

## **2002 WORK PROGRAMME**

Writing a Work programme implies a strategic effort. BBLF Managing Board's point of view is that the main purpose of this Work programme should be to strategize in terms of how we should further develop our organisation. We believe that our aim should be to turn BBLF into a sound organisation promoting Corporate Social Responsibility (CSR) and giving to its members the unique opportunity to become Leaders in society. Our vision is that CSR stands for sustainable business development and open and transparent business practices that are based on ethical values and respect for employees, communities and environment.

At the same time, we would like to state the aspiration to enhance the performance of the Forum. Building on BBLF's reputation and record, we would like to make some changes and improvements in the way we work so as to be able to operate at a higher, more strategic level, to optimise the use of our resources, and mainly, to be more effective and more results oriented.

The structure of the Work programme is divided into three parts. The first part deals with the elements of a new management and approach to BBLF's efforts to fulfil its mission. The second part presents the projection for the follow up of the Forum's ongoing projects and initiatives, while the third one sets the main points of an Events agenda BBLF would organise for its members.

### **A. EVOLVING BBLF'S STRUCTURE AND FUNCTIONING**

While stating its mission to promote responsible business practices that benefit business and society, BBLF focuses on the following strategies:

- (a) to stimulate the engagement of business as partners in development and to encourage continuous improvement in responsible business practices in all aspects of companies' operations;
- (b) to raise awareness of the notion of CSR and help create an enabling environment that provides the necessary conditions for responsible business practices;
- (c) to act as a facilitator for cross-sector partnerships by bringing together leaders in business, civil society and public sector to accomplish collective action on a range of social, economic and environmental issues;
- (d) to build local capacity for cross-sector partnerships by providing information and analysis on the subject of corporate social responsibility and partnership action, and by providing leadership, learning and capacity-building programmes to enhance skills in these areas.

For the purpose of fulfilling those tasks the Managing Board considers crucial to concentrate on developing a cycle that in the long run can ensure the integrity of BBLF's organisational structure, programmatic orientation and delivering capacity.

### **I. Organisational strengthening or setting a mechanism for working with members**

#### **1. Management of the relationship with BBLF members**

The objective of instituting a new management of the relationship with BBLF members is to create an enhanced sense of value for member companies and NGOs and engage business leaders constructively. Elements of this approach are:

##### **Better knowledge of our members -**

It anticipates closer contact with our members and holding individual meetings with them in the course of the next four months for identifying their needs/priorities/interests and socially responsible commitments, discussing practical engagement opportunities and their possible integration into BBLF initiatives. Next step is the process of summarising the outcome of those meetings and working out "companies profiles" including data on the company's

mission statement, corporate values, vision and engagement, main community initiatives/involvement, contacts and other useful information.

#### **Developing a “Learning network” -**

The development of an internal network is aimed at sharing knowledge and improving the internal intelligence on BBLF members through circulating information on CSR issues, member profiles, documented companies’ CSR engagements, key contacts, NGO campaigns etc. Special attention should be given to the delivery on key themes and the packaging of the information, as well as to ensuring its distribution within the member-company. The “Learning network” will be supported by the BBLF web-site, Internet news group(s) and separate info sessions for companies and NGOs.

#### **Organising bi-monthly social gatherings for BBLF members -**

The Forum will set the practice of gathering BBLF members every two months. The format of such gathering can vary from informal discussions on a chosen topic (i.e. hosting member who is sharing with BBLF members its CSR experience/ideas) to official discussions with external guests or meetings with leading opinion makers. The main idea behind such practice is to create a shared sense of ownership to our members, to get them know each other and create linkages between them, and finally, to spread the knowledge of and the benefits from BBLF membership among member’s staff and employees.

#### **Creating a “CSR ideas pool” -**

The Forum will engage in launching a “CSR Ideas Pool” for the purpose of collecting members’ input and considering their ideas about business responsible practices. “CSR Ideas Pool” will be aimed at increasing the active involvement of members and instituting a more participatory and consultative approach in the way we work. The outcome of “CSR Ideas Pool” will serve as the basis for future BBLF initiatives.

The expected outcome of the above listed elements is an improved relationship and communication with our members and their better knowledge and involvement in socially responsible practices. We will review and assess our performance in working with members at the latest by the end of year 2002. The further objective will be to design a Member Services Programme dealing with the specific assistance the Forum can provide to its members in developing and implementing of their own policy of public engagement.

## **2. Refining the membership recruitment approach**

The Forum needs to refine its membership recruitment approach and base it on sectoral emphasis and evidence of engagement. The Forum must devote significant energy to member engagement as its structure should evolve in terms of seeking the membership of more SMEs and some multinational companies that are members of the Prince of Wales International Business Leaders Forum (IBLF). Furthermore, BBLF membership should imply a company’s commitment to make CSR a strategic part of company’s operations, to continuously improve the scope of its responsible business practices and to maintain meaningful dialogue with stakeholders – employees, customers, host communities, environment authorities, shareholders. The Managing Board will consider making BBLF member companies sign a Declaration of commitment to CSR at their joining of the Forum.

## **II. Programmatic orientation or developing our ideas programmatically**

For the purpose of fulfilling its strategies the Forum needs to better structure its strategic planning and engage in a dynamic core process by which the objectives, strategies and action plan are developed, delivered and managed. The first steps to enacting such a process are:

### **1. Creation of Target Teams -**

The main aim of the Target teams is to brainstorm the directions and the scope of the Forum's strategies. Similar schemes are used by BLFs in the Czech Republic and Hungary. Each team will have to suggest to the Managing Board what have to be done in one respective area, how it can be done, what kind of initiatives and projects the Forum can undertake and what outputs are to be expected. The Target Teams will also analyse the information of the "CSR Ideas Pool" and the "member-companies profiles" and consider new opportunities. Target Teams would regularly come together and start their work with developing a target team agenda. It is suggested that Target Teams be lead by 1-2 Board members and comprised of 5-6 persons altogether. They will be formed as a result of declared willingness of members for involvement and readiness to take on different CSR issues. It is suggested that the following Target Teams be created:

- ✍✍ Business and Corporate Governance
- ✍✍ Business and Ethics
- ✍✍ Business and Enterprise Development
- ✍✍ Business and Social Investment
- ✍✍ Business and Education
- ✍✍ Business and Environment.

## **2. Development of a Framework for programme development -**

Based on the analysis and suggestions presented by the Target Teams the Managing Board will adopt a Framework for the programme development of the Forum. The Framework will be a basic document stating the directions and the priorities of the Forum's activities and providing for the necessary balance between BBLF's different roles (the A-B-C-D approach) – Advocacy, Brokerage, Capacity building and Dissemination of ideas.

During the strategic review process the Target Teams will explore the following main areas:

### **✍✍ Promoting Corporate Social Responsibility and its dimensions:**

#### **✍✍ CSR within the company (CSR internal dimension)**

- (a) *Business Standards and Corporate Governance*  
(How should a company articulate and then adhere to sound ethics and universally acceptable rules, and develop appropriate statements of principles and code of conduct? What should be the company's commitment to ensure transparency in its operations, as well as to developing human resource management standards in terms of lifelong learning, career prospects, health and safety etc.)
- (b) *Capacity Building on Corporate Governance*  
(What should be the role of company boards and board directors in advancing the understanding and practice of responsible business? What kind of executive management programmes should develop a company so as to train future business leaders who are capable of building both stakeholder and societal value?)
- (c) *Partnership Capacity Building*  
(What should be the company's commitment to making a difference within communities/societies where they operate and to engage in a voluntary, mutually beneficial, innovative relationships to address common social aims?)
- (d) *Employees Engagement*  
(How can employee engagement contribute to building trust and understanding in performing socially responsible practices? Why and how should companies encourage and support employees to connect and engage with organisations in their community and to give insight on what issues exist and what can be done?)

#### **✍✍ CSR and society at large (CSR external dimension)**

(a) *Enterprise and Economic Development*

(What can a company provide potential business partners in terms of business basics – sharing of materials and technology, other business support or mentoring? Does a company have a role in promoting entrepreneurship and sound business activities? Can a company coach start-ups and SMEs or take minority stakes in such company?)

(b) *Socially Responsible Investment*

(What Socially Responsible Investment mean – giving money or giving in-kind support or giving in consultation and partnership? What is the rationale of having “Social Community Funds” supplied by business? Why are Socially Responsible Investment Funds (SRIF) experiencing a strong surge of popularity in Europe?)

(c) *Environmental Performance*

(How should a company ensure that its operations apply to the highest environmental standards? How can companies build sound environmental management into their operational philosophy?)

(d) *Education and Leadership Development*

(How should companies invest in education and training and help develop learning resources? How can companies nurture social values in leadership and contribute to specific external leadership development and business values initiatives?)

(e) *Youth Development and Unemployment*

How can young people be helped to acquire the skills and experience needed for employment and entrepreneurship? Can businesses provide mentoring, training and other support to assist? Can special efforts be made to help disadvantaged youth?

**EU dimension of CSR**

(What are the implications of the development of a European CSR agenda and how can the Forum give insight on the discussion in EU Member-States of the “Green paper on CSR”? What activities have to be launched in order to discuss its impact on the associated countries? How can BBLF co-operate with and take part in “CSR Europe Campaign 2005”?)

**IBLF’s leadership in CSR**

(How can BBLF further promote IBLF leadership in developing the concept of CSR particularly in new and emerging market economies? What are the very recent developments with IBLF and how it is taking the challenge to meet the current turbulent decade?)

**CSR general awareness training**

(What are the possible ways to spreading the concept of socially responsible business? What target audiences and levels of public involvement should be addressed? What kind of activities the Forum should initiate?)

**Partnership dimension of CSR:**

**Partnership Brokerage**

(How should BBLF shape its role in dealing with brokerage of social partnerships? What kind of innovation can the Forum bring in cross sector development partnerships? How should BBLF collaborate with supporters and partners while exploring opportunities for fostering partnerships between business, local governments and the civil sector?)

**Participation in the IBLF’s project “Partnership in Practice”**

(What can be the Bulgarian input to IBLF regional partnership brokerage training? How can the Forum secure local sources of funding and the possible implementation of the project?)

### **☞☞ Capacity building in training managers and partners for leadership for action:**

#### **☞☞ Leadership development training**

(How can the Forum foster the development of programmes for transfer of managerial skills? What are the issues a programme for Developing Tomorrows' Business Leaders should address? What are the resources, skills and capacities that the business needs for meeting the partnership objectives and how to optimise their quality and quantity?)

#### **☞☞ Training partners for action**

(How can the Forum contribute to training potential partners from local government and civil society?)

The Target Teams should be formed not later than the end of January 2002 and provide their input by the end of June 2002. They will summarise and present the outcome of their brainstorming at a Round-up workshop scheduled for the end of June 2002. On the basis of this, the Managing Board will proceed with adoption of a Framework for programme development (tentative timing – July/September 2002).

The expected outcome of adopting a Framework for programme development is to determine the directions and the scope of BBLF future activities, and where it is possible – their impact and “added value”. The Framework for programme development will serve as a background for BBLF’s annual programme planning.

### **III. Delivery of the mission**

#### **1. Operational aspects –**

Accomplishment of BBLF mission will be achieved by further developing the stated (in the Framework for programme development) strategy directions in terms of defining innovative and entrepreneurial initiatives, projects and programmes. The planning process will be initiated by the Managing Board and will involve an extensive action of research, design and co-ordination with members, partners and supporters.

The detailed operational and implementation planning (delivery) will be undertaken by Activity Planning Groups created on an *ad hoc* basis and formed as an outcome of the brainstorming process and the willingness of member companies to participate in a given activity. The assumption is that they will be comprised of all the parties involved - one BBLF staff member, representatives of the member company(-ies) and/or representatives of the partner/supporter organisation(s). Consultations of the Activity Planning Groups with members of the Managing Board, members of the Target Teams and external consultants will be mostly welcomed. An Activity Planning Group will be supposed to develop an Activity plan displaying the activity description, outputs, timetable and budget estimate.

For the purpose of ensuring consistency in the Forum’s approach to programme planning it is recommended that review and monitoring criteria are set (with emphasis on outcomes and impact).

#### **2. Organisational aspects –**

It is understood that the greatest part of the organisational work will be supported and carried out by BBLF Executive Office. The main task with regard to the management of office to date is “to cluster” all parts of the Forum’s activities and to focus on:

☞☞ Member contacts, member engagement and CSR policy;

- ✍✍Communication and marketing of information (including the editing of BBLF Newsletter);
- ✍✍Implementation of the ongoing BBLF projects;
- ✍✍Organisation of the BBLF events agenda;
- ✍✍Setting of and background support to the Target Teams.

Furthermore, for the office to function optimally the single most important investment is in its staff and if necessary personnel issues will be considered in the future.

Likewise, on its next meeting the Managing Board will deal with the issues of BBLF work with members and BBLF communication activities (including also the development of the Web-site, the publishing of Newsletter and the Forum's promotional activities) in order to set a concrete action plans. As far as exploration of ideas and horizon scanning are encouraged, the timescale for developing any forthcoming BBLF activity will be subject to further arrangement.

### **3. Financial aspects -**

The Forum should consider the possible approaches to securing resources for the different activities it will initiate and carry out. The issue will be given special attention and the Managing Board will deal with all possible options to ensure funding through donations, fundraising activities and supporters. Each activity will be endorsed only after resources are committed.

## **B. PROJECTION ON THE FOLLOW UP OF THE ONGOING BBLF PROJECTS**

A preliminary review and assessment will precede the planning of the follow up of the ongoing BBLF activities. The Managing Board will designate the respective Activity Planning Groups who will be "tasked" to consider the performance of the projects so far (in terms of their achievements and shortcomings) and to present a plan for their follow up. As the development of BBLF ongoing projects is an immediate task, its planning should be completed by the end of January 2002.

The main points as to BBLF projects under development are:

### **1. Business Ethics Project**

The further development of the benchmark project of BBLF is of utmost importance. Moreover, the survey on "Development of Responsible Business Practices, Employment Policies and Ethical Conduct" complemented with the "Guide to Preparation of a Code of Good Business Practice" has gained overall recognition and it has been recently proposed to develop a regional IBLF programme on Business Ethics. While one can conclude that the BBLF's work *on* stimulating awareness of standards of conduct in the workplace and developing a better understanding of the essential components of a Code of Conduct has been a focal part of the Forum's activities in the past, there is still a lot to be done.

Undoubtedly, on the first place this is the revision of the survey (containing year 2000 data), the development of a Sample/Model Code of Business Ethics and the promotion of its enforcement by Bulgarian companies. All those tasks would require a concerted effort and a sound concept about their respective content, structure and organisation. The technical aspects, such as the process of collecting and compiling the information and the process of writing and editing, would deserve the same attention.

The suggestion of the Managing Board is that during the months of February and March 2002 the Activity Planning Group (comprised of 3 Board members and 3 university professors) hold meetings with the business community around the country in order to discuss the content of the Sample/Model Code. It is expected that the writing and the editing of the Sample/Model Code won't take more then 3-4 months.

The Managing Board considers that the discussions on Business Ethics case studies (at the bi-monthly gathering of BBLF members) and the promotion of the current Study and Guide around the country (by our members) should be an integral part of the follow up of the Business Ethics project.

## **2. Careers Advice Project**

Due to the fact the last year run of the Careers Advice Project turned out to be quite successful, the Managing Board suggests that BBLF keep it as an ongoing one.

The project will be led by our member AIMS Human Capital and the Managing Board hopes to have participation also by the other BBLF member companies operating in the HR consulting field.

The main purpose of the project is to assist young graduates in their career planning and self-marketing efforts, as well as to reduce the number of young, well-educated Bulgarians leaving the country by providing them with better understanding of the local economy and the variety of possibilities existing in Bulgaria.

The project will consist of business-specific seminars aimed at assisting the students prepare themselves to face the job market. The seminars will give a practical idea of what it is like to pursue a career in a certain field, what are the most typical job positions and opportunities in a chosen business area, and their main functions/duties. Twelve professions and industry sectors will be dealt with and each will be represented by organisations, which are members of BBLF. The real value of the project will be through the participation of true business leaders of relevant companies to be guest lecturers/panel members.

This year's program will conclude with a panel discussion on the future of employment for young people in Bulgaria with the participation of key employers, selected final-year undergraduates and some successful young professionals or managers (just a few years into their careers).

The publication of a booklet, which will bring together best practice in this area and will summarise the most valuable lessons learned from the project, is anticipated. There are a lot of positive examples of professional realisation that BBLF aim to discover and set as case studies to be followed.

## **3. Hotel Environment Initiative**

The aim of the initiative is to raise the awareness on the practice of environmentally friendly tourism (eco-tourism) and to facilitate the process of harmonisation of Bulgarian legislation with EU Standard ISO 14001. The Managing Board suggests that the follow up of the Hotel Environment Initiative have two components:

### **☞☞THEI awareness raising events**

It is suggested that this year's awareness raising event be devoted to promoting the joint initiative of IBLF and the conservation charity WWF of an Internet based "Benchmark hotel tool". The tool is designed to allow hotels to monitor their energy, fresh water and waste management, as well as waste water quality, purchasing programs, community relationships and impact on biodiversity, with a view to reducing both the environmental impact and the costs.

Following the established tradition the event will be organised with the assistance of IBLF, BBLF members from the hotel business and the Bulgarian Hotel and Restaurant Association.

### **☞☞Annual Award for the hotel with best environmental performance**

The Forum will support this year's organisation of the Annual Award for the hotel with best environmental performance. The Award was established last year under the auspices of the Ministry of Environment and Water and the British Embassy. In collaboration with the British Embassy the Forum will consider new opportunities to complement the competition process with possible training events specifically tailored for small and medium-sized hotels.

#### **4. BBLF Newsletter –**

On its meeting on June 28, 2001 the Managing Board has approved a new concept about BBLF Newsletter. Main point of the concept is to make a radical change from the current format with the objective to distribute the Newsletter beyond the circle of BBLF members. The anticipated new format provides for a full colour brochure. Most probably the content will include the following rubrics: "Lobby Corner", "Code of Business Ethics", "BBLF news", "Curriculum", "Viewpoints", "BBLF Projects", "Partnership Synergies", "IBLF Focus" and "BBLF members".

The issues to be further addressed by the Managing Board are the periodicity of the Newsletter and the financial resources for the publishing of the Newsletter.

#### **C. BBLF'S EVENTS AGENDA**

BBLF events agenda consists of the following elements:

##### **1. Business Leaders Workshop – December 14, 2001**

Organised in co-operation with the Balkan Children and Youth Foundation.

##### **2. Bi-monthly gatherings for presenting Business Ethics case studies (hosted by BBLF members) and meeting with Leading Opinion Makers**

The bi-monthly meetings will be held every second month, every fourth Thursday, namely on January 31, March 28, May 23, July 25, September 26, and November 28, 2002.

The topics of the bi-monthly gatherings will be defined on the basis of BBLF members' suggestions. The first topic to be discussed is "Business Ethics and Intellectual Property Rights".

The first guest to be invited to meet with BBLF members will be Ms Martha Ruedas – UN Resident Coordinator and UNDP Resident Representative to Bulgaria.

##### **3. Ad hoc meetings with Key International Business and Political Leaders**

The Managing Board would like to do its best and provide BBLF members with the opportunity to meet and discuss important business and economic issues with international business and political leaders. As such meetings can be organised only on an *ad hoc* basis, it is not possible to suggest an agenda for them.

In summary, we would like to come back to the purpose of this work programme about re-engineering our organisation by re-designing it. In fact, all this work programme is about is the methodology and operational standards we would like to set in the Forum's functioning. Our wish is they would be consistent with the very best.

## 2002 WORK PROGRAMME TIMETABLE

N	TASK	XII	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
1.	BCYF Business Leaders Workshop	14												
2.	Planning follow up of the ongoing project													
3.	Creation of Target Teams													
4.	Developing BBLF Web-site													
5.	Developing the concept for the Newsletter													
6.	Individual meetings with BBLF members													
7.	Starting developing "Learning Network"													
8.	Creation BBLF News group(s)													
9.	Background support to Target Teams													
10.	Business Ethics Code implementation													
11.	First issue of BBLF Newsletter													
12.	<i>Careers</i> Advice Project implementation													
13.	Launching "CSR Ideas Pool"													
14.	Working out "Companies' profiles"													
15.	Round-up workshop of Target Teams													
16.	Adoption of BBLF Program Framework													
17.	Developing new activities													
18.	Annual Award – Best Hotel													
19.	Publishing BBLF Newsletter													
20.	BBLF Monthly events		31		28		23		25		26		28	
21.	IHEI awareness-raising event – to be defined according the availability of IBLF lecturer													