of practical testing
- Transfer of the course to member organisations in Hungary



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#### No. 6 Associated Partner: Norwegian Federation of Craft Enterprises

- Incorporation of experiences and expertise on CSR applications in SMEs in Norway
- Advisory support of practical testing
- Transfer of the course to member organisations in Norway

#### No. 7 Core Partner: Lund University

- Incorporation of experience and knowledge on CSR applications in SMEs in Sweden
- Development of individual training modules
- Evaluation of the practical tests of the CSR course

#### General comments on the budget:

- Own contribution of individual Partners - 25% each
- The transfer cost for the total of 60 transfer partners are kept very low; transfer dates are to be arranged with other project dates.
- Trainer costs for freelance instructors are included in subcontracts; the maximum rates for personnel cost of the Partners shall not apply here; the normal market fee rates shall be paid.
- The budget includes 7% of indirect costs; they are not shown in the presented budget, they represent a kind of a reserve.
- The budget can be relocated to the extent of 10%. Larger relocations must be applied for separately.
- Always the actual costs have to be calculated, not the theoretical costs.
- Exchange rates should be observed.
- Tendering requirement in the case of subcontracts.
- In HR: importance of the presence of a valid employment contract.

### **TOP 3. Consultations and Completion of a Partner Agreement**

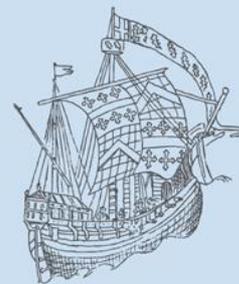
#### 3.1. Partner Agreement

The Partner Agreement was approved and distributed for signing in two counterparts during the workshop. A signed copy could either be returned immediately or it can be returned by mail before 15 December 2011.

Partner No. 2 noted a substantive error in Annex 1 to the Partner Agreement. The error, which was caused by the translation, was corrected. Annex 1 shall be checked for any other possible errors, the changes specified during the workshop shall be incorporated and Annex 1 shall be sent a new.

#### 3.2. Finances

- The central budget: only one audit; better controlling; financial responsibility for the Lead Partner alone
- Lead Partner manages common costs (no shared costs) makes their contribution and provides advance financing costs
  - ✓ EUR 40.000 – subcontracts
  - ✓ EUR 37.500 - costs of meetings, space, materials, printing + transfer costs
- Transfer costs at 60 Transfer Partners as well as travel expenses are generally relatively low: consolidation of project dates with other dates
- Project Partners shall bear only the personnel and travel costs with own advance financing



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- Exception: Partner 2 and Partner 4: they additionally incur fee and course testing costs
- Possible financial needs concerning own budget should necessarily be coordinated in advance with the Lead Partner. It is only possible as a part of the overall budget and the 10% control for budget relocation; if necessary, a further budget relocation has to be applied for by the contracting authority.
- Report and accounting of Partners every six months
  - a) Dates are set; they should necessarily be observed
  - b) Documents are prescribed; they should necessarily be submitted

#### Travelling costs:

- Conditions are specified; supporting documents attached
- Possibly the form (Annex 2) should be used

#### Personnel costs:

- Up to the amount of own contributions - no funding
- Furthermore, within the budget framework - full funding
- On average, each Partner shall have 60 % of personnel costs funded
- Within personnel costs, maximum daily rates for countries and functions should be observed strictly
- Accounting of personnel costs only with the form (Annex 3):
  - ✓ Table 1 Timesheet
  - ✓ Table 2 Completed Works/Tasks

The budget and accounting conditions of Annex 1 and other issues were discussed and clarified. All the Partners agreed to the regulations.

#### **TOP 4. Organisational Issues**

There were no further needs for clarification, questions, suggestions, etc..

#### **TOP 5. Testing Locations**

The following ones were adopted unanimously:

- In Germany: Hamburg – University of Corporate Education Hamburg (Partner No. 2)
- In Poland: Łódź - The Craft Chamber of Łódź (Partner No. 4)

#### **TOP 6. Consultations on the Content-Related Focal Points of the CSR Training**

The focus here was on two questions:

- 1) What topics and modules? and
- 2) Number of hours (45 minutes) per module and in total?

Processing took place within three working groups. The presentation of the results was carried out by spokesmen of the respective working groups which were or could be complemented by other members of the working group. Questions of other participants were clarified.

The following results were obtained within the groups:

##### 1) Group A

Target group: Owners and employees of SMEs

Scope and contents: 2 two days or 2 "Lunch-to-Lunch" seminars with a temporary interruption. The phase between the two seminars serves as a

phase of the application and coaching process. The gained experience is incorporated in the two seminars. Thereby it is especially important to evaluate the effects of the CSR in companies. It is based on a flexible curriculum which focuses on the process (how is the CSR to be initiated and implemented in enterprises?) and as a structuring tool, encompasses both the internal and the external communication relations, i.e. involvement of the environment and the people who have social responsibility in a company is crucial to the learning process.

Own reflection is important in the learning process: What does my behaviour have to do with the CSR? Or how can the participants recognise by themselves what consequences their policies have?

Good practices should be taught intensively within both seminars, which are also of special importance in the case of internships (abroad).

## 2) Group B

Target group: Owners and employees of SMEs, whereby it is important that owners and employees participate in the seminars together, since the interactions with one another are important in the learning process.

The seminars should not be conducted in an enterprise but at a central location in the respective region.

Scope and contents: approximately 16 teaching units with the following content areas:

1. Module → Behaviour and Communication within and outside the Company (6h)
2. Module → Pro-family Policy/Flexicurity (4h)
3. Module → Environmentally-Friendly Enterprises (4h)
4. Module → Good Practice with CSR (2h)

Summary of the outputs from the two groups: a difference only in the temporary interruption in seminars, otherwise compatible, since 1) the process is an important factor in the learning process and 2) the CSR is about values and not fixed knowledge, contents, etc. 3) no set curriculum is possible.

## 3) Group C

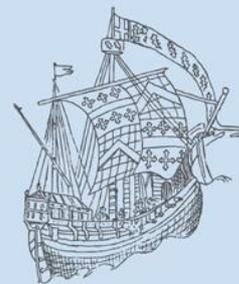
Group C was formed by the guests of the workshop (no Project Partners). It generally dealt with the improvement and increase in professional qualifications of craftsmen, independently of the CSR. It was agreed that in this regard there are particularly large qualification requirements and specialised projects should be implemented within this scope.

The results of Group A and B were evaluated and broadened for further works within the CSR Project, and the following basic concept was developed for further training in CSR by mutual agreement.

- Both groups proposed a course with the scope of about 16 hours. Differences exist only in the division into two events with a temporary interruption.
- The substantive proposals of Group B can be implemented well in the concept of Group A.
- A CSR course is not primarily about the transfer of knowledge – as it is the case with other further training courses – but about values and behaviours.
- Process orientation is particularly suited for this purpose. Therefore, a concept consisting of the following elements can be implemented:
  - a) First part of the course: about 8 hours in a group



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- b) Second part of the course: application process with an independent study and accompanying individual coaching
- c) Third part of the course: about 8 hours in a group with exchange of experience and reflection

- The curriculum should not prescribe fixed contents. Depending on the needs, different content areas should be selected and discussed within each respective participant group, e.g. environmentally friendly management, internal and external communication, family policy, flexicurity and work organisation, etc.
- Documents for instructors are prepared for 3 – maximum 5 thematic focal points.
- Best practices should be taught intensively within all three parts of the course and are to be prepared accordingly for the instructors.
- Internships (abroad) should be offered as an option and possibly take place within the second part of the course.

It was agreed that the development of the training course should be carried out on the basis of these results.

In addition to the preceding items on the agenda, specific conditions of individual countries and regions, as well as needs of SMEs and their employees in the project work were presented intensively by the Project Partners and guests within this item of the agenda.

#### **TOP 7. Further actions**

1. Minutes of the Kick-off workshop by the LP until the beginning of December 2011
  2. Entry into the Adam Database by the end of November 2011 and design of the Internet Project by the end of January 2012 by the LP
  3. Sending the available materials, concepts, literature references, etc. by the LP through all the PP by 15 December
  4. Development of the training course concept
    - Leadership of the LP
    - with Partners 2, 4, 6 and 7 (bilateral and meetings if necessary)
    - Coordination with Partner 2 + 4 by the end of March 2012
  5. Development and preparation of a flyer
    - Leadership and preparation by the LP by mid-March 2012
    - Coordination with Partner 2 + 4
  6. Preparation and practical testing by Partner 2 + 4 by the end of April 2012
  7. Implementation by PP 2 + 4 since the beginning of May 2012 and accompanying evaluation by PP 7
  8. Second Workshop September - November 2012
- Within this item the proposal made by Mr. Rettich (Hungarian Association of Craftsmen Corporations) that the second workshop should be organised in Budapest was gladly accepted.

#### **TOP 8. Miscellaneous**

No further issues and no requests to speak.

Hamburg, 28 November 2011

For the minutes: Elina Priedulena

