Location: Starosel, Bulgaria	**Dates**: July 2-3, 2012
Author: Sabrina Bosson (FLA)	**Recipients:** All RESPECT partners
Object : Short Minutes of the 3rd partnership meeting – RESPECT Project	

SHORT MINUTES STAROSEL PARTNERS MEETING
JULY 2-3, 2012

Participants: see *RESPECT_Starosel_July2012_participants list.pdf*

Agenda: see *RESPECT_Starosel_July 2012_Agenda.pdf*

Monday July 2, 2012

1. Welcome, introductions and announcement of meeting objectives:

Sabrina Bosson (RESPECT project coordinator – FLA) presented the agenda for the two days and announced the meeting objectives: (1) be clear about the project's status report and validate the RESPECT roadmap, (2) present the suppliers' qualitative survey results and discuss the next steps and role of partners to further exploit those results, (3) get partners' feedback on the role of suppliers to contribute to a more responsible supply chain in the light of the RESPECT first results, (4) build an action plan to formalize the RESPECT module for suppliers, (5) present the consumer survey design and deployment plan (involvement of buyers), (6) get partners' feedback on the way each organization could contribute to the RESPECT results' dissemination in each partner country (events, network, communication canals we could use to give value to the RESPECT achievements), (7) share project's results with local external stakeholders and collect feedback, (8) clarify requirements for the Interim report in terms of content (contribution and role of each partner) and administrative and financial aspects, (9) present the status of RESPECT website and get commitment from partners to feed it, (10) present the research options to exploit RESPECT approach and results.

The importance of this partnership meeting was highlighted, as it is the last one before the Interim report and it marks a turning point in terms of the project's first achievements.

2. The RESPECT Roadmap:

Sabrina Bosson (FLA) presented the RESPECT roadmap, highlighting the milestones and the road to follow in order to reach the project's objectives. In the first year of the project, the consortium mainly focused on the content of the transfer and its adaptation to the target groups, especially the suppliers' group. After validating the interest in the RESPECT approach and the needs of the target groups through the preliminary online survey, the partners focused on collecting good practices and case studies that will be used to build

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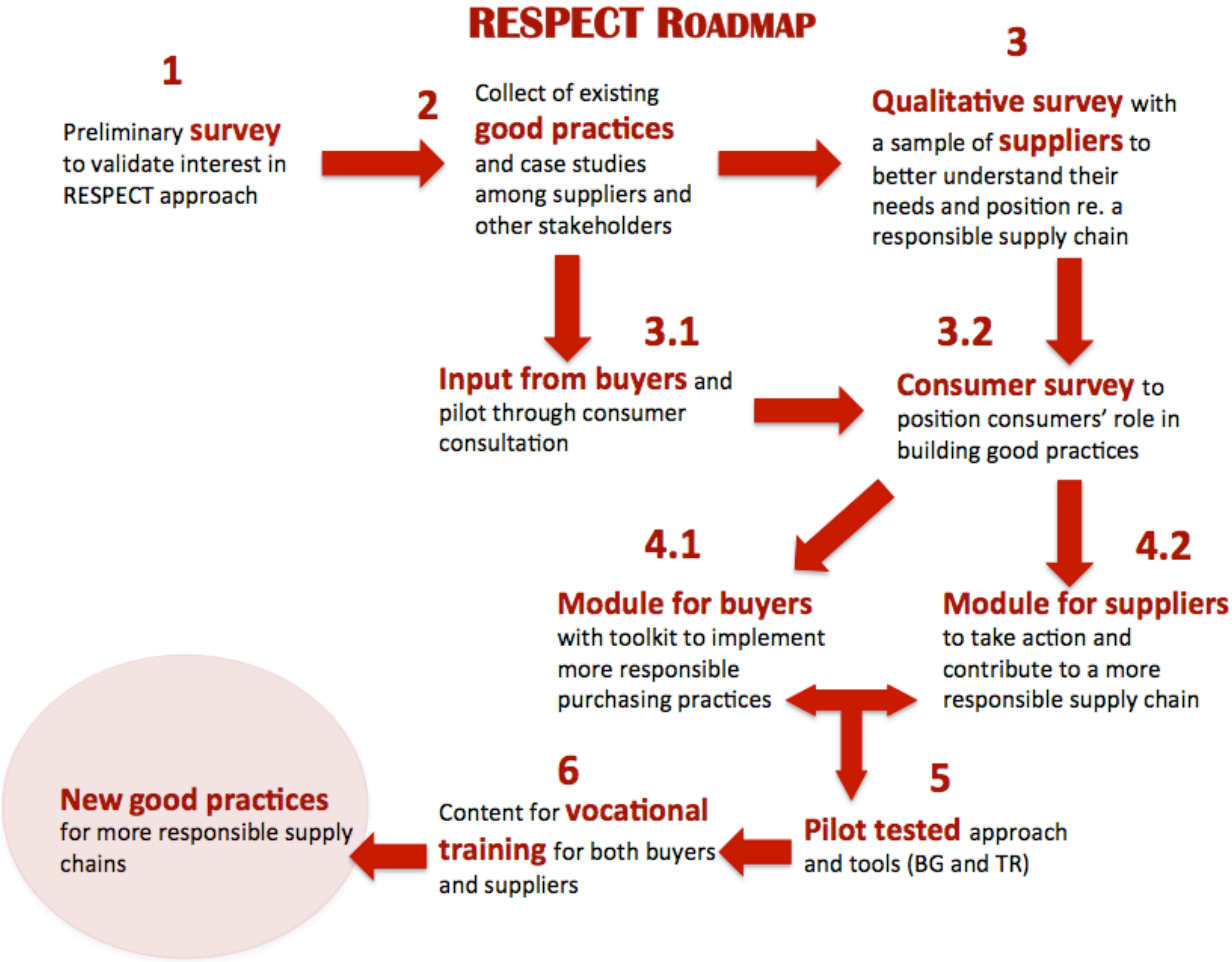
training content for the target groups. The qualitative survey with a sample of suppliers in Bulgaria and Turkey was conducted in parallel to better understand their position and means of action towards a more responsible supply chain. Also, consumers being an important stakeholder in the RESPECT approach, a consumer survey is to be conducted in the last quarter of 2012 – through a brand's consumers panel – in order to better position their role in supporting good practices. All these consultations/surveys/research work form a solid basis to concretize the RESPECT training methodology and tools for our target groups - suppliers and buyers. The training modules will be formalized and tested in both target countries in the second year of the project, with the aim of fostering new good practices in creating more responsible supply chain.



In terms of the timeline, step 3.2 has been reached and step 4.2 will be fairly advanced by the time of the Interim report. The group took a look at the Gantt chart to see how this roadmap fits in the project's plan and progress of the work packages. Even if quite some work is needed to reach the objectives of the Interim report, the project is on track and does not face much delay.

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3. Presentation of the suppliers' qualitative survey results:

Céline Labroye (Limelight) presented the results of the qualitative survey that was conducted by Limelight Consulting with a sample of suppliers in April 2012. The survey aimed at collecting best practices in the textile industry and better understands the suppliers' position and means of action towards a more responsible supply chain. Six cut & sew factories from Bulgaria and five from Turkey participated in the survey. It was conducted through face-to-face interviews (about 45 minutes) with the top-level management of the facilities.

The suppliers interviewed are pretty familiar with social compliance issues as they are all producing for international brands (such as Mark & Spencer, Nike, Levi's, H&M, Zara, Mango, Carrefour, La Redoute, etc.). The two main constraints identified that prevent suppliers to invest more in responsible social practices are **lead times** and **pricing policies** of their buyers (brands). Suppliers are struggling to stay competitive in the market and have to bow to necessity of the buyers. The suppliers' main focus and effort is towards **quality** (maintaining high quality for a low price), by having good qualified workers and by fulfilling brands' requirements (environmental and social standards).

Although some suppliers are truly engaged in Corporate Social Responsibility (CSR) practices as part of their business culture, meeting brand's expectations in terms of CSR (which mostly means compliance to law/code of conducts to them) is mainly seen as costly, and linked to economic constraints. CSR is however slowly becoming rooted in their business practices, especially when suppliers can see a return on investment in doing it. In terms of best practices, the survey highlighted some suppliers' CSR practices in terms of People, Planet and Profit. The best practices in terms of sustainable actions and good working conditions are mainly implemented in order to attract qualified workers, ensure good productivity and lower turnover. The key to become (or stay) a competitive company is **technology** (for a better productivity) and **skills** (improving them through training). Suppliers realize that CSR is part of a virtuous circle that can – in the long run – have a positive impact on their business.

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Suppliers are aware of the empowerment need along the supply chain. Their buyers (brands) have put a lot of effort in training them on CSR/compliance issues. They now realize that it is also their duty to train their suppliers (subcontractors) on the same issues in order to ensure a full and sustainable value chain.

Finally, the survey highlights the fact that sustainable business can only be achieved through long-term partnerships between brands and suppliers.

For more information about the suppliers' qualitative survey results, see *RESPECT_Starosel_20120702_suppliers_qualitative_survey_results_limelight*

The discussion that followed the presentation – facilitated by Fabrice Mauléon (ESCEM) - highlighted the global changes, trends and challenges faced by the stakeholders in the global supply chains. Governments are overwhelmed with the economic crisis and the private sector is striving to keep the business profitable. It is important to keep all stakeholders – including consumers – alerted about those changes and give them options for the future. In that regard, RESPECT is helping to find solutions in this highly challenging market by fostering collaboration between key stakeholders and providing tools to encourage more responsible practices.

4. Partners' feedback on the role of suppliers and their means of action:

The Bulgarian and Turkish partners were asked to present their personal thinking on the role of suppliers to contribute to a more responsible supply chain in the light of the RESPECT first results. The underlying questions raised are: How can the suppliers appropriate those codes of conduct often imposed by the buyers? How can they go beyond them and have their own good practices? What are the needs for change in the current practices? What are the obstacles coming from the buyers' purchasing practices that prevent the suppliers to have more responsible practices?

New Age Bulgaria (Kristina Borisova) shared about the efforts they are trying to make as a supplier in order to foster good collaboration with the buyers and contribute to more responsible practices:

- Improving **communication** with the buyers is key in order to build good relationship and reach a certain degree of trust and openness. Only then, suppliers can have some leverage and ask for better **production planning** which is crucial to provide good working conditions to the staff;
- Improving **business structure** and **attitude** towards the buyers;
- **Specializing** in certain products, in which suppliers can invest and improve production performance.

New Age Bulgaria is testing out a new business structure with a cluster of six other suppliers in Bulgaria where each of them specializes in the production of a type of product and gathers strengths and expertise when receiving orders from brands. That way, each supplier can invest in technology and in skills training for the workers to produce one

particular type of products instead of having to deal with many different orders and requirements (which is not sustainable anymore). This cluster of suppliers is united in order to increase their chances to get orders and answer buyers' quality/price/CSR requirements. Each of them would produce what they are good at and would deliver joint orders to the buyers.
This business structure requires a high level of trust, planning and organization between the different suppliers, which can only work when all the suppliers have the same vision and performance standards (quality, environment and working conditions). There is still a long way to make it fully accepted by the brands and convince them of the value added of such a system. It is the role of suppliers to bring this proposal to the table and show the benefits for building more responsible and effective practices. This would bring solutions to some of the main challenges currently faced by the suppliers, which are low prices, short lead times, late delivery of materials and payment delays.

Gibor Alfa (Ozge Efeoglu) shared about the challenges faced by the suppliers in implementing the brands' code of conducts. Some standards are different from a code to another and the requirements are sometimes different from the local law. Ozge highlighted the importance for the buyers to understand the local law requirements and the suppliers' practices and to adapt their compliance assessment to particular situations (letting suppliers have their own code of conduct and good practices). The main obstacles faced by the suppliers in order to implement more responsible practices are also pricing, short lead times and the fact that brands often work through agents who are not very conscious of CSR issues. It is important to consider training agents on more responsible purchasing practices in order to really bring change in the supply chains.

CSR Turkey (Feride Dogan) highlighted the needs for **incentives** coming from the stakeholders such as the buyers, the governments or the media in order to motivate the suppliers to have more responsible practices. In that regard, **business cases** are very important to show them the cost/benefit impact and convince them about the financial sustainability (return on investment) of CSR. Suppliers must integrate those practices into their business culture and truly believe in them. Feride exposed the case of Yesim Tektile – one of the biggest supplier in Turkey – who completely changed its strategy in 2005 to implement robust CSR practices. Yesim is very successful in business and started training subcontractors in order to ensure good practices to the bottom of the chain.

After those presentations, Fabrice Mauléon (ESCEM) insisted on the need to find a common positioning between the RESPECT partners and focus on:

- How to foster a better communication/collaboration between our three main stakeholders - suppliers, buyers and consumers – by proposing new communication tools, and
- How to find solutions to classical CSR/purchasing practices issues such as exposed above.

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RESPECT contribution to innovative vocational training content must focus on those aspects in order to bring value to the debate. Our aim is to find very **practical solutions** that the stakeholders can easily implement to bring change.

5. RESPECT training module for suppliers:

Dimitar Matev (BILSP) – as the WP5 leader - facilitated a workshop to decide on the action plan to formalize and finalize the training module for suppliers. It was decided that the training should take the form of **leadership training** in order to help suppliers take action and leadership in fostering better collaboration between stakeholders and in implementing better practices. The group identified the stakeholder groups that suppliers have to deal with as CSR actors:

- Buyers (brands)
- Subcontractors (textile and trim mills for example)
- End-consumers
- Local stakeholders (trade unions, chamber of commerce, NGOs, local community)
- Internal stakeholders (workers, worker representatives, investors, management, etc.)

RESPECT module for suppliers should focus on the interaction with buyers: **COMMUNICATION** aspects and **HOW TO** do it. It will be composed of case studies presenting CSR/purchasing practices issues that generate thinking on how to solve them (providing also link to existing training materials). The training for suppliers should also include the following aspects to help suppliers (additions from Sabrina Bosson, FLA):

- Communicate to buyers about their challenges;
- Propose solutions (vs. raising complaints);
- Collaborate with buyers on making improvements;
- Commit to bring learning further down the supply chain (subcontractors) and contribute to a sustainable value chain.

In terms of actions, it was decided that Fabrice Mauléon (ESCEM) will come up with a methodology framework and guidelines to develop RESPECT case studies by July 13. The partners (BILSP, New Age, Gibor Alfa, CSR Turkey) will submit the case studies **by August 31st**.

6. Consumer survey design and deployment plan:

The RESPECT project considers consumers as a key stakeholder that can have a leverage to support good practices in the supply chains or to lobby against bad ones (see Kathie Lee Gifford scandal in the 90's that led to the social compliance movement). In that regard, RESPECT has planned to conduct a consumer survey in order to assess consumers' attitude towards brands/suppliers social practices and position their role in supporting good

practices. Buyers being the final target of the project, it was decided to involve them in that approach by testing consumers through a brand consumer panel. Patagonia (a FLA affiliated company) has agreed to participate in this exercise and test the consumer survey approach with the RESPECT team.

Céline Labroye (Limelight) presented the consumer survey design that was developed by FLA and ESCEM, and reviewed by Limelight and Patagonia. It consists in an introductory text followed by 10 quick questions. The plan is to conduct it in two different European countries – France and Germany – in order to compare the results and see if there is a difference of "maturity". This pilot test will serve as an example of collaborative tool that buyers/suppliers can use to consult key stakeholders and have a proactive approach to issues' identification and problem solving.

For more details on the consumer survey design, see
RESPECT_Starosel_20120702_consumer_survey_draft

Consumer survey process and timeline (2012):

- End of July – beginning of August: validation of questionnaire, Patagonia
- August: translations of the questionnaire (French, German, English), FLA
- End of August: programming the questionnaire, Limelight
- Beginning of September: validation of online questionnaire and email content, Patagonia and RESPECT team
- Mid-September: delivering URL access to online study, Limelight / launch of survey in France and Germany, Patagonia
- October: data analysis, RESPECT team

7. Experience sharing with local external stakeholders:

BILSP organized a meeting with a local supplier in order to share the RESPECT first achievements and get external feedback for continuous improvement. Unfortunately, the supplier had to cancel at the last minute because of an unforeseen professional imperative.

Tuesday July 3, 2012

8. RESPECT dissemination plan:

Yves Boisselier (MAC-Team) shared a presentation reminding about the project's deliverables and the key outputs we have committed to as partners of the project. He highlighted the value of participating in such a project and reminded how important it is to constantly ask ourselves about what we expect and what we can bring to the project.

The durability and sustainability of RESPECT is an important point to keep in mind right from the beginning of it; it is one of the indicators of success. It is also important to have

some quality and monitoring system (indicators) in place to make sure the project is progressing well.
The European Qualifications Framework (EQF) was adopted in 2010 by the European institutions in order to give the opportunity to different countries' national qualifications systems to a common European reference framework. That way, individuals and employers are able to use the EQF to better understand and compare the qualifications levels of different countries and different education and training systems. It would be a value added for RESPECT to follow this framework and use EQF/ECVET as an indicator to fine tune the training needs and for mapping the training content (for each training deliverable, per type of qualification).
Yves also introduced the Outcome Mapping concept to the group. It is a participatory methodology used to plan, monitor, and evaluate projects/outcomes in a complex environment. The methodology focuses on changes in behavior of the target groups and is oriented towards social and organizational learning. The mapping is made of a sphere of control, a sphere of influence and a sphere of interest in which activities/outcomes/impacts are identified and used as progress markers. Yves will work on the development of the RESPECT outcome mapping and will present it at the next partnership meeting.

For more details on the presentation, see
RESPECT_Starosel_20120702_deliverables_exploitation (expanded pdf version)

Following Yves' presentation, all the partners presented their dissemination plan at the country (or international) level:

BILSP

- Georgi Peev will present the project in the New Bulgarian University in front of all the departments (September 2012)
- Ivan Ivanov plans to organize a conference at the American University in Sofia
- Could use the alumni to disseminate results
- Opportunity to publish an article (or write a whole journal) in the New Bulgarian University journal
- BILSP has good contacts within the association of employers and the chamber of commerce

CSR Turkey

- Marketplace event (November or December 2012 - 700 participants): we will combine the next partnership meeting in Istanbul with this event so that the whole RESPECT team can attend. We will think about organizing a thematic workshop.
- E-bulletin (Monthly – sent to 3'500 people interested in CSR), website
- CSR Turkey textile database & ITKIB (200 companies)
- CSR Awards / CSR Award for Textile Sector
- Booklet of best practices
- Inviting the interviewed companies (FLA) at the Marketplace event
- Announcement in other CSR projects
- Publication in CSR Turkey Magazine (every two months – 2'000 subscribers)

- CSR Lectures (2'000 students) at Kadir Has University
- Chamber of Commerce

New Age Bulgaria

- Newspaper article – regional coverage – published & online
- Project presentation & discussion on the main project subject – representatives of the target groups (suppliers)
- Using social media to transmit main message and disseminate project's results
- Contribution to the project website
- Project leaflets in local language

Gibor Alfa

- Conference in Turkish universities to disseminate the results
- Social networks
- University local newspapers
- Seminar with Turkish representatives of the suppliers' target group?

Sabrina Bosson (FLA) asked the partners to submit a precise dissemination plan that includes a timeline and highlights the type of supports needed to reach the objective.

Fabrice Mauléon – **ESCEM** - presented the plan for academic dissemination and research outputs. There are three different processes that can be followed in terms of academic dissemination (through conferences & papers): (1) presenting the project itself, (2) presenting the underlying hypothesis of the project, (3) exploring the general problematic of the project (responsible practices in the textile supply chains). In terms of support/media, RESPECT could use collective production solutions such as Amazon or lulu.com (e-books).

For more details on the possible research questions, see
RESPECT_Starosel_20120702_research_outputs_escem

9. Interim report: content, role and contribution of each partner

Sabrina Bosson (FLA) leaded the discussion on the role and contribution of each partner to the Interim report, according to the project plan and deliverables. Sabrina has created a shared **google document** that the partners need to use to provide content. The google document follows the structure of the Interim report. Sabrina highlighted in orange the parts where the partners need to contribute to, and added the names of each organization concerned. Partners must provide content directly in the boxes (blue part). The content has to be provided **by August 31st at the latest**, as it is stated in the partners' contracts. If the partners do not provide content on time, they may not receive the second part of the grant.

The report covers the period 1st October 2011 to 31st August 2012.

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The following table summarizes the responsibilities and contributions of each partner. Each work package leader has to take the lead and make sure to get the needed contributions from the partners. For more details about the exact content, please look at the google document or the PPT presentation used during the meeting (*RESPECT_Starosel_20120702_roadmap).*

Report section	Responsible Partners	To Do / Important Note
Consortium Meetings	All partners	Mention all the meetings (bilateral, multilateral but not the partnership meetings) you have had between October 2011 and August 2012 and for which you have some associated expenses. You need to give info on: Title Place (country) Place (city) Date (dd-mm-yyyy) Partners not attending (explain the reasons) IMPORTANT: add meeting minutes
Work Programme / Work Packages / Results **WP1 Project Management**	**Leader: FLA** Contributions: MAC-Team	Describe the activities (globally and locally) undertaken so far in the scope of the work package (WP), the progress made and the results achieved NOTE: send electronic copies of tangible results/products
Work Programme / Work Packages / Results **WP2 Transfer of training content / Needs analysis**	**Leader: ESCEM** Contributions: All partners	Describe the activities (globally and locally) undertaken so far in the scope of the work package (WP), the progress made and the results achieved (pool of training elements, preliminary online survey, input from stakeholders, updated training needs analysis). NOTE: send electronic copies of tangible results/products

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Work Programme / Work Packages / Results **WP3 Structuration of good practices / Communication toolkit**	**Leader: Limelight** Contributions: All partners	Describe the activities (globally and locally) undertaken so far in the scope of the work package (WP), the progress made and the results achieved (preliminary online survey, case studies on good practices, suppliers' qualitative survey, media support, consumer survey design) NOTE: send electronic copies of tangible results/products
Work Programme / Work Packages / Results **WP4 Community building**	**Leader: MAC-Team** Contributions: All partners	Describe the activities (globally and locally) undertaken so far and the ones that are in progress (or future) in the scope of the work package (WP), the progress made and the results achieved (website, intranet, web conferences, open source solutions, web 2.0 functionalities and social networking tools, stakeholder forum group) NOTE: send electronic copies of tangible results/products
Work Programme / Work Packages / Results **WP5 Pilot seminars with suppliers**	**Leader: BILSP** Contributions: New Age, Gibor Alfa, FLA, ESCEM, CSR Turkey	Describe the activities (globally and locally) undertaken so far and the ones that are in progress (or future) in the scope of the work package (WP), the progress made and the results achieved (training process for suppliers, selection of trainers and trainees, pilot seminars in BG and TR) **This WP should be linked to WP3** NOTE: send electronic copies of tangible results/products

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Work Programme / Work Packages / Results **WP6 Integration of VET elements for buyers' training module**	**Leader: ESCEM**	Describe the future activities that we will undertake in the scope of the work package (WP) and the targeted results (integration of stakeholder feedback into training module for buyers, learning and improvement toolkit, glossary on CSR and purchasing practices, integration of VET frame of reference, training module for buyers)
Work Programme / Work Packages / Results **WP7 Training of trainers and test seminars with buyers**	**Leader: CSR Turkey**	Describe the future activities that we will undertake in the scope of the work package (WP) and the targeted results (pedagogical guidelines for ToT, training of trainers, test seminar with buyers, training evaluation report)
Work Programme / Work Packages / Results **WP8 Dissemination**	**Leader: MAC-Team** Contributions: All partners	Describe the activities (globally and locally) undertaken so far and the ones that are in progress (or future) in the scope of the work package (WP), the progress made and the results achieved (website, leaflets, dissemination plan of each partner, conferences, publications, stakeholder forum group) NOTE: send electronic copies of tangible results/products
Work Programme / Work Packages / Results **WP9 Exploitation**	**Leader: FLA** Contributions: All partners	Describe the future activities that we will undertake in the scope of the work package (WP) and the targeted results.

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Dissemination and Exploitation of results	All partners	Describe clearly and briefly the progress of the activities for the dissemination and exploitation of results. For each activity: Activity description Activity start date (dd-mm-yyyy) Deviations from initial proposal or subsequent amendments, including change reasons Implementing partners' names Country Region City Targeted sectors Targeted groups Activity number of participants Which institutions/organisations were targeted? Organisation type Why have these institutions been chosen, and what is their relevance towards the project objectives? Also, describe the results and feedback received from stakeholders (target group or sector) of implemented dissemination activities.

Target groups	All partners	Please describe the involvement of target groups/end user(s), educational structures, sector representatives, VET policy and decision makers in your project. Indicate which target groups you have involved and quantify. Indicate to which educational field, educational level and economic sector the respective target group belongs. For each target group: Target group Educational field Educational level Economic sector Number of people directly addressed to date

10. Interim report: administrative and financial aspects

Anne Terraz (FLA) made a presentation to remind the partners about the most important rules regarding the administrative and financial aspects of the Interim report. She went through the different forms to be used (request for reimbursement and timesheet) and through the financial table that has to be submitted by **August 31st**.
Anne – with the input from Sophie Doyer (ESCEM) and Yves Boisselier (MAC-Team) – answered the questions of the partners during an interactive session where they had to fill out the different forms.

For more details on the administrative and financial rules, see
RESPECT_Starosel_20120702_administrative_financial_rules

11. RESPECT website:

Yves Boisselier (MAC-Team) quickly showed the latest developments on the RESPECT website and the functionalities.
We emphasized the importance for each partner to take responsibility to continuously contribute to feed the content of the website. Partners should collect relevant material (articles, case studies, info on a particular country, etc.) and systematically post it on the website. Fabrice Mauléon (ESCEM) will also provide content for the RESPECT Storyboard to be posted on the main page.

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12. Next steps and deadlines:

Date (2012)	Responsible Partners	To Do
13-Jul	All partners (except Limelight)	Web conference to present the guidelines and template for the case studies (Fabrice)
by the end of July	All partners	Submit request for reimbursement forms and timesheets to Anne
by August 31st	All partners	Submit finalized documents for financial report (request for reimbursement, timesheet, financial table)
by August 31st	All partners	Submit content for Interim report (using google document)
August	FLA	Translate consumer survey
end of August	Limelight	Programming the consumer survey questionnaire
early September	All partners	Validating the questionnaire
mid September	Limelight	Delivering URL access
October	TBD	Analyze data (consumer survey results)
10-Sep	All partners (except Limelight)	Web conference to discuss the case studies
November or December 2012	All partners	Partnership meeting in Istanbul (date to be confirmed a.s.a.p. by CSR Turkey - Marketplace event)