



United Nations Development Programme
United Nations Development Programme in Lithuania
- Project Document -

Project Title	<i>'GATES: social and environmental business innovations'</i> <i>(abbreviation in Atlas: GATES)</i>
Expected Programme Outcome:	Necessary conditions for CSR practice enhancement in Lithuania and private sector engagement in CSR implementation created.
Expected Output(s):	<ol style="list-style-type: none"> 1. Enhanced understanding and awareness on CSR performance among business and society and created conditions for education, research and self-education about CSR principles' implementation. 2. Increased involvement of NGOs in partnership with businesses on implementation of social responsibilities; business capacities to implement CSR principles strengthened and awareness on responsible consumption raised. 3. Enhanced capacities of companies' to implement CSR principles and competence of other CSR actors increased.
Executing Entity:	UNDP Lithuania
Implementing Agencies:	Lithuanian Business Employers' Confederation (LVDK), Lithuanian professional union "Solidarumas" ("Solidarumas"), NGO Information and Support Centre (NIPC)

Brief description of the project

The project aims to create necessary conditions for CSR practice enhancement in Lithuania and promote private sector engagement in practical implementation of CSR principles with a view of contributing to competitive, safe and ecologically clean environment, social cohesion, transparent and ethical business practice. The Project is expected to disseminate credible CSR practices, encourage the use of social and environmental responsibility principles, contribute to effective and timely solution of social challenges brought by the economic crisis and adaptation to dynamic labour market conditions, increase corporate of companies for potential employees and to lay the fundamentals of social aspects in business.

The Project builds upon the National Programme on Corporate Social Responsibility Development for 2009-2013 (further - National CSR Strategy) and is devoted for implementation of its' Action Plan for 2009-2011 (further - CSR Action Plan), approved by the Government of Lithuania on 12 January 2010. The target beneficiaries will mainly be companies and government institutions, but other stakeholders (business and professional associations, trade unions, academia, non-governmental organizations and the media) will also benefit from targeted project activities. Research shows that CSR development in Lithuania is constrained by such systemic and difficult to address obstacles as lack of civic participation, weak trade unions and NGOs. CSR is broadly understood as fragmented concept, which is not sufficiently integrated in business strategies of the private sector. The Project envisages complex activities in four areas: (a) enhancement of business and other stakeholders (professional unions, NGOs, academia) capacities in understanding of CSR concept and implementation; (b) stimulating responsible consumption; (c) stimulating an understanding of CSR meaning and value by governmental institutions and society; (d) stimulating CSR education and research. Project accomplishment will help organisations to put into practice social and environmental responsibilities, effectively solving social challenges that arise during economic crisis, adjust to changing labour market conditions, raise organisational attractiveness for employees, employee job and

work environment self-satisfaction, employee's social security, employee loyalty to the organisation, reduce number of conflicts in the working environment, raise the number of employed people with social risk, ensure cost saving while meeting environmental requirements and raise transparency of business activities.

To achieve its objective, the project will cover the following 3 components and related activities:

Component 1: Enhanced understanding and awareness of CSR performance among business and society and created conditions for access to information, research and self-education about CSR and its implementation plan. This will include elaboration of CSR indicators, organisation of national responsible business awards and training for interested parties about the nature and importance of CSR in Lithuania.

Component 2: Increased involvement of NGOs in partnering with business in the implementation of social responsibilities in companies and development of the sustainable and responsible and responsible consumption improved through the organisation and realisation of NGOs and business initiatives, consultations and training of the importance of sensible consumption, as well as training for CSR consultants.

Component 3: Strengthening the capacity of companies in CSR principles implementation and increasing CSR competence of other stakeholders, through the training of the CSR standards and implementation, and presentation of the methodical materials on the CSR implementation in different sectors.

Programme Period: October 2010- October 2012

Regional Programme Component: Private and public sector development

Project Title: 'GATES: social and environmental business innovations'

Atlas Award ID: 00060764

Total project budget		USD
Total resources required:	2.011.263,07	
Total allocated resources:	2.011.263,07	
• Regular		0
• Other:		
◦ Donor		0
◦ Government	2.011.263,07	
Unfunded budget:		0
In-kind Contributions		0
Exchange rate (USD-LTL):	2,486	

Ministre

Andra Mikalauskaitė

Andra Mikalauskaitė

Agreed by the Ministry of Social Security and Labour of the Republic of Lithuania

Agreed by the UNDP Lithuania

Agreed by the Lithuanian Business Employers' Confederation

Agreed by the Lithuanian professional union "Solidarumas"

Agreed by the NGO Information and Support Centre

I. SITUATION ANALYSIS

As the importance of social and environmental issues is growing in the business environment so does the relevance of CSR for enterprises of all sizes. As such it is recognized that CSR activities can contribute to national development, providing that they are applied in management with broader public policies and efforts. The fact that CSR can help companies, industry sectors and governmental enterprises to develop competitive edge which can contribute to accessing new markets, translating into greater economic development is gaining recognition. The recent economic downturn verifies that unsustainable business modalities have no prospects, while energy efficiency, social concerns, and market niche issues become even more important.

Presently, Lithuania is experiencing a period of slow economic development and the lack of sustainable business modalities in the field of social and environmental concerns; therefore, Lithuanian business needs to be modernised and prepared for new economic challenges. As a tool to achieve this new target, CSR implementation into business and governmental institutions can be seen as a solution. It is believed that companies implementing CSR contribute to job creation and improvement of working conditions, enforcement of the rights of employees, development of education and technological innovations. CSR is valued as a measure that may stimulate the integration of labour markets and social inclusion, as it encourages companies to employ more people from vulnerable groups, and invest in competency development and life long learning. In addition, CSR as a business strategy:

- Shapes business competitiveness in the world knowledge economy;
- Makes better use of innovations that address societal concerns such as diversity, social inclusion and anti-discrimination;
- Makes more effective use of resources and reduces pollution;
- Contributes to a better image of business in society;
- Allows for higher respect of human rights and the rights of employees, environment and for overall poverty reduction.

The global economic crisis made a significant impact on Lithuanian business; therefore, CSR can be seen as a tool for restoring trust in business and markets. It is time to change inadequate risk assessment and focus on short-term returns into comprehensive risk management, long-term performance and ethics.

Many companies in Lithuania are not aware of the CSR practice and are better willing to use current economic situation as an excuse to ignore or cut back on issues that directly impact the value of business. Issues such as climate change, human rights (for instance, in relation to anti-discrimination) and corruption will not vanish as a result of economic decline, indeed some will worsen. Therefore, there is a need to spread information nationwide about CSR nature and its importance. As a result more companies will be competent and capable to implement CSR in their business activities. This project will establish basic conditions to make this possible.

This Project has been drafted on the basis of the goals of 12 January 2010 National corporate social responsibility development plan for 2009-2013 and its realisation plan for 2009-2011. The Project builds upon the new National CSR Action Plan that was passed by the Lithuanian Government in 12 January 2010. Also it will be based on the results of 2007 baseline study on CSR development in Lithuania. The study builds a better understanding of the issues that make CSR progress slow and insufficient.

The target country of the Project is Lithuania. The target beneficiaries will mainly be companies (both local and foreign enterprises) and government institutions; however, other stakeholders (business and professional associations, trade unions, academia and non-governmental organizations) will benefit from the action as well.

The Project aims to address the following main concerns in Lithuania:

1. The lack of public and private involvement in CSR development. The concern comes from the lack of knowledge about CSR practice in Lithuania, which makes a significant impact on the amount of

people involved in the process of CSR development. This leads to the social and environmental issues vacuum in the society. Therefore, there is a need for events and publications about CSR and about the topics it covers such as responsible consumption, environment and civil society.

2. Weak trade unions and NGOs. According to the base study of CSR development conducted in 2007, the main obstacle for CSR implementation is weak trade unions and NGOs sector. Most of NGOs in Lithuania suffer from lack of competence and innovations. In most of NGOs reports it is emphasised that the main obstacle is insufficient funding; however, governmental institutions state that NGOs use funding ineffectively. To improve the performance of NGOs and at the same time to promote CSR, the mutual partnership between business and NGOs need to be encouraged by carrying out the initiatives which at the same time would promote CSR implementation.
3. CSR in Lithuania is perceived fragmentary. Even though some companies are trying to implement CSR in their practices, the process of implementation is not carried through. There are several reasons for this issue: one reason is the lack of knowledge about CSR and the next- the problems that companies face during the process of implementation. Therefore, the training of specific bodies needs to be carried out and methodical material about specific aspects of CSR implementation needs to be prepared and introduced.

II. STRATEGY

The main objective of the Project is to provide basic conditions for the development of CSR in Lithuania and promote its key principals in the companies' practices, in order to increase business competitiveness, safe and clean environment, social cohesion, transparent and ethical business traditions. In order to achieve project objectives the structural activities will be orientated to a) companies and interested parties (NGOs, trade unions, academia) to increase the competence in CSR implementation and development; b) promotion of responsible consumption principals; c) promotion for better governmental institutions and public understanding of CSR nature and importance; d) encouragement for the educational and statistical CSR development.

According to the National CSR Action Plan, collaborators were chosen as project executives with regards to their competence and direct contacts with business organisations, trade unions and NGOs; therefore, it will help to involve specific bodies from different Lithuanian regions and ensure that project activities will meet the needs of participating companies, trade unions and NGOs.

To contribute to the above, this Project will comprise of the following 3 main outputs:

- 1) CSR performance awareness, and business and society privy to its practice promoted, through creation of access to education, research and self-education about CSR.
- 2) NGOs and business partnership involvement in the implementation of social responsibilities in companies increased and development of the sustainable and responsible and responsible consumption improved.
- 3) Companies' capacity of CSR principles implementation strengthened and competence of CSR to the parties concerned increased.

Output 1: Enhanced understanding and awareness on CSR performance among business and society and created conditions for education, research and self-education about CSR principles' implementation.

The increase of business and society awareness about CSR nature and importance requires certain actions. In order to involve business participation in the CSR standards' implementation, training will be conducted to introduce companies with good examples of foreign countries, and as encouragement for other companies and as a support for those that practice CSR principles two national responsible business awards will be carried out. The awards will be delivered with the assistance of Lithuanian Ministry of Social Security and Labour, Lithuanian Ministry of Agricultural Economy and Ministry of Environment. The dynamic economic environment requires improvement in National CSR programme; independent expert group will carry out a research on this issue.

According to companies' reports, it is clear that there is a misunderstanding of the concept of the environmental and personnel requirements. For this reason, the methodical tools will be prepared and presented.

Moreover, in December 2007 during the meeting of higher education leaders, the need of representative CSR learning module was proposed, which would be implemented in the higher education institutions. The new CSR learning module will increase not only specific groups but also academia involvement in the process of CSR development in Lithuania.

Activity 1.1. Organisation and execution of the National Responsible Business Awards

The organisational process of the awards includes the fragmentation of the annual awards documentation (i.e. review, application form, etc.) and dispersal to companies. In order to make companies involved in the

participation meetings and phone calls will be held. As a follow up to these activities, the consultations on the filling application form questions will be organised by the project managing party which contributes to the CSR awareness in Lithuania, attracting companies to participate in process of admission and awards. As a result, two National responsible business awards will be held. The awards will include formal ceremony where companies will receive recognition for the most meaningful progress of CSR involvement (the nomination will be handed by the Lithuanian government authorities and other high rank officials).

Activity 1.2. Measurement of the current CSR performance based on a country level index and methodology

The independent experts group according to the national CSR level index and methodology will conduct a research on the measurement of the CSR performance. The research results will help plan further national activities in the area of CSR, while arranging the National Corporate Social Responsibility Plan 2012-2013. The research results will also help evaluate and correct the activities during the plan implementation, according to the results of the means of the CSR development.

Activity 3: Preparation and dissemination of CSR methodical tools for the companies listed in the stock market and methodical publications about the good CSR practices

The point references to the correct way of implying social and environmental requirements in business will be fragmented with the assistance of the Stock Exchange and independent experts group. Moreover, the good examples of the CSR practice will be collected, summarised, and published. In total, 6 periodical materials will be published as supplement to the national business print media outlet.

Activity 1.4: Organisation and execution of the annual CSR conferences

The CSR conference is the only forum in Lithuania where the newest international and European CSR tendencies are reviewed and good CSR practice is shared among public and private sectors. The theme of the conference is chosen according to the annual CSR sphere relevance in Europe and Lithuania. Two one-day conferences with Lithuanian and foreign expert lectures will be held on November 2010 and November 2011. The estimate number of participants in each conference will be 100 people.

Activity 1.5: Development of CSR course model for higher education institutions, organisation of training/networking/experience exchange for the CSR academicians/researchers abroad and execution of the research on long term economic benefits of CSR implementation.

The activity fall under three components:

- 1) The higher education experts will be hired to formulate and present the model of the CSR course for the universities. The final model of the programme will be presented in one-day training session in Vilnius where interested parties will be trained how to apply the module to universities.
- 2) In order to emphasise the long-term benefits of the CSR implementation two stages research will be conducted by the Lithuanian research-expert group:
 - the evaluation of the CSR influence on around 30 different companies
 - detailed evaluation of the CSR influence on around 10 different companies.To ensure the success and credibility of the research one LVDK employee and one UNDP CO Lithuania consultant will be hired.
- 3) Trips to academic conferences on CSR in different European cities will be organised for a group of 12 academicians/researchers working in CSR area in Lithuania.

Output 2: Increased involvement of NGOs in partnership with businesses on implementation of social responsibilities; business capacities to implement CSR principles strengthened and awareness on responsible consumption raised.

The National Programme on Corporate Social Responsibility Development indicates that one of the main structural problems, which is at the same time very difficult to tackle, is relatively weak NGO sector in Lithuania. Therefore, the project aims to encourage NGOs and business cooperation in the development and implementation of CSR strategies and activities. In achieving this twenty initiatives will be promoted and executed, this way NGOs will be encouraged taking interest in CSR and at the same time it will build the base for the further partnerships between NGOs and businesses.

Results of the base line research on CSR practice¹ in Lithuania clearly indicated that consumers in Lithuania are not the reason for business to work more responsibly. To change this trend the understanding of the sustainable and responsible consumption importance will be introduced through the trainings and inducement events.

Activity 2.1. Initiation and implementation of the joint business and NGOs partnerships

Twenty partnership initiatives will be initiated and supported through competitive process. Services will include the creation of initiative idea and execution of initiative. There is a need for partnership broker, with foreign experience and competence of NGOs in Lithuania, who will consult companies in different questions about partnership. Furthermore, in order to solve problems, which might appear in the process of initiative realisation, project partners LVDK and Solidarumas will hire consultants who will keep direct contact with the companies and NGOs involved in the project on the areas on their organizational competencies.

Activity 2.2. Sustainable and responsible consumption trainings

In order to increase private sector's awareness about the sustainable and responsible consumption, which is very low according to the CSR research made in 2007, four one-day seminars, delivered by experts, will be conducted in Vilnius, Lithuania. Seminars will be focus on the consolidation of NGOs sector and consumer rights through the work of consumer rights protecting organizations.

Activity 2.3. Sustainable and responsible consumption promotion campaigns

There will be three events conducted with reference to sustainable and responsible consumption promotion among citizens. For its execution, UNDP in Lithuania is in charge of organising these events. Procurement procedures will be carried out for the idea and implementation of these events.

Activity 2.4: Development and conduction of trainings for CSR consultants.

Bearing in mind the fact that the amount of CSR specialists in Lithuania is low, number of specialists from different competence areas and different parts of the country will be selected and trained on CSR. Considering the defined needs two kinds of training will be conducted:

- 1) Training for business associations and trade unions, in order to increase competence for the consulting members about CSR
- 2) Specialised training for specialists in order to be able to answer the supply chain management and responsible reorganisation questions.

In total 4 training seminars will be organized during the project implementation.

In order to meet the Lithuanian needs and European topicality all seminars will be organised and carried out by the organiser-lector (employee of Lith CO) who will formulate trainings' concept strategy and programmes, consult foreign experts-lectors about the CSR situation in Lithuania, deliver presentations

¹ Baseline Study on CSR Practices in the New EU Member States and Candidate Countries, available at: http://www.acceleratingcsr.eu/uploads/docs/BASELINE_STUDY_ON.pdf

during the CSR training sessions. There will also be need for the training analyst who will be responsible for the selection and invitation of the specific participants and keeping the constant contact with them. Moreover, he/she will also be in charge of collecting, structuring and disseminating information about the training, as well as keeping in touch with project leader.

Output 3: Enhanced capacities of companies' to implement CSR principles and competence of other CSR actors increased

Activity 3.1: Workshops and consultations on CSR standards/guidelines implementation

Financial support for companies for implementation of internationally recognized CSR related standards implementation is foreseen. There is no unanimous CSR standard per se, apart from those that address certain CSR issues: SA8000, ISO 26000, ISO 14001, EMAS and other. The goal of this activity – to ensure actual and measurable CSR principles implementation in the structure, internal processes and overall activity of the company.

30 companies will participate in his activity. The indicators for selection of companies will be motivation for CSR implementation, the stable position in the market, commitment to keep the project results by initiative, funding and other information, which could help to implement CSR standards and systems in other companies. Overall process several actions will be undertaken:

- 1) Initial evaluation
- 2) Implementation: training, workshops (consultations)
- 3) Assessment of implemented system
- 4) Training and consultation on CSR reports writing

The project will cover standards implementation cost; companies will commit their financial resources for the standard certification. Lith CO employee, who will be a mentor-supervisor for CSR questions and will consult companies about Global Compact, will deliver this activity. Also there will be employee from partner organization – LVDK, who will ensure the companies commitment and smooth process of implementation.

Activity 3.2: Responsible investment trainings

One-day training on responsible investment will be organized for business representatives, especially focusing financial sector. The activity is undertaken in order to promote public discussion and built business awareness on the investment, which focuses not only on the financial but also on environmental and social aspects of it.

Activity 3.3: Development of practical guidelines and methodological material on CSR implantation in various business sectors.

Activity aims to address the lack of methodological materials on CSR implementation in various sectors and a lack of capacities of business representatives to identify CSR related challenges and opportunities in a view of specific sector. Sectoral guidelines would also introduce companies with specific CSR implementation aspects pertinent to a certain sector and enable them to develop sector-specific CSR implementation strategies and action plans. 5 sectors are indicated preliminary: food and beverages, wood processing and furniture, health care services, public transportation, construction (to be specified during the project implementation).

Five methodical materials will be developed as well as five seminars organized in order to introduce companies with specific aspects of CSR implementation.

Activity 3.4: practical seminars on CSR with economic and social partners

As there is a need for more active and constructive dialog on CSR among business community, governmental institutions, nongovernmental organisations and other stakeholders, practical seminars will be initiated with economic and social partners on CSR development. In total eight seminars will be conducted in different cities of Lithuania. Participants will be introduced to the nature of CSR, aspects of implementation in business, importance of inter-sectoral partnerships and other CSR related questions. Also, different aspects and modalities of CSR implementation will be introduced and discussed in order to promote greater understanding of CSR and best practices in the regions of Lithuania.

Activity 3.5: Development of a model CSR implementation plan in for governmental enterprises and feasibility study and plan for CSR integration in public institutions

Activity foresees two components:

- 1) Development and presentation a a model CSR implementation plan for governmental enterprises.
- 2) Development and presentation of a feasibility study and action plan for CSR implementation in public institutions.

It is expected that once the above mentioned activities are completed, the project will result in:

1. Enhanced transparency, credibility and visibility of CSR practices in Lithuania, leading to additional take up of CSR practices by companies;
2. Better awareness of CSR practice in Lithuania among general public, leading to more trust in businesses;
3. Further improvement of companies' CSR performance and ability to use CSR practices on the basis of methodical materials and trainings;
4. Enhanced NGOs and business partnering capabilities; strengthened NGOs partnership with business sector, leading to improvement of CSR development in Lithuania.

III. RESULTS AND RESOURCES FRAMEWORK

<p><i>Intended Outcome as stated in the Country Programme Results and Resource Framework:</i> <i>Not applicable due to absence of Country Programme in Lithuania</i></p> <p><i>Outcome Indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</i> <i>Not applicable due to absence of Country Programme in Lithuania</i></p> <p><i>Corporate Outcome: MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities</i></p> <p><i>Partnership Strategy: This project will work in close partnerships with business associations, government, civil society organizations, academic institutions and EU units at national level, as well as Global Compact networks in Lithuania.</i></p> <p>Project title and ID (ATLAS Award ID): 00060764</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Output 1: Enhanced understanding and awareness on CSR performance among business and society and created conditions for education, research and self-education about CSR principles' implementation.</u></p> <p><u>Baseline:</u> poor level of knowledge about CSR practice and benefits</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number of CSR related researches carried out - Number of events on CSR organized - Number of CSR publications, guidelines published - Number of people trained - Number of companies joined UN Global Compact 	<p>Targets for 2010-2012:</p> <ul style="list-style-type: none"> • National Responsible Business Awards 2010 and 2011 organized; • Methodology of CSR country performance level measurement adapted and tested; • 2 CSR conferences organized; • 12 academicians trained abroad. • Long term CSR economic benefits analysis carried out; results presented; • 6 methodological publications on CSR published and distributed; • Methodological guidelines for stock exchange companies developed and introduced; • Model CSR study programme developed and introduced. • 20 companies joined the UN Global Compact. 	<p>Activity 1.1. - Organisation and execution of the National Responsible Business Awards</p> <p>Activity 1.2. - Measurement of the current CSR performance based on the country level index and methodology</p> <p>Activity 1.3. - Preparation and dissemination of CSR methodical tools for the companies listed in the stock market and methodical publications about the good CSR practices</p> <p>Activity 1.4. - Organisation and execution of the annual CSR conference</p> <p>Activity 1.5. - Development of CSR course model for higher education institutions, organisation of training/networking/experience exchange study trips for the CSR academicians/researchers and execution of the research on long term economic benefits of CSR implementation</p>	<p>Lith CO</p> <p>Lith CO</p> <p>Lith CO</p> <p>Lith CO</p> <p>Lith CO, LVDK</p>	<p>20 591,31 USD (exch. rate – 2,486)</p> <p>14 883,35 USD (exch. rate – 2,486)</p> <p>46 178,60 (exch. rate – 2,486)</p> <p>18 418,50 USD (exch. rate – 2,486)</p> <p>187 274,79 USD (exch. rate – 2,486)</p>
<p><u>Output 2: Increased involvement of NGOs</u></p>	<p>Targets for 2010-2012:</p>	<p>Activity 2.1. - Initiation and implementation of the</p>	<p>Lith CO, LVDK, Solidarumas</p>	<p>477 882,23 USD exch. rate –</p>

<p>in partnership with businesses on implementation of social responsibilities; business capacities to implement CSR principles strengthened and awareness on responsible consumption raised.</p> <p><u>Baseline:</u> Little or no partnerships among companies and NGOs, lack of knowledge and practice of sustainable and responsible consumption</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number of NGO/Business partnership initiatives executed -Number of sustainable and responsible consumption events conducted - Number of training on CSR specific aspects organized - Number of people trained; 	<ul style="list-style-type: none"> • 20 NGOs and business partnerships initiated and supported; • 4 sustainable and responsible consumption trainings organized; • 3 campaigns promoting sustainable and responsible organized • 4 training events for CSR professionals organized; • 565 people trained 	<p>joint business and NGOs partnerships</p> <p>Activity 2.2. - Sustainable and responsible consumption trainings</p> <p>Activity 2.3. - Sustainable and responsible consumption promotion campaigns</p> <p>Activity 2.4. - Development and conduction of trainings for CSR consultants</p>	<p>Lith CO</p> <p>Lith CO</p> <p>Lith CO, LVDK</p>	<p>2,486)</p> <p>8 045,05 USD (exch. rate – 2,486)</p> <p>38 804,34 USD (exch. rate – 2,486)</p> <p>63 824,91 USD (exch. rate – 2,486)</p>
<p><u>Output 3: Enhanced capacities of companies' to implement CSR principles and competence of other CSR actors increased</u></p> <p><u>Baseline:</u> the lack of knowledge about the CSR and its practice in Lithuania influences the poor companies' capacities to implement CSR principles, low level of competence impedes the process.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number of companies stated to implement CSR standards; - Number of trainings on CSR and responsible consumption carried out; - Number of campaigns conducted - Number of methodical tools for CSR presented - Number of companies joined the UN Global Compact - Number of people trained 	<p>Targets for 2010-2012:</p> <ul style="list-style-type: none"> • 30 companies started to implement CSR standards; • 5 training events related to CSR (responsible investment and consumption organized) • 3 responsible promotion campaigns conducted; • 7 methodological guidelines/tools on CSR implementation developed and presented • 37 companies joined the UN Global Compact • 61.1 people trained 	<p>Activity 3.1. - Workshops and consultations on CSR standards/guidelines implementation</p> <p>Activity 3.2 - Responsible investment trainings</p> <p>Activity 3.3 - Development of practical guidelines and methodological material on CSR implantation in various business sectors.</p> <p>Activity 3.4 - practical seminars on CSR with economic and social partners</p> <p>Activity 3.5 - Development of a model CSR implementation plan in for governmental enterprises and feasibility study and plan for CSR integration in public institutions</p>	<p>Lith CO, LVDK</p> <p>Lith CO</p> <p>Lith CO, LVDK</p> <p>Lith CO, LVDK, Solidarumas</p> <p>Lith CO</p>	<p>829 609,51 USD (exch. rate – 2,486)</p> <p>16 486,32 USD (exch. rate – 2,486)</p> <p>85 478,68 USD (exch. rate – 2,486)</p> <p>28 094,81 USD (exch. rate – 2,486)</p> <p>14 835,08 USD (exch. rate – 2,486)</p>

Project implementation (activity) budget (direct project costs) 1 850 407,48 USD; Publicity of the Project 11 873,29 USD; Project implementation support budget (indirect project costs) 148982,30 USD; TOTAL: 2.011.263,07 USD.

IV. ANNUAL WORK PLAN BUDGET SHEET

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
<p>Output 1: Enhanced understanding and awareness on CSR performance among business and society and created conditions for education, research and self-education about CSR principles' implementation.</p> <p>Baseline: poor level of knowledge about CSR practice and benefits</p> <p>Indicators: Number of CSR related researches carried out; Number of events on CSR organized; Number of CSR publications, guidelines published; Number of people trained; Number of companies joined UN Global Compact</p>	Activity 1.1. - National Responsible Business Award 2010 launched			X		Lith CO	ESF funds	Salaries, contractual services	591,31
	Activity 1.2. - CSR performance measurement initiated			X		Lith CO	ESF funds	Contractual service	0
	Activity 1.3. - Preparation of CSR methodical tools for the companies listed in the stock market and methodical publications about the good CSR practices initiated			X		Lith CO	ESF funds	Contractual services, national and international experts	Contractual services, national and international experts
<p>Output 2: Increased involvement of NGOs in partnership with businesses on implementation of social responsibilities; business capacities to implement CSR principles strengthened and awareness on responsible consumption raised.</p> <p>Baseline: Little or no partnerships</p>	Activity 1.4. - CSR conference 2010 organized			X		Lith CO	ESF funds	Contractual services, national and international experts	9 208,50
	Activity 1.5. - Grant mechanism for exchange study trips for the CSR academicians/researchers launched; and long term analysis of CSR economic benefits initiated			X		Lith CO, LVDK	ESF funds	Salaries, contractual services, national experts, travel	0
	Activity 2.1. - Grant mechanism for joint business and NGOs partnerships launched			X		Lith CO, LVDK, Solidarumas	ESF funds	Salaries, contractual services, travel	5000
<p>Output 2.2. - Sustainable and responsible consumption trainings</p> <p>Activity 2.3. - Sustainable and responsible consumption promotion campaigns</p>	Activity 2.2. - Sustainable and responsible consumption trainings					Lith CO	ESF funds	Contractual services	0
	Activity 2.3. - Sustainable and responsible consumption promotion campaigns					Lith CO	ESF funds	Contractual services	0

Year: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
<p>Output 1: Enhanced understanding and awareness on CSR performance among business and society and created conditions for education, research and self-education about CSR principles' implementation.</p> <p>Baseline: poor level of knowledge about CSR practice and benefits</p> <p>Indicators: Number of CSR related researches carried out; Number of events on CSR organized; Number of CSR publications, guidelines published; Number of people trained; Number of companies joined UN Global Compact</p>	Activity 1.1. - National Responsible Business Award 2010 organized; 2011 Award launched	X	X	X	X	Lith CO	ESF funds	Salaries, contractual services	10 000
	Activity 1.2. - CSR performance measurement conducted	X	X	X	X	Lith CO	ESF funds	Contractual service	7 000
	Activity 1.3. - CSR methodical tool for the companies listed in the stock market developed; 3 methodical publications about the good CSR practices published and distributed	X	X	X	X	Lith CO	ESF funds	Contractual services, national and international experts	23 083,50
	Activity 1.4. - CSR conference 2011 organized	X	X	X	X	Lith CO	ESF funds	Contractual services, national and international experts	9 210
	Activity 1.5. - Development of a model CSR study programme initiated; academicians/researchers supported to participate in exchange programmes/study trips; and long term analysis of CSR economic benefits conducted	X	X	X	X	Lith CO, LVDK	ESF funds	Salaries, contractual services, national experts, travel	94 000
<p>Output 2: Increased involvement of NGOs in partnership with businesses on implementation of social responsibilities; business capacities to implement CSR principles strengthened and awareness on responsible consumption raised.</p> <p>Baseline: Little or no partnerships</p>	Activity 2.1. - 20 joint business and NGOs partnerships brokered and supported	X	X	X	X	Lith CO, LVDK, Solidarumas	ESF funds	Salaries, contractual services, travel	236 441
	Activity 2.2. - Sustainable and responsible consumption trainings initiated				X	Lith CO	ESF funds	Contractual services	4 022
	Activity 2.3. - Sustainable and responsible consumption promotion campaigns conducted	X	X	X	X	Lith CO	ESF funds	Contractual services	3 8804,34

among companies and NGOs, lack of knowledge and practice of sustainable and responsible consumption Indicators: Number of NGO/Business partnership initiatives executed; number of sustainable and responsible consumption events conducted; number of training on CSR specific aspects organized; number of people trained;	Activity 2.4. – 3 training events trainings for CSR consultants conducted	X	X	X	X	X	Lith CO, LVDK	ESF funds	Salaries, contractual services, national and international experts, travel	47 868
Output 3: Enhanced capacities of companies' to implement CSR principles and competence of other CSR actors increased Baseline: the lack of knowledge about the CSR and its practice in Lithuania influences the poor companies' capacities to implement CSR principles, low level of competence impedes the process. Indicators: number of companies stated to implement CSR standards; number of trainings on CSR and responsible consumption carried out; number of campaigns conducted; number of methodical tools for CSR presented; number of companies joined the UN Global Compact; number of people trained	Activity 3.1. - Workshops and consultations on CSR standards/guidelines implementation conducted	X	X	X	X	X	LVDK, Lith CO	ESF funds	Salaries, contractual services, national experts, travel	413 305
	Activity 3.2 - Responsible investment trainings initiated					X	Lith CO	ESF funds	International and national experts, contractual services	0
	Activity 3.3 - Development of practical guidelines and methodological material on CSR implantation in various business sectors initiated.	X	X	X	X	X	Lith CO, LVDK	ESF funds	Contractual services, international and national experts	5 000
	Activity 3.4 - Practical seminars on CSR with economic and social partners organized.	X	X	X	X	X	LVDK, Lith CO, "Solidarumas"	ESF funds	Contractual services, national experts, travel	14 047
	Activity 3.5 - Development of a model CSR implementation plan in for governmental enterprises and feasibility study and plan for CSR integration in public institutions	X	X	X	X	X	Lith CO	ESF funds	Contractual services, international experts and national	14 835,08
Project publicity budget		X	X	X	X	X	Lith CO	ESF funds	Contractual services	10 000
TOTAL										977 615,92

Year: 2012

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Output 1: Enhanced understanding and awareness on CSR performance among business and society and created conditions for education, research and self-education about CSR principles/implementation.</p> <p>Baseline: poor level of knowledge about CSR practice and benefits</p> <p>Indicators: Number of CSR related researches carried out; Number of events on CSR organized; Number of CSR publications, guidelines published; Number of people trained; Number of companies joined UN Global Compact</p>	Activity 1.1. - National Responsible Business Award 2011 organized	X	X			Lith CO	ESF funds	Salaries, contractual services	10000
	Activity 1.2. - CSR performance measurement conducted	X	X			Lith CO	ESF funds	Contractual service	7883,35
	Activity 1.3. - CSR methodical tool for the companies listed in the stock market developed and presented; 3 methodical publications about the good CSR practices published and distributed	X	X			Lith CO	ESF funds	Contractual services, national and international experts	23095,10
	Activity 1.4. - CSR conference 2011 organized					Lith CO	ESF funds	Contractual services, national and international experts	0
	Activity 1.5. - model CSR study programme developed; academicians/researchers supported to participate in exchange programmes/study trips; and long term analysis of CSR economic benefits conducted	X	X			Lith CO, LVDK	ESF funds	Salaries, contractual services, national experts, travel	93274,79
<p>Output 2: Increased involvement of NGOs in partnership with businesses on implementation of social responsibilities; business capacities to implement CSR principles strengthened and awareness on responsible consumption raised.</p> <p>Baseline: Little or no partnerships</p>	Activity 2.1. - 20 joint business and NGOs partnerships brokered and supported	X	X			Lith CO, LVDK, Solidarumas	ESF funds	Salaries, contractual services, travel	236 441,23
	Activity 2.2. - Sustainable and responsible consumption trainings conducted	X	X			Lith CO	ESF funds	Contractual services	4 023,05
	Activity 2.3. - Sustainable and responsible consumption promotion campaigns conducted					Lith CO	ESF funds	Contractual services	0

among companies and NGOs, lack of knowledge and practice of sustainable and responsible consumption Indicators: Number of NGO/Business partnership initiatives executed; number of sustainable and responsible consumption events conducted; number of training on CSR specific aspects organized; number of people trained;	Activity 2.4. – 1 training events trainings for CSR consultants conducted	X	X				Lith CO, LVDK	ESF funds	Salaries, contractual services, national and international experts, travel	15956,91
Output 3: Enhanced capacities of companies' to implement CSR principles and competence of other CSR actors increased Baseline: the lack of knowledge about the CSR and its practice in Lithuania influences the poor companies' capacities to implement CSR principles, low level of competence impedes the process. Indicators: number of companies stated to implement CSR standards; number of trainings on CSR and responsible consumption carried out; number of campaigns conducted; number of methodical tools for CSR presented; number of companies joined the UN Global Compact; number of people trained	Activity 3.1. - Workshops and consultations on CSR standards/guidelines implementation conducted	X	X				LVDK, Lith CO	ESF funds	Salaries, contractual services, national experts, travel	413304,51
	Activity 3.2 - Responsible investment trainings initiated	X	X				Lith CO	ESF funds	International and national experts, contractual services	16486,32
	Activity 3.3 - Practical guidelines and methodological material on CSR implantation in various business sectors developed.	X	X				Lith CO, LVDK	ESF funds	Contractual services, international and national experts	80478,68
	Activity 3.4 - Practical seminars on CSR with economic and social partners organized.	X	X				LVDK, Lith CO, "Solidarumas"	ESF funds	Contractual services, national experts, travel	10047,81
	Activity 3.5 - Development of a model CSR implementation plan in for governmental enterprises and feasibility study and plan for CSR integration in public institutions	X	X				Lith CO	ESF funds	Contractual services, international experts and national	0
Project publicity budget		X	X				Lith CO	ESF funds	Contractual services	873,29
TOTAL										911 865,04

V. MANAGEMENT ARRANGEMENTS

The project is falling under the thematic competence of the Ministry of Social Security and Labour. UNDP Lithuania will act as overall responsible party for Project's implementation, while Project partners are: 1) Lietuvos verslo darbdaviu konfederacija(LVDK) 2) Lietuvos profesine sajunga "Solidarumas" ("Solidarumas") and 3) Nevyriausybinu organizaciju informacijos ir paramos centras (NIPC). Due to specificity of funding source (European Social Fund resources), all payments for the Project will be directly processed by UNDP Lithuania (under Direct Agency Implementation modality), in line with the UNDP Programming for Results Management User Guide. UNDP Lithuania will be responsible for:

- Administration of the Project
- Project Procurement process in line with UNDP and ESF rules
- Overall quality assurance of project activities and products
- Consultancy and expert support necessary at various phases of the project implementation
- Project's publicity activities
- Ensuring that project is managed as per UNDP rules and regulations
- Ensuring reporting to ESF agency as per agreed templates.
- Knowledge management: codification of knowledge and good practices

Project partners are assigned as per National Programme on Corporate Social Responsibility Development and chosen due to their competence and working relations with businesses, labour unions, NGOs. The project partners are assigned primarily to ensure the participation of the project target group. Also, as indicated in the results framework, partners will be responsible for implementation of certain components within several activities. Namely:

- Project partner LVDK will dedicate staff members for implementation of activities:
 - Activity 1.5. (Development of CSR course model for higher education institutions, organisation of training/networking/experience exchange for the CSR academicians/researchers abroad and execution of the research on long term economic benefits of CSR implementation) – LVDK consultant that will ensure participation of the companies in the research, identify the needs of companies, ensure the participation of companies during the research;
 - Activity 2.1. (Initiation and implementation of the joint business and NGOs partnerships) – consultant that will provide consultations for partnership on business processed matters;
 - Activity 2.4. (Development and conduction of trainings for CSR consultants) trainings analyst that will be responsible for selection of the participants depending on training topic.
 - 3.1. (Workshops and consultations on CSR standards/guidelines implementation) – consultant for participating companies on standards selection issues.
 - 3.3. (Development of practical guidelines and methodological material on CSR implantation in various business sectors) – staff member responsible for initial research of sectors specificity on CSR related challenges.
 - 3.4. (Practical seminars on CSR with economic and social partners) – analyst, responsible for selection of participants in the regions.
- Project partner "Solidarumas" will dedicate staff members for implementation of activities:
 - Activity 2.1. (Initiation and implementation of the joint business and NGOs partnerships) – consultant that will provide consultations for partnership on labour issues;
 - 3.4. (Practical seminars on CSR with economic and social partners) – speaker on labour issues during the seminars.

A project management/administration group will be formed by the employees of UNDP CO, responsible for the project implementation. Structure of the management group:

- 1) Project manager – in charge of project supervision and activities coordination with Lithuanian Republic Ministry of Social Security and Labour and European Social Fund Agency(ESFA), plans activities' execution, identifies/ solves project execution problems, makes suggestions of process efficiency, assess project coordinator's and accountant work, coordinates project implementation process with partners, coordinates agreements changes.
- 2) Project coordinator – responsible for the organisation of the project execution (carry out the activities, purchases of services, activities' progress questions, reports preparation) and insurance

of planned results, preparation of purchases plans, payment descriptions and other documents, as well as project submission to ESFA and coordination with agency and ministry.

- 3) Finance Officer – responsible for accounting, advices for the project partners in the field of financial responsibilities, project financial report preparation and presentation, project coordination in the electronic Lith CO and DMS data bases.

Also, the **Project Board** will be established to take responsibility for making executive management decisions for a project when guidance is required by the Project manager, including approval of project revisions. The Project Board will be comprised of the representative of UNDP Lithuania and representatives from partner organizations (to be appointed once project implementation starts). In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project, European Social Fund (ESF) Agency and other external bodies. In addition, it approves the appointment and responsibilities of the Project Manager.

VI. MONITORING FRAMEWORK AND EVALUATION

Within the annual cycle

- Quarterly progress reports shall be submitted by the Project Manager to the Project Board through Project Assurance, using a template developed for this purpose and derived from a standard format available in Atlas. The template includes reporting on achievements, planned activities, risks log, incurred and planned expenditure.
- ESF specific progress and final report as outlined in the Agreement (annually and final report)
- A project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- To complement the above, an annual project review will be conducted during the fourth quarter of year as a basis for assessing the performance of the project. In the last year, this review will be a final assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Enhanced understanding and awareness on CSR performance among business and society and created conditions for education, research and self-education about CSR principles' implementation		
Activity Result 1 (1.1. AWARDS)	National responsible business awards organised	Start Date: November 2010 End Date: April 2012
Purpose	Encourage companies' participation in the CSR development and increase of CSR awareness in Lithuania.	
Description	<ul style="list-style-type: none"> • Consultations for companies on CSR award criteria • Organization of 2 National Responsible Business Award ceremonies 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> • 20 companies joined Global compact; • 2 National Awards events carried out; • Number of companies participating in the National Responsible Business Awards; • Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> • Final report • Participants' lists; • Evaluation forms 	Immediately upon carrying out the activity
Activity Result 2 (1.2. CSR MEASUREMENT)	CSR performance measurement against country level index and methodology conducted	Start Date: November 2010 End Date: June 2012
Purpose	<ul style="list-style-type: none"> • To identify current CSR development in Lithuania, enabling to understand sourcing issues of CSR implementation efficiency • Reach consensus at a national level on CSR practices and its contribution to business and society. 	
Description	<ul style="list-style-type: none"> • Adaptation of the measurement methodology • Measurement conducted by the outsourced experts 	
Quality Criteria	Quality Method	Date of Assessment
• 1 country level CSR performance	• Approval by the Project	Immediately upon carrying out the

measurement report, detailing the prevalence of CSR practices, governments contribution for CSR promotion and its impact.	Manager of methodology and final report of the country level CSR measurement.	activity
<ul style="list-style-type: none"> Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 		
Activity Result 3 (1.3. MET TOOLS)	CSR methodical tool for the companies listed in the stock market developed and methodical publications about the good CSR practices published and distributed	Start Date: October 2010 End Date: August 2012
Purpose	<ul style="list-style-type: none"> Introduce CSR concept for the companies, listed in the stock market; Build capacities of the companies listed in the stock market to identify CSR related challenges and opportunities; Enhance awareness among businesses and general public about CSR strategies and good practices 	
Description	<ul style="list-style-type: none"> Development of the CSR methodological material for the companies listed in the stock market and conduction of the training event. Preparation, publishing and distribution of CSR good practice publications. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> 1 methodological tool developed and introduced during training event Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> Approval of the methodological tool and publications by the Project Manager List of participants 	Immediately upon carrying out the activity
Activity Result 4 (1.4. CONFERENCE)	2 annual CSR conferences organized	Start Date: October 2010 End Date: December 2011
Purpose	Enhance awareness among businesses and general public about CSR strategies, new global trends and good practices	
Description	Organization of 2 CSR conferences	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> 2 conferences organized for 200 participants Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> Topics, agendas and key speakers agreed with the National Responsible Business Network; Lists of participants 	Immediately upon carrying out the activity
Activity Result 5 (1.5. EDUCATION)	CSR model study programme for higher education institutions developed, training/networking/experience exchange for the CSR academicians/researchers abroad organized; research on long term economic benefits of CSR implementation conducted	Start Date: October 2010 End Date: August 2012
Purpose	<ul style="list-style-type: none"> Enhance awareness among businesses and general public about CSR strategies and new global trends Propose a model CSR study programme for higher education establishments in order to include CSR topic in the syllabus Encourage the academic research and educational interest in CSR Collect evidences of CSR benefits for further promotion. 	
Description	1. Development of a model CSR study programme and introduction of the programme for the representatives of higher education institutions.	

	2. Support participation of the CSR academicians/researchers in CSR networks/conferences/study trips.	
	3. Conduction of the long term economic benefits analysis of CSR implementation	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Model CSR study programme developed and introduces for the representatives of higher education for adaptation; Participation of 12 CSR academicians/researched in experience exchange visits; Initial and in-depth analysis of long term economic benefits of CSR implementation conducted and presented publicly; Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> Model CSR study programme approved by the Project Manager; comments from the academicians incorporated; Report from the experience exchange visits, prepared by the participants; Methodology and final report approved the Project Manager and Project Board 	Immediately upon carrying out the activity
OUTPUT 2: Increased involvement of NGOs in partnership with businesses on implementation of social responsibilities; business capacities to implement CSR principles strengthened and awareness on responsible consumption raised		
Activity Result 1 (2.1. INITIATIVES)	20 joint business and NGOs initiatives implemented	Start Date: October 2010 End Date: August 2012
Purpose	<ul style="list-style-type: none"> To initiate various NGO initiatives, which would directly implement CSR principles within the companies Build NGO capacities to partner with businesses Encourage better implementation of VSR principles within the companies. 	
Description	<ul style="list-style-type: none"> Brokering of NGOs and business partnerships Support to implementation of partnerships 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Number of partnerships brokered; Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> Reports of the partnerships approved by the Project manager and project partners; 	Immediately upon carrying out the activity
Activity Result 3 (2.2. TRAIN.CON and 2.3. EVENTS CON)	Sustainable/responsible consumption trainings and sustainable/responsible consumption promotion campaigns organised	Start Date: October 2010 End Date: August 2012
Purpose	Promote greater understanding of responsible and sustainable consumption among businesses and general public	
Description	<ul style="list-style-type: none"> Conduction of 4 responsible/sustainable consumption training events Conduction of 3 responsible/sustainable consumption promotion campaigns 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> 4 trainings methodologies developed and approved; 3 campaign ideas developed and implemented; Indicated results approved by the European Social Fund 	<ul style="list-style-type: none"> Training methodologies approved by the Project manager; Lists of participants; Reports of the campaigns 	Immediately upon carrying out the activity

Agency and Ministry of Social Security and Labour		
Activity Result 4 (2.4 TRAININGS)	Trainings for CSR consultants organized	Start Date: January 2011 End Date: June 2012
Purpose	Build business capacities to plan and implement CSR strategies	
Description	<ul style="list-style-type: none"> Formulate the concept of the training and coordinate the training Organise and carry out the training 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> 4 workshops' methodologies developed and approved; trainings organised; Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> Trainings' methodologies approved by the Project manager and project partners; Participants' lists 	Immediately upon carrying out the activity
OUTPUT 3: Enhanced capacities of companies' to implement CSR principles and competence of other CSR actors increased		
Activity Result 1 (3.1.STANDARDS)	Workshops and consultations about the CSR standards, social responsibilities, environment, and social management organised	Start Date: October 2010 End Date: August 2012
Purpose	Encourage companies to implement CSR standards	
Description	<ul style="list-style-type: none"> Supervision and mentoring of companies involved in the activity Implementation of CSR standards in 30 companies 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Number of companies implementing the standards; Number of companies ready for certification of the standards implemented Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> Interim and final reports about standards implementation in each company; Feedback from the companies Participants' lists 	Ongoing assessment conducted by the staff member assigned responsible for implementation of activity
Activity Result 2 (3.2.INVEST TRAIN)	Responsible investment training organized	Start Date: October 2011 End Date: August 2012
Purpose	Build awareness about responsible investment as a part of CSR concept.	
Description	<ul style="list-style-type: none"> Development of training methodology Conduction of the training event 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Approval of the training methodology by the project team; Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> Feedback from the companies Participants' lists 	Immediately upon carrying out the activity
Activity Result 3	User guidance and methodical material of the CSR	Start Date: December 2010

(3.3.SECTORS and 3.4. WORKSHOPS)	implementation in different private sectors formulated and presented, workshops with economic and social partners about the expansion of CSR organised and carried out	End Date: August 2012
Purpose	<ul style="list-style-type: none"> • Provide companies methodological tools about CSR implementation in various sectors. • Encourage public discussion on CSR and CSR principles implementation 	
Description	<ul style="list-style-type: none"> • Conduction of an analysis of different sectors with a focus on CSR implementation aspects • Development of guidelines and methodological materials on CSR implementation in various sectors • Organization of training sessions dedicated to CSR implementation in various sectors • Preparation the content of the 8 seminars and organization of seminars in the regions. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> • Approval of the sectoral guidelines and methodological materials by the project team; • Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> • Final expert report submitted and approved • Participants' lists 	Immediately upon carrying out the activity
Activity Result 4 (3.5. CSR GOVERNMENT)	A model CSR implementation plan in the governmental enterprises developed; feasibility study and plan for CSR integration in public institutions prepared	Start Date: December 2010 End Date: August 2012
Purpose	<ul style="list-style-type: none"> • Provide governmental enterprises and institutions with CSR methodological tool • Encourage CSR awareness among business institutions 	
Description	<ul style="list-style-type: none"> • Conduction a feasibility study on CSR principles implementation in governmental institutions • Development of a model implementation plan for governmental institutions and enterprises • Organization of training events for the representatives from governmental institutions and enterprises. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> • Cooperation with the governmental institution of finalising feasibility study results; • Incorporation of the feedback from the representatives of the governmental institutions and enterprises into the action plans developed; • Indicated results approved by the European Social Fund Agency and Ministry of Social Security and Labour 	<ul style="list-style-type: none"> • Final reports on feasibility study submitted and approved by the project team; • Interim and final report of the CSR implementation plans submitted and approved • Participants' lists • Questionnaires of participants 	Immediately upon carrying out the activity

V. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article I of the SBAA between the Government of Lithuania and UNDP, signed on 12 July 1993.

This national project document shall be the instrument referred to the National CSR Development programme 2009-2013

V. ANNEXES

OFFLINE RISK LOG

Project Title: <i>GATES: social and environmental business innovations</i>		Award ID:		Date: 30 October, 2010				
Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
Insufficient interest of companies to participate in the CSR training events, activities	At project inception	Strategic	Since the training component in the project envisages to involve great amount of participants there is a possibility of shortage of people involved due to economic crisis and very short time of during which the certain amount of companies' representatives should be trained and/or participate in the project activities	Risk to be addressed by reducing the time of training, making it just one-day sessions, this way enabling companies to participate. Moreover, allocate more HR in the project executive organisations in order to promote specific bodies' participation in the training	leva Labanauskienė	leva Labanauskienė		No change
Lack of companies that joined Global Compact	At project inception	Strategic	The total amount of companies that joined Global Compact is 57. This indicator is expected to be reached less than 2 year period, i.e. five times less than in NCSR plan. Bearing in mind the fact, that approximately 10 companies join GC per year and there is no special funding for its direct promotion, there is a risk to meet the requirements.	Risk to be addressed by increasing HR in project executive organisations, in order to promote Global Compact membership and increase announcements of membership.	leva Labanauskienė	leva Labanauskienė		No change

5.1. Agreements:

Attached to this project document is an agreement with annexes signed between UNDP, Ministry of Social Security and Labour and ESF Agency, which forms a basis for signing this project document.

5.2. Special Clauses:

The schedule of payments under this project will be linked to implementation of project activities. Payments may be made to UNDP upon its' request for each single activity of the project.

For the purpose of Atlas management, the value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.