



# **Corporate Social Responsibility in Montenegro and the Region – practice examples**



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Financial viability of NGO sector is one of the key strategic goals of Centre for Development of Non-Governmental Organizations (CRNVO). In that context, promotion and development of philanthropy and corporate social behaviour and responsibility represent important fields of action.

In 2005, CRNVO started with the process of analysing the awareness level of enterprises and non-governmental organizations (NGOs) about the concept of corporate social responsibility (CSR). By using collected findings and expert knowledge and experience of representatives from the Ministry of Finance of Montenegro, the Montenegrin Employers Federation (MEF), Union of Municipalities of Montenegro, OSCE Mission to Montenegro and the European Centre for Non-for-Profit Law from Budapest, CRNVO established a working group for preparation of a situation study regarding the level of development of CSR concept in Montenegro. The work results of this working group, reviewed by the representatives of enterprises, NGOs and international organizations<sup>1</sup>, have been presented in the publication “Development of Corporate Social Responsibility in Montenegro”<sup>2</sup>.

During the process of implementation of recommendations for CSR development in Montenegro defined by the working group, CRNVO has established an intersectoral team of trainers for CSR who conducted trainings on corporate social responsibility and intersectoral partnerships for the representatives of Montenegrin enterprises and NGOs in 2008 and 2009. OSCE Mission to Montenegro and the Foundation Open Society Institute, Representative Office Montenegro (FOSI-ROM) supported the implementation of these trainings.

CRNVO views the cooperation between business and non-governmental sector in solving problems and contributing to the development of local communities where enterprises conduct their businesses as especially important. Since the communication and cooperation between business and non-governmental sector is still at an unsatisfactory level, the trainings aimed at pointing to all positive effects of establishing partnerships between these two sectors for both their sustainable business operations and local communities.

Our organization enables the continuity in informing the general public on corporate social responsibility and activities in this field not only in Montenegro, but in Europe and worldwide as well, by publishing the electronic newsletter on CSR in the mother language and the English language. This newsletter is the first magazine

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<sup>1</sup> Round table on the topic of „Development of Corporate Social Responsibility in Montenegro“, November 2007.

<sup>2</sup> The publication is available on the web site [www.crnvo.me](http://www.crnvo.me).

which comprehensively deals with CSR concept in Montenegro and is available on the CRNVO web site ([www.crnvo.me](http://www.crnvo.me)). So far, OSCE Mission to Montenegro and company “ProMonte” supported publishing of this newsletter.

The idea for publishing this publication came as a result of impressions from the regional conference “Development of Corporate Social Responsibility – good practice examples”, organized and conducted by CRNVO with the support of FOSI-ROM through their East East programme in November 2009. The first regional conference on this topic in Montenegro has contributed, without any doubt, to a more specific definition of CSR concept and provided an opportunity for participants to get familiar with all aspects of CSR and possible ways for its implementation through practice examples. Additionally, the presentations of specific examples by representatives of small and medium enterprises from the region have shown that corporate social responsibility is not only a privilege of big companies, but a prerequisite for success on the market for everyone.

Therefore, this publication offers specific examples of socially responsible activities of small and medium enterprises and big companies from Montenegro and the region, observed through four of its main aspects: community, employees, environment and market. Our aim was to collect various examples of socially responsible activities in relation to the said aspects and thus point to various ways how to strive and contribute to achievement of corporate social responsibility.

Being aware of the fact that measuring the social responsibility of enterprises requires a lot of time and that in order to proclaim an enterprise as socially responsible it is necessary to conduct a comprehensive analysis of all its business aspects, we want to emphasize that by publishing this publication we do not aim at promoting certain socially responsible enterprises, but socially responsible activities of enterprises in specific segments of their business operations.

In the process of collecting specific examples for the publication we have been sending requests to a number of enterprises which participated in the CRNVO trainings on corporate social responsibility and showed a high level of interest in familiarizing with specific ways of implementing CSR in their everyday business operations. Also, we have been sending these requests to the participants of the regional conference, having in mind their interest for this topic. The contacts we established with representatives of business sector from the region who presented their good practice examples helped us in selection of specific examples from the region.

A special segment of the publication is dedicated to the examples of socially responsible activities of enterprises in Montenegro collected from dailies “Dan”, “Vijesti”

and “Pobjeda” during 2009. Although the collected excerpts are predominantly examples of donations in money and goods (and as such usually having an ad hoc character) intended for different target groups, they helped us to identify the enterprises which might be a backbone of CSR in Montenegro in the future.

We hope that this publication will induce the business sector in Montenegro and the region to improve their knowledge and experience about possible ways of implementing corporate social responsibility and positive effects of integrating CSR in everyday business operations for both their long-term profitability and contribution to sustainable development of communities where they conduct their business.

Finally, there is no example of an ideal socially responsible enterprise. In this sense, there is a room for continuous improvements in all aspects of business operations of those enterprises which decide to take a socially responsible road.

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# **ABOUT THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY**



## **2.1. What is Corporate Social Responsibility?**

### **2.1.1. What is the Difference between Corporate Philanthropy and CSR?**

## **2.2. EU and International Framework for Development of CSR Concept**

### **2.3. Development of CSR in the Region**

### **2.4. Development of CSR in Montenegro**



### 2.1 What is Corporate Social Responsibility?

Key terms for understanding the concept of corporate social responsibility are voluntarism and strategic approach. In this context, a socially responsible company can be simply defined as a company which pays attention to the community interests by taking responsibility for its activities and being aware that they affect consumers, employees, owners, local communities, general public and other stakeholders. Additionally, a responsibility understood in this way does not only refer to formal responsibilities of a company stipulated by law, but also when a company voluntarily makes one step further aware of the fact that this way of operating will create long-term competition and market success and contribute to sustainable development of communities where it conducts its business.

Hence, CSR does not represent an addition to the existing management process of a company, but a management approach which is as such integrated in all its business aspects. It is especially important to mention this considering the fact that quite often companies see CSR exclusively as a good tool for PR activities and improvement of reputation, investing in it just as much as needed for making a good story about the company in print and electronic media. For this reason, their activities are predominantly directed towards sponsorships and donations. The answers to questions “Do you want to look like a socially responsible enterprise?” or “Do you want to be a socially responsible enterprise?” will rather easily make enterprises decide whether they want to just declaratively support CSR or they want to conduct their business in a socially responsible way.

#### 2.1.1. What is the Difference between Corporate Philanthropy and CSR?

Corporate philanthropy represents only one aspect of corporate social responsibility. It is defined as a support to non-profit organizations and public institutions in money, products and services, but also as a strategic response to the needs of a society. There are various forms of corporate philanthropy such as: donations in money, material donations (goods, premises, equipment, etc.), transfer of professional knowledge and service provision and voluntary work of employees.

Considering the aforementioned, we believe that it is very important to make a difference between these two terms. Namely, an enterprise which has appropriate activities falling within the corporate philanthropy does not necessarily mean a socially responsible enterprise. Corporate social responsibility is achieved and evaluated not only in relation to local community, but also by taking into account the level of enterprise's responsibility in relation to employees, environment, suppliers, consumers, business partners and stakeholders.

### 2.2. EU and International Framework for Development of CSR Concept

The term corporate social responsibility (CSR) has acquired a significant room within the European framework about ten years ago. The entire set of factors contributed to this, including the intention of the European Commission to incorporate CSR in the European Agenda.

The first initiatives of the European Union in the field of CSR have been directed towards labour market and employment policy. In 1993, the President of the European Commission, Mr. Jacques Delors, addressed the companies to get involved in the fight against social exclusion. Other areas, such as environmental protection, developed separately.

In 2000, the European Council has send an invitation to companies regarding social responsibility and promotion of good examples of lifelong learning, labour organization, equal opportunities, social inclusion and sustainable development. One of the results of the meeting in Lisbon was CSR<sup>3</sup> Green Paper, published by the European Commission in 2001. It was published with the aim to contribute to awareness rising of the overall European public on CSR concept.

In the European Commission's Green paper „ Promoting a European Framework for Corporate Social Responsibility“, the CSR concept is defined as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis." It is interesting if we make a comparison with the United States (US), where there is no standardised definition of corporate social responsibility. Traditionally, social responsibility of enterprises in US is based on philanthropy.

Additionally, various Directorates General (DGs) of the European Commission also deal with the CSR concept, especially the DG for Employment, Social Affairs and Equal Opportunities, DG for Enterprise and Industry, DG for Environment, etc. At the European level, there is an entire set of networks dealing with CSR issues, including the following: the European Multi-Stakeholder Forum on CSR, CSR Europe, the European Alliance for CSR, etc.

The key aspect of CSR concept development in international framework is based on the initiative of the UN Secretary General, Mr. Kofi Annan, who, at the World Economic Forum in 1999, invited world business leaders to accept and implement CSR principles in their sphere of activities in the following areas: human rights, labour rights, environment protection and anticorruption.

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<sup>3</sup> Corporate Social Responsibility

## 2. ABOUT THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

Today, UN Global Compact has a status of the world's largest corporative citizenship initiative - with over 4700 enterprises and other stakeholders in more than 30 countries. Additionally, the Organization for Economic Cooperation and Development (OECD) defined the guidelines for multinational enterprises - non-compulsory principles and standards of corporate social responsibility.

UN Industrial Development Organization (UNIDO) started with implementation of the regional CSR networks project in the Central, Southern and Eastern Europe. The network aims at ongoing and continuous improvement of environment and social conditions in small and medium enterprises which operate in the industrial region.

The International Organisation for Standardisation (ISO) currently works on the preparation of final version of the standard ISO 26000 which offers guidelines to enterprises for implementing CSR in their everyday business operations. This standard will be applicable to all types of organizations (thus not only enterprises) and as such it is not appropriated to certification by the third party.

CSR reporting represents a part of the business practice of a number of enterprises in Europe and world. The guidelines of the Global Reporting Initiative (GRI) have been predominantly used in the reporting process.

### 2.3. Development of CSR in the Region

Although in the region, just like in Montenegro, primarily foreign-owned big companies recognise multiple benefits of corporate social responsibility on their long-term business operations, it is evident that the number of small and medium enterprises, which also have developed practices and strategies directed towards CSR issues, is increasing.

By respecting one of the key aspects of CSR - transparency, more enterprises in the region also regularly report on their non-financial business indicators, making their reports on CSR available on web sites. The culture of transparency in business, as one of the key principles of business ethics, is manifested through the strategic approach in allocation of one's own funds intended for local communities by announcing calls for proposals for local civil society organizations and public institutions.

Establishing corporative foundations in the region also represents one of current forms of institutional approach to philanthropic or social engagement by enterprises. Non-governmental organizations (NGOs) and employers associations have an important role in promotion and development of CSR concept by offering consulting services to

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enterprises in preparing CSR strategies and reporting on business sustainability and CSR. These actors are quite often initiators of important informative and educational events on CSR in their countries, including organizing awards for CSR.

Additionally, actors from business, public and NGO sector, together with UNDP, are also initiators of forming local UN Global Compact Networks which will work on promotion of UN Global Compact principles in their countries.

A country's strategic orientation towards contributing to CSR promotion and development also represents a trend in the region. Specifically, there is the National CSR Coordination Body in Macedonia within the Ministry of Economy which, as such, represents a main body for promotion and development of this concept.

One of the key results of this body is 2008-2012 National Agenda on CSR Development and the current work on preparing the National Strategy for the period of 10 years. Additionally, the Ministry of Labour and Social Policy in Serbia has shown interest for contributing CSR concept by initiating the preparation of CSR strategy.

Other institutional actors for CSR development in Serbia are the Team of the Vice-president of the Government for Implementation of the Strategy for Poverty Reduction and the Serbian Investment and Export Promotion Agency (SIEPA), which are the leaders of important activities in this field in partnership with the non-for-profit and business sector.

### 2.4. Development of CSR in Montenegro

CSR concept is not sufficiently developed in Montenegro. Due to lack of information and knowledge on this concept, a very small number of enterprises recognise the significance of CSR in improving the relations with their stakeholders, strengthening their reputation, long-term competitiveness and market success on both domestic and international markets. Mostly big, foreign-owned companies have clearly defined strategies of corporate social responsibility.

As a result of being insufficiently informed on this concept, a number of enterprises see CSR as an additional cost for their business. However, there are examples of small and medium enterprises which recognised CSR as a business approach that contributes in meeting the needs of local community and also conducts their businesses towards sustainable profitability.

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On the basis of the analysis of Montenegrin newspapers and electronic media clippings<sup>4</sup>, it is evident that socially responsible activities of enterprises in Montenegro are dominantly achieved through ad hoc donations of money and goods to various target groups. Modern forms of corporative philanthropy - corporative volunteering, transferring of professional knowledge and experience of employees to other actors in the community, as well as establishing intersectoral partnerships are not yet sufficiently recognised as potential ways for investing in the community.

Additionally, existing institutional mechanisms for improvement of corporate social responsibility are not sufficiently developed. Namely, at both national and local self-government level, there is no authority or authorities or appropriate bodies within them that would be dealing with promotion and development of CSR concept in Montenegro. In that sense, we cannot speak about strategic commitment and joint actions of public institutions, NGOs and business sector aiming to establish strategic framework for development of this concept in Montenegro. The key role in educating representatives of enterprises, media and NGOs about all aspects of corporate social responsibility is still played by non-governmental organizations which recognise corporate social responsibility as a toll for contributing to sustainable development, as well as for solving rising problems of the communities in which enterprises operate.

The findings of the research conducted by CRNVO in 2006<sup>5</sup> indicate that representatives of enterprises are not sufficiently informed about tax relieves for investing in activities of common good, but also that they are not satisfied with the existing tax relieves. Namely, the Article 14 of the Law on Taxes on Profit of Legal Persons explicitly says that "funds given for health, cultural, educational, scientific, humanitarian, religious, ecological and sports purposes are accepted as expenditure in the maximum amount of 3,5% of total generated profit". It is evident that the whole set of activities for common good (fight against corruption, human and minority rights, sustainable development, etc.) are not encompassed by this article. Therefore, tax authorities are getting unjustifiably extensive discretionary powers in making judgments whether specific donations made by enterprises should be treated as donations for common good and as such enable enterprises to have the benefit of tax relieves.

Media reporting on socially responsible activities of enterprises in Montenegro indicates that media are not sufficiently familiar with and informed about this concept. The term corporate social responsibility is very rarely mentioned in print and elec-

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<sup>4</sup> Newspaper clippings by the Center for Development of Non-Governmental Organizations (CRNVO).

<sup>5</sup> Research conducted by the Center for Development of Non-Governmental Organizations (CRNVO) and the Regional Center for Development of NGOs from Bar, in the period from December 2005 till March 2006, on the sample of 57 enterprises (more detailed information can be found in the publication "Development of Corporate Social Responsibility in Montenegro").

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tronic media in relation to both good practice examples from Montenegro, region and world or professional analysis and opinions<sup>6</sup>.

Due to lack of understanding of CSR concept, representatives of enterprises, representatives of the media, as well as citizens very often equalize terms sponsorships, corporative philanthropy and corporate social responsibility. In this way, the process of competent promotion, analytical monitoring and reporting on socially responsible activities in Montenegro becomes more complicated.

On the other hand, the level of awareness of citizens and civil society organizations about positive effects which their possibility to make a distinction between socially responsible enterprises and those which are not socially responsible can create in regard to directing enterprises towards CSR is not sufficiently developed.

As far as we know, corporate social responsibility does not exist neither as an obligatory nor optional subject at graduate and/or undergraduate studies at the universities in Montenegro.

Without any doubt, the concept of corporate social responsibility in Montenegro and region is still in the developing phase and requires joint action of all relevant actors. It is necessary that in this process everybody is aware of their responsibility - citizens, civil society organizations, enterprises, public sector and media.

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<sup>6</sup> Newspaper clipping analysis prepared by the Center for Development of Non-Governmental Organizations (CRNVO)

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# **RESPONSIBILITY TO THE COMMUNITY**

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- 3.1. Examples from Montenegro**
  - 3.2. Examples from Serbia**
  - 3.3. Examples from Croatia**
  - 3.4. Examples from Macedonia**
  - 3.5. Reporting of the Montenegrin Print Media on Socially Responsible Activities of Enterprises in Montenegro**



All enterprises make a certain influence on the local community in which they conduct their business operations. If it is properly managed, both communities and enterprises can benefit. It is undisputable that enterprises contribute to local communities by offering jobs, products and services that can be used at the local level, as well as by paying taxes.

Considering the comprehensiveness of CSR concept it should be kept in mind that investing in community represents only one aspect of corporate social responsibility. However, it is noticeable that entities from all sectors identify the term corporative philanthropy with the term corporate social responsibility.

The term corporative philanthropy is used for defining a support to non-for-profit organizations and public institutions in money, products and services.

Also, it is used as a strategic response to the needs of one society.

#### **An enterprise can make donations by:**

- spontaneously replying to submitted requests;
- announcing call for proposals for financing projects;
- establishing corporative foundations;
- corporative volunteering,
- establishing intersectoral partnerships.

Starting from one-sided donations of money and goods, corporative philanthropy is starting to get characteristics of intersectoral partnerships. The term intersectoral partnerships is defined as "voluntary agreement on cooperation (though not without obligations) between stakeholders from at least two different groups who work towards a common goal or specific task and therefore share the risks, responsibilities, resources, competences and benefits<sup>7</sup>."

The examples which you will have the opportunity to read about in this publication are predominantly related to examples of established intersectoral partnerships between enterprises, public institutions and NGOs. Additionally, you will also read about the ways in which enterprises connect their primary business operations with the needs of communities in which they operate, thus achieving a double positive effect - support the community and improve and strengthen their own business operations.

<sup>7</sup> Source: [www.partnerships.nl](http://www.partnerships.nl)

### 3.1. Examples from Montenegro *Summer Job 2009 (seasonal employment 2009)*



#### 1. About the enterprise:

Coca Cola Hellenic is one of the world's largest producers of alcohol-free beverages. It conducts business in Montenegro since 1999 and currently has 90 employees. Coca Cola Hellenic cooperates with 3500 partners, over 50 distributors and directly supplies around 300 buyers which through their network of partners and retail stores cover 99% of the market.

In each country where it conducts business operations, Coca Cola Hellenic is a socially responsible citizen and attempts to be a trustworthy partner to its local community. The highest business standards have been applied in working environment and market, as well as in living and social environment. Coca Cola Hellenic Montenegro is aware that solely through a real partnership with local community it is possible to develop business and improve the quality of life in the country where it operates. This company has based its dedication to the corporate social responsibility through the Code of Business Conduct from which the rules are transferred to the policies and standards of the company. The objectives of socially responsible conduct are a part of the objectives of Coca Cola Hellenic, but also a part of objectives of all of its managers and employees. The company primarily supports the fields which relate to youth, marginalised social groups and projects which contribute to improvement of environment.

#### 2. Name of the project:

Summer Job 2009 (seasonal employment 2009)

#### 3. The project's objectives:

This project aimed to create internationally competitive work force in compliance with the planned Strategy of Human Resources Development in Tourism

#### 4. Project description:

The company „Coca-Cola Hellenic Bottle Company – Montenegro” is a partner in the project of seasonal employment in Montenegro, which represents a very significant segment of the overall employment in the tourism industry of Montenegro and exceeds 60% in the peak tourist season. The project has been implemented for the second time in Kotor and it gave an opportunity to Montenegrin students to work during the season in national companies and institutions from the field of tourism and hospitality. The project “Summer Job 2009” has been implemented in cooperation with the Students' Parliament of the University of Montenegro.

The objective of the Coca Cola Summer Job Fair is to give equal opportunities to everybody and help in employing local personnel during tourism season. Within the project "Coca Cola Summer Job", public discussions and lectures on seasonal employment, as well as promotional parties, were organized throughout Montenegro, while the main event was held in Kotor. At the Fair, all candidates had an opportunity to talk with employers, get informed about conditions and submit their applications for a certain, wanted job position.





For Coca Cola Hellenic the people are the greatest value and that is the reason why the company is committed to providing continuous international knowledge for its employees through everyday activities, but also through trainings, thus investing into their professional development. In order to assist in development of necessary skills and experiences, Coca Cola Hellenic invests around 60 000 hours in training and human resource development and creates a number of professional possibilities for employees within Coca Cola Hellenic Family. During the Fair, which lasted for two days, the representatives of Coca Cola Hellenic Montenegro were at disposal to all the candidates and they shared their knowledge and long experience by giving practical advices.

#### **5. Achieved results:**

The whole campaign was well accepted by the public and there were 34 coverage and articles in electronic and printed media in relation to the project. Finally, the result was 125 seasonally employed persons. Coca Cola Hellenic Montenegro searched to employ 8 seasonal workers and they did so at this Fair.

#### ***Day of Goodwill***

##### **1. Name of the Project:**

Day of Goodwill

### 2. Project's Objective:

In 2008, the company started the action "Day of Goodwill" as a traditional action of volunteers of Coca Cola Hellenic Company with the aim to meet the needs of local community by engaging its employees.

### 3. Project Description:

In 2008, the company started the action "Day of Goodwill" as a traditional action of volunteers of Coca Cola Hellenic Company with the aim to meet the needs of local community by engaging its employees. The company traditionally organizes "Day of Goodwill" which was, in the previous two years, focused on children and improvement of conditions in public institutions, but also with the aim to promote volunteerism as a method of investing in a community and give a positive example. The volunteers of Coca Cola Hellenic Montenegro participated, within "Day of Goodwill", which this company has organized for the second time in the beginning of October, in the action of renovating the kindergarten "Little Butterfly" in Podgorica.

Together with the Housing Agency Podgorica, the Public Communal Service, students of the Faculty of Art and the management of kindergarten, the volunteers of Coca Cola donated furniture, renovated facade, planted green plants in the yard, painted the fence, cleaned the yard, set new benches and thus contributed to a more beautiful and healthier surroundings for staying, studying and playing of over 160 children.

### 4. Achieved results:

By starting the action "Day of goodwill", the Coca Cola Hellenic Montenegro wanted to help institutions which needed help, but also to invite other companies and partners to get involved in this and similar actions using the example of its employees always ready to help others. The volunteers of Coca Cola Hellenic Montenegro have shown readiness to help others, but also humanism, compassion and strong volunteer spirit. "Day of Goodwill" is already becoming a traditional manifestation in Montenegro and year after year the number of goodwill people who want to contribute to local community in which they live and work is increasing.

The volunteers of Coca Cola Hellenic have also dedicated the last year's "Day of Good Will" to children and helped in cleaning and arranging the kindergarten "Ladybug" in order to enable a better childhood and carefree days to children in the kindergarten.

#### *Contribution to the Promotion of IT Culture in Montenegro*



#### **1. About the enterprise:**

Montenegrin Telekom is the leading telecommunications operator in Montenegro, which provides a full range of services: the services of landline and mobile telephony, data transmission, Internet, including IPTV, and international communications. Telekom has two business units: the unit for landline telephony and internet (T-Com) and a unit for mobile telephony (T-Mobile). This company is a part of Magyar Telekom and Deutsche Telekom Group. In addition to providing basic telephone services, the company offers a number of advanced telecommunications services and solutions based on the most advanced technologies. Montenegrin Telekom is the first winner of the Corporate Philanthropy award „ISKRA“, for the best project at the national level. There are over 800 employees working in this company.

#### **2. Name of the project:**

Contribution to the Promotion of IT Culture in Montenegro

#### **3. The project's objectives**

The goals of the projects are: Increasing of IT literacy, increase of the level of knowledge and use of the Internet, increase of general awareness on the importance of internet and promotion of IT culture in Montenegro. Additionally, the objective is integration of marginalized groups in the information society.

#### 4. Project description:

Montenegrin Telecom, as the largest Internet provider in the country, has recognized its responsibility and in cooperation with the Government of Montenegro, as its strategic partner, launched a project of increasing the level of internet usage in Montenegro.

The activities which started a year ago are focused on two target groups: young people (students of primary and secondary schools) and elderly people (pensioners).

In the first phase of the project, the activities were focused on younger generation - students of primary and secondary schools. The project was implemented under the slogan "Internet is a game we play whole life", by organizing 41 Internet workshops in 21 municipalities in Montenegro. About 15 000 students got familiarized with the advantages of Internet usage and concept of designing school web sites.

At the workshops, specially trained instructors introduced the advantages of the Internet to the students with the emphasis on presentation of interactive possibilities of online communication. On special desks, besides surfing the internet and information search, the students got the information about the use of internet as an important tool in the teaching process. The workshops also included a training on the topic "How to design a school web site?".

In the second phase of the project, which has been recently implemented, the focus was on the increase of IT literacy and Internet use among the elderly population. In addition, the goal was to eliminate the fear of using new technologies among the elderly population, and to eliminate prejudices and obstacles related to computers and Internet use. For this purpose, an educative TV video was made, which explained the advantages of using the Internet in everyday life, and its specific benefit for the elderly population as well. Via this TV video, the pensioners in Montenegro were invited to apply for free Internet courses, which were later organized on the whole territory of Montenegro.

About 300 Montenegrin pensioners applied for the free Internet courses which were organized in September and October 2009. The courses, which lasted for three weeks, were conducted by experienced instructors and, apart from the Internet use, the candidates learned computer basics. The courses were organized in the municipalities where pensioners are living, and the largest number of attendants were in Podgorica (152), Cetinje (27), Bijelo Polje (23), Kotor (15), Nikšić (13) and Herceg Novi (11). Also, the courses were organized in Danilovgrad, Budva, Bar, Ulcinj, Pljevlja and Berane.

#### 5. Achieved results:

Every primary and secondary school (162 primary and 46 secondary schools) in Montenegro got the web site on which content the school web teams were working ([www.mojaskola.me](http://www.mojaskola.me)). Within the competition for the best school web presentation, the primary school "Ratko Žarić" from Nikšić and the secondary school "Braća Selić" from Kolašin got awarded, and their web teams won the trip to Paris.

An important part of the project considered that all primary and secondary schools should get equal web presentations on which exclusively students and their professors had to work afterwards. The project has officially started in November 2008 and is anticipated to last four years.

#### *Support for Development of Culture and Education in Montenegro*

##### 1. About the company:

UNIQA, which operates under this name for the last 10 years (since 1999), has 146 years long tradition through its founders - the Raiffeisen Group and Austria – Collegialiteit. Apart from activities of the basic field of UNIQUA's business, which is insurance, what contributes to its success is also UNIQUA's active participation in communities.

UNIQA has started its activities in the Montenegrin market for the first time in February 2008. after the takeover of Zepter insurance. UNIQA Life Insurance was launched in February 2008, and UNIQA non-life insurance in June, 2008. In Montenegro, UNIQA founded two companies - UNIQA Life Insurance and UNIQA non-life insurance in February, 2008.

This companies provide a wide range of high quality products ranging from insurance to property insurance, accident insurance and car insurance - hence the UNIQA Life Insurance is one of the leading insurance companies in the Montenegrin market insurance. The central of UNIQA Montenegro is in Podgorica. In addition to branches in Herceg Novi, Bar, Bijelo Polje, Pljevlja and Niksic, in 2009 the company opened two new offices in Budva and Ulcinj, and plans to open new branches.

Currently, about eighty employees ensure efficiency in achieving the goals and plans in Montenegro. UNIQA currently operates in 20 countries, has over 7.1 million customers and nearly 15 million policies. Its 19500 employees and exclusive partners: brokers, agencies and banks throughout Europe take care of its costumers.



### 2. Name of the project:

UNIQUA insurance company did not self-implemented or initiated any projects in the field of CSR. However, throughout the year, UNIQUA was directly or indirectly involved in the projects implemented by other organizations.

### 3. The project's objectives

Although UNIQUA is a young company in Montenegro, since its access in the Montenegrin market, various structures of citizens have recognized it as their partner. In this sense, UNIQUA participated in a number of activities by assisting in certain activities or giving donations.

Support to development of culture and education in Montenegro is one of the primary goals in this area.

### 4. Project description:

- Some of those activities were humanitarian, such as participation at the International Christmas Fair (organized by the International Women's Club of Montenegro – IWC). The fair, organized in the mall "Delta City" under the slogan "Humanity Connects Worlds", aimed to collect money and goods for the Children's Hospital in Podgorica. Another similar activity was organized in 2009 by NGO Lighthouse, under the slogan "Smiles on faces – gifts in hands".
- On this occasion, children from the kindergarten received New Year gifts. The significance of this type of informal activities is increasing and the organizations which contribute to the prevention of drug and alcohol addictions are becoming more active in this field. Therefore, local NGO from Herceg Novi recognized UNIQUA as a partner for organizing seminars for students of primary and elementary schools regarding the theme of prevention of drug abuse and the impact of psychoactive substances on youth.
- A special satisfaction for UNIQUA was participation in the campaign "STVARNO" ("REALLY") organized by the organization Save the Children and the Ministry of Education and Science. The campaign was dedicated to the possibility for all children to go to school and aimed at raising the awareness of general public about the importance of inclusive and high-quality education for all children, i.e. the necessity that every child achieves the right to education. Another activity for the youngest

population, which was also performed with the youngest and initiated by the Association for Cultural Development of Children "Sunflower", was making of a CD entitled "Festival Sunflower 2008", published this year.

- Those a bit older traveled to Europe this year on the day of visa liberalization for the citizens of Montenegro. The promotion of the EU mobility, culture and standards are some of the reasons why UNIQUA participated in the project "Hello Europe" – the first trip in the visa-free regime to Slovenia, which is the EU member, organized for the best students of the Faculty of Economics.
- Additionally, in 2009 UNIQUA supported the ECO race in Kisjele vode, organized on the occasion of the World Carfree Day.

#### 5. Achieved results:

Although UNIQUA is a young company, which is developing independently in Montenegro, its team announces that they are always ready to hear new ideas and are open for various types of cooperation with individuals and groups from different sectors. With their example, they want to incite other companies to take active role in corporate social responsibility.

#### *How to be a Good Neighbour of the Local Community*



### 1. About the enterprise:

“Elko Team” is a company that conducts its business in Montenegro in the last 18 years and owns 6 retail stores for selling electronic and lighting equipment. There are 49 long-term employees in this company. The company has IQNET and ISO 9001 certificates.

### 2. Name of the project:

How to be a Good Neighbour of the Local Community

### 3. Project objectives:

“Elko Team” initiated the project “Good Neighbour” with the aim to help the local community and the school from the settlement “Stari Aerodrom” in Podgorica, where also the “Elko Team” company is located.

### 4. Project Description:

This company and the Primary School “Pavle Rovinski” established contacts and made an agreement that “Elko Team”, by organizing and financing excursions and field trips, enables children from this school to get familiar with Montenegro, as well as with some other countries from the region (Serbia and Croatia).

At the beginning, only top classes went to these excursions, and they were selected according to the criteria set by the organizers – “Elko Team” – and some of these criteria were the following: average success of the class, absence rate, participation in various sections and other types of extracurricular activities. In the next phase, only the best students went to these excursions.

After a four day excursion throughout Serbia, where students of this school had the opportunity to visit children from Zvečanska ulica (Zvečanska Street), the Nikola Tesla Museum, the Zoo, the Kalemegdan Park, as well as the mountain Zlatibor, “Elko Team” provided making of photos and photo albums for all students.

### 5. Achieved results:

In this way, the children had the opportunity to visit destination that they have never seen before and also get more familiar with some of the countries from the region. This activity is just one from the whole set of activities organized by “Elko Team” in cooperation with the management of the Primary School “Pavle Rovinski” with the aim to improve work conditions for students. Namely, they also equipped the computer room, constructed irrigation well for the schoolyard, as well as outdoor lighting.

#### Examples from Serbia *EU Office of Erste Bank Novi Sad*



#### 1. About the enterprise:

Erste Bank ad Novi Sad is the part of Erste Group, a leading financial institution in Central and Eastern Europe. Erste Bank was founded in 1819, as the first savings bank in Austria. In Serbia, this bank is operating since 2005, when it has taken the major part of the shares of Novi Sad Bank, the oldest financial institutions in Serbia, founded in 1864. The focus of Erste Bank is on retail with local communities and small and medium-sized enterprises. Network of Erste Bank in Serbia has 73 branch offices to work with residents, and 10 centres working with legal entities. Erste Bank currently employs 970 people.

#### 2. Name of the project:

"Erste EU Office"

#### 3. Project objectives:

The project "Erste EU Office" was launched by Erste Bank Novi Sad in October 2007, with the aim to provide an overall service for its clients in one place, ranging from getting information to preparing project documentation when applying with project proposals for EU funds.

#### 4. Project Description:

In addition to getting information on subventions from EU funds, the support for clients also includes providing contacts for public authorities, business associations and central banks, special services for small and medium enterprises, as well as organization of seminars, preparation of publications, etc.

Within the concept of Erste Bank's EU Office, special attention is given to the provision of information and consultations for clients in relation to the process of EU accession. For this reason, the Erste EU Monitor was launched, a bilingual printed and electronic monthly newsletter for clients, employees and friends of Erste Bank who are interested in current news related to EU. This newsletter is distributed free to all people who express their interest. Also, any additional information is available via telephone.

Additionally, the Bank considers as very important the provision of support to initiatives which inform, promote and educate overall public about the European Integration process, especially those initiatives directed to youth who represent the steering wheel of future entrepreneurship in Serbia.

The entire project "Erste EU Office" represents the investment of the Bank not only in terms of providing financial support to the projects which thematically fall within the process of Europeanization of society, but also in terms of investments in development of an entirely new service which will be available for clients in the future.

#### 5. Achieved results:

In 2009, within the Erste EU Office, twelve editions of Erste EU Monitor were published and distributed to over 400 postal and over 300 e-mail addresses of Erste Bank's clients. The services of the Erste EU Office were promoted in the Chamber of Commerce in Pančevo, Kragujevac and Belgrade, where the "Guide through FP7 for Small and Medium Enterprises" was also presented. Additionally, Erste Bank established the cooperation with the Secretariat for International Cooperation of Vojvodina and presented the concept to them as well. The Bank also participated in the official celebration of the First European Week of SMEs, and in cooperation with the Delegation of European Commission, the Ministry of Economy and Regional Development and the Ministry of Science and Technological Development, it organized the Info Day for SMEs. At this event, the Bank's clients had the opportunity to get the information related to available EU funds, but also to establish contacts with other enterprises that are interested to take participation in these activities.

### 1. Name of the project:

„CENTRIFUGE“– a programme of cultural donations

### 2. Project objectives:

In 2007, Erste Bank Novi Sad and the Balkan Community Initiatives Fund (BCIF) launched a programme of cultural donations called „Centrifuge“. The partnership between Erste Bank and BCIF, as well as the project itself, came as a result of the joint idea to support local initiatives of young people, who decided to stay in their communities and make efforts in order to contribute to cultural development of their local communities regardless of challenges of a modern society and migrations.

### 3. Project Description:

„Centrifuge" represents a donation programme for the support of local youth initiatives in culture throughout Serbia. In compliance with the idea of decentralization, this programme supports the initiatives in all places throughout Serbia where Erste Bank has branch offices with the exception of larger centers such as Belgrade, Novi



Sad and Niš. The project is focused on the animation of young people, age 15-30, to initiate and promote new cultural content in their local communities, to influence on development of cultural content for youth and new trends in places where they live, as well as to influence on animation of their peers and others in the community, with the aim to promote creative ideas and enrich cultural content for young people in local communities.

The Board consisting of the following members always decides which project will get the donation: Ana Sofrenović, the actress, Gordan Paunović, the manager for CSR in B92, Dimitrije Tadić, the advisor in the Department for modern art, cultural industry and cultural relations in the Ministry of Culture of Serbia, Branislav Ivin, the president of BCIF Board of Directors and one representative of BCIF, as well as one representative of the Communications Department in Erste Bank.

The initiatives that could be supported within this programme are the following: festivals and events in relation to one or more cultural media; theater plays or puppet shows and other aspects of modern theater; music events (close to contemporary, modern music, including pop, classical, instrumental, electronic and rock music); various art programmes; visual art programmes (murals, movie programmes, comic books, mosaics, photographs, cartoons, documentaries, etc.); dance programmes; literary programmes; as well as programmes of modern artistic expressions (performances, installations).

#### 4. Achieved results:

In the last three years, the programme „Centrifuga“ collected and implemented 20 projects in 17 local communities in Serbia, which contributed to the launching of cultural contents by young people.

In the last three years, the programme „Centrifuga“ collected and implemented 20 projects in 17 local communities in Serbia, which contributed to the launching of cultural contents by young people.

The proof that the programme „Centrifuge“ is recognized among young people and that it possesses strong potential for the affirmation of young artists, lies in the fact that the most successful projects in 2008 continued to "live" in 2009 with the support of local authorities. For instance, in 2008, the Association for inclusion of persons with disabilities from Temerin organized a play in which the children with disabilities were involved, as well as several creative workshops which connected children and persons with disabilities. From 2009, the municipality of Temerin joined in and gave its support to this initiative. The organization "Children of Shakespeare" from Užice organized a summer school

of journalism, which was attended by about 20 students and who, after they have finished this training, started the first radio show for youth on the radio station "Luna" in Užice. Since the radio station "Luna" recognized the importance of this type of radio shows, the show for youth is being regularly broadcasted. The organization "Children of Shakespeare" got the support within the programme „Centrifuge" in 2009 also for organizing the summer school of film. The third organization is the Children's Land from Smederevo which organized the photo exhibition „Pictures from the Dark", whose authors were blind persons. After the premiere in Smederevo, the exhibition was installed in the Center for Culture in Čačak within the manifestation "Night of the Museums" in the National Bank of Serbia in Belgrade.

*Since 2009, the Ministry of Culture of Serbia has also provided the support to the programme „Centrifuge“.*

Due to the nature of all selected projects and chances given to them by Erste Bank and BCIF, all the initiatives possess the potential to be further developed, while the programme „Centrifuge“ will surely continue to motivate and animate young people from Serbia in the years to come.

#### ***The Second Call for Proposals - „Partnership for the Future“***

##### **1. About the enterprise:**

Holcim Serbia, as a part of the Holcim Group, the world leader in cement and construction material industry, gives great significance to activities in the field of corporate social responsibility (CSR). Believing that active participation in community development and joint work of all social actors are the key for development and sustainability of a society, Holcim builds partnerships and incites others to do the same. The Call for Proposals - „Partnership for the Future" was thus announced in order to give the support to the organizations and institutions whose projects will contribute to development of local community.

Holcim group conducts its business in around 70 countries in all continents in the world. In Serbia, its representative office is in Belgrade. The cement factory "Popovac", the ready-mix concrete factory "Beograd-Istok" and the port operator "Kamenko Gagrcin" from Sombor all work within Holcim Ltd. Holcim Ltd. Serbia employs around 400 people and has a total year production capacity amounting to 1,3 million tons of cement.

##### **2. Name of the project:**

The Second Call for Proposals - „Partnership for the Future“



#### **- The following projects were awarded -**

- “Education through Games and Art” – 13th Student Art Colony Paraćin-Grza 2009 and the Library “Vićentije Rakić” Paraćin in a partnership with the Center for Culture Paraćin;
- “Education of Persons with Disabilities – A Path to Employment” – the Association for Cerebral and Infantile Paralysis Paraćin in a partnership with the Dystrophy Association Paraćin;
- “The Voice of Silence – School of Sign Language” – the Municipal Organization of Deaf and Hard of Hearing Paraćin in a partnership with the Citizens’ Association for Persons with Disabilities “OSI Center” Paraćin and the Union of Deaf and Hard of Hearing of Serbia;
- “Founding of a Training Center” – the Regional Agency for Economic Development of Šumadija and Pomoravlje in the partnership with the Municipality of Paraćin;
- “Together towards a Viable Goal” – the assembly of a residential facility in Kralja Petra I (no. 71) street in Paraćin in a partnership with the Information Department of Paraćin municipality;
- “Green Business – 1st Phase” – the Union of Ecologists - UNECO, Regional Center Paraćin, in the partnership with the Faculty of Information Technology Belgrade;
- “Good day, how may I help you” – Union of Blind of Serbia, municipal organization Paraćin;
- “We, just like the other children” - the Citizens’ Association “Save the Youth“ Paraćin.

#### **3. Project objectives:**

In 2009, the company Holcim Serbia announced a call for proposals "Partnership for the Future" for the second year in a row, which was opened from April 21 to May 15, 2009, with the aim to support various initiatives, programmes and projects for development of education, culture and sustainable development which are to be implemented on the territory of the municipality of Paraćin.

#### 4. Project Description:

Holcim Serbia, as a part of the Holcim Group, the world leader in cement and construction material industry, gives great significance to activities in the field of corporate social responsibility (CSR). Believing that active participation in community development and joint work of all social actors are the key for development and sustainability of a society, Holcim builds partnerships and incites others to do the same. The Call for Proposals - „Partnership for the Future" was thus announced in order to give the support to the organizations and institutions whose projects will contribute to development of local community.

All non-governmental organizations (NGOs), associations and institutions with the seat on the territory of the municipality of Paraćin, as well as those organizations founded by this municipality, were able to apply with this call for proposals. National NGOs were also allowed to submit applications, but only under the condition that their projects was going to be implemented in cooperation with one or more NGOs, associations and institutions whose seat is on the territory of the municipality of Paraćin.

#### 5. Achieved results:

Within the call for proposals, the jury of experts selected eight best projects out of many that were submitted. The selected projects got the financial support from the Holcim Company for their implementation on the territory of Paraćin, which additionally strengthened a very successful cooperation between this municipality and Holcim Serbia.

#### 3.3 Examples from Croatia *Action of the Employees in “Coca-Cola Croatia“*



### 1. About the enterprise:

Coca Cola Hellenic Bottling Company Croatia is one of the largest companies in the industry of alcohol-free beverages, and it is also the authorised bottling company of the Coca Cola Company. Coca Cola started its production in Croatia in 1968. It has headquarters in Zagreb and three bottling plants throughout the country. Coca Cola HBC Croatia also distributes its products through six storages and distribution centres and employs around 700 people.

Since the company is facing with increasing number of challenges in the field of sustainability, it is focused on the following issues: preservation of water resources, energy and climate, packaging waste management and recycling, consumers' health, HRD, cooperation with suppliers and investment in the community. Detailed information about the company you can find on web site <http://www.coca-colahellenic.hr/>.

### 2. Name of the project:

Action of the Employees in "Coca-Cola Croatia"

### 3. Project objectives:

The objective of this project is promotion of practice of corporative volunteering among the company's employees.

### 4. Project Description:

In July 2009, the voluntary action has been organized for 12 Coca-Cola Croatia employees from the territory of Slavonia and Baranja, who dedicated one whole day to the children without parental care in the SOS Children's Village Ladimirevci. On this day, twelve employees replaced their everyday duties with brushes and paints for walls, donated by Coca-Cola Croatia, and painted two houses in which children without parental care live. With their voluntary action, the employees enabled a more comfortable living for the children in SOS Children's Village Ladimirevci. One year later, 15 employees from the same company have helped the Association "New Day" by participating in the voluntary action of arranging this association's premises. In this way, they enabled a more comfortable staying in the premises for this association's users – children with severe disabilities. In December 2008, for participating in this voluntary activity, the employees got the annual award for business sector contribution to development of volunteerism on the territory of Slavonia and Baranja.

#### 5. Achieved results:

These are not the only examples of corporative volunteering of the Coca-Cola volunteer club. This kind of activities are being implemented on the whole territory of Croatia and with its actions, Coca-Cola Croatia has not only contributed to the development of corporative volunteering, but it has also incited other companies to engage themselves in the community and proved how companies may lose very little with these actions, while the community may get a lot. Additionally, it is important to mention that the entire initiative for corporative volunteering was launched by the company Coca-Cola Croatia, which has been contacting the Volunteer Center Osijek in the last two years with the request for finding various voluntary activities in the community for its employees in order to introduce a new, entertaining and creative team-building which will be also beneficial for the community they live in.

#### 3.4. Examples from Macedonia *We Help People in Need*



#### 1. About the enterprise:

AD EUROCOMPUTER SYSTEMS – ECS is Joint Stock Company for information and communication engineering and one of the biggest and most experienced IT companies in the Republic of Macedonia. Since its establishment in 1991, ECS is constantly present on the ICT market in the country and recently in the region, taking part in a number of system integration projects for telecommunication companies, government institutions, public and private enterprises etc., thus acquiring the expertise and experience for realization of complex ICT solutions based on state-

of-the-art IT technology and communication equipment. The services ECS offers include: consultancy, project planning, project management, system integration, installation and configuration, training and maintenance. ECS employees (21 full-time) are organized in three departments (Sales and marketing department, Professional Services Department, Customer Services Department) and two divisions (Financial and Administrative Division). The company EuroComputer Systems-ECS from Skoplje is making its own business success work for the assistance of the vulnerable categories in our society. In that sense, we helped four institutions that needed urgent assistance:

#### 1. Name of the project:

"We Help People in Need"

#### 2. Project objectives:

Assistance of the vulnerable categories in the society

#### 3. Project Description:

The company EuroComputer Systems-ECS from Skoplje is making its own business success work for the assistance of the vulnerable categories in the society. In that sense, they helped four institutions that needed urgent assistance:

*Inter-municipality Social Care Center for the municipalities of Skoplje*



In order to help the Center, ECS completely renovated and equipped a special monitoring-facility in which, the professionals of the Center can monitor the communication of the children, who are in the process of adoption, with their future parents or guardians, as well as the communication with the parents they have difficulties with.

Donation of ETC made it possible for the children to be monitored in a relaxed and friendly atmosphere, in a children playground, with an audio/video center and a computer section, and a seating furniture section in a children-friendly design.

*Special School for children and youth with damaged vision “Dimitar Vlahov”- Skoplje*

In order to cover the specific needs of the little children with severe vision difficulties, who have been educated here for many decades, ECS gladly accepted the proposal to arrange the complete renovation and construction of a square, as an area for the children to spend their free time.

The highly damaged existent square often caused accidents and heavy injuries and fractures of the children with impaired vision and thus this issue required urgent response. Therefore, along with the donation beneficiary, ECS prepared a project and independently used the donation for the project implementation by providing the material, construction works and machinery for the complete arrangement of the square of approximately 180 sqm.

*High School for children with development difficulties “St. Naum Ohridski”- Skoplje and the Center for rehabilitation and education of children with development difficulties “Iskra” in Štip*

The main problem these institutions were facing was the shortage of teaching materials and books for the library, which was the reason why ECS decided to accept their request and provide them with the most modern teaching materials and books on the market. This made it possible for the teaching personnel to provide a completely different level of education to the children.

#### **5. Achieved results:**

The happiness of the children and the new, higher standards implemented in the education process were the best kind of gratitude for the efforts ECS made in these projects.

However, these institutions continue to face difficulties and ECS strongly urge the business community in Macedonia to assist them in any way they can, and take its

### 3.5. Reporting of the Montenegrin Print Media on Socially Responsible Activities of Enterprises in Montenegro

The Centre for Development of Non-Governmental Organizations (CRNVO) collects press clippings of dailies "Dan", "Pobjeda" and "Vijesti" on daily basis with the aim to identify socially responsible activities of enterprises in Montenegro. The press clippings analysis (in the period January-December 2009) of Montenegrin dailies regarding investments of enterprises in the community has shown that donations in money and goods are dominant forms of investments in the community.

Only very small number of examples is related to donations in the form of services (corporative volunteering, for example), as well as examples in relation to established intersectoral partnerships between public institutions, NGOs and business sector.

What follows in this publication are information on socially responsible activities of enterprises in Montenegro in 2009 which are grouped in four categories: humanitarian actions, donations in money, donations in goods and intersectoral partnerships. Additionally, we wanted to emphasize that in the selection of specific examples for this publication we had in mind the variety of examples from the field of investments in the community and the methods for these investments by the enterprises.

Also, our aim was to inform potential readers of this publication about small and medium enterprises which are not sufficiently present in the public, but which have also invested in the community and can potentially represent enterprises with socially responsible activities in other fields of their business as well.

In addition, we will very soon create a special section on the web site of CRNVO ([www.crnvo.me](http://www.crnvo.me)) about daily reporting of dailies "Dan", "Pobjeda" and "Vijesti" on socially responsible activities of enterprises in Montenegro.

#### HUMANITARIAN ACTIONS

April 11, 2009. **Source:** „Dan“

Numerous money boxes for collection of funds for provision of guides and helper dogs were placed in several towns in Montenegro. The money boxes were placed in "MontVet", "Del Đusto", the Faculty of Political Sciences in Podgorica; "Maxi" – supermarket and "Kaća" – supermarket in Bar. The money-boxes were also placed in business offices of the company "ProMonte" throughout Montenegro.

#### DONATIONS OF MONEY

January 3, 2009. **Source:** „Vijesti“

In their wish to contribute to the development of Montenegro as a society of knowledge, the „Euro-Pact“ group, which comprises a petrol station chain „Euro Petrol“, announced an open call for five scholarships in the amount of 1000 EUR for the 2007/2008 school year. The scholarships are intended for the best students of the University of Montenegro, University Mediterranean and University Donja Gorica.

March 9, 2009. **Source:** „Pobjeda“

On the occasion of the Women's Day, in the mall Delta City an unusual action has been organized. During the action called "Selling Kisses", the women from Montenegrin public life have been selling their kisses, and all the funds collected from this action were donated to the Hematology Ward in the Clinical Center of Montenegro. This event represents the efforts of the company Delta to send a message to the profitable sector that they can help those in need by undertaking specific actions.

April 17, 2009. **Source:** “Dan”

Within the project of NGO "Alfa Center" called "Challenges of Solving the Traffic Problems in Nikšić", Lovćen Insurance (Lovćen osiguranje) donated 2000 EUR for solving the problem of vertical signalization in the Vuk Mićunović Boulevard.

June 18, 2009. **Source:** “Dan”

On the occasion of celebrating 30 years of successfully conducting their business operations, the company “Gintaš” decided to donate funds for useful actions to every country in which it has branch offices. They decided that in Montenegro the funds will be allocated to reconstruction of one ward in the Clinical Center of Montenegro. The reason for this was their previous experience from Turkey, where foreign investors mostly invested in education and health services, but also it was the company's act of gratitude to the Clinical Center which provides services to the employees who work at the Gintaš's construction site. Six hospital rooms with 18 beds in the ward for neurosurgery have been reconstructed thanks to this 50.000 EUR donation, which significantly improved the working conditions in this ward.



September 9, 2009. **Source:** „Pobjeda“

The company “M-tel” donated 20.000 EUR to the primary school “Milija Nikcević” from Kličevo. In cooperation with the Ministry of Education and Science, they provided school materials for 5.000 first-grade students from 168 primary schools in Montenegro, as well as 350 geographical maps.

September 10, 2009. **Source:** „Pobjeda“

Within its programme “Happy Child”, the Agroinvest Bank donated 10.000 EUR to the Children's Home "Mladost" in Bijela for the reconstruction of the building facade.

October 17, 2009. **Source:** „Dan“

Within its programme "Study Partners", which induces improvements in education, the company “Microsoft” donated 20.000 EUR to the Bureau for Education. The only obligation of the Bureau is to use the given funds for the said purpose. “Microsoft” donated the same amount to the Ministry of Education for the trainings of teachers.

October 23, 2009. **Source:** „Vijesti“

On the occasion of the 7th anniversary of the Association of Youth with Disabilities, the brewery “Trebjesa” Nikšić donated 3.000 EUR for the provision of a guide and helper dog.

#### DONATIONS OF GOODS

January 3, 2009. **Source:** „Dan“

The company „Goranović“ visited the students of the primary school „Branko Višnjić“ and donated 3.800 EUR. This company provided packages of dried meat products and New Year gifts for 28 students from 1st to 8th grade. Additionally, 15 members of the school staff also got packages of dried meat products. The management of the company explained that they have chosen to make a donation to this school, because there is no grocery shop in its vicinity and thus children from this area cannot really enjoy in the New Year holidays. The company "Goranović" also participated in the reconstruction of the school and provision of the material necessary for the classes.

January 4, 2009. **Source:** „Dan“

This year, just like in the previous ones, „Boko“ Ltd. provided gifts for all 10 students of the primary school in the village Đulić near Andrijevica.

January 24, 2009. **Source:** „Dan“

The company "Podravka" has made a donation to the Children's Home "Mladost" in Bijela. This valuable donation consisted of the whole set of Electrolux kitchen utilities which will enable easier, faster and high-quality preparation of food for children in this home. With this donation, "Podravka" has finished its humanitarian action which lasted from December 15 to January 15, 2009.

February 26, 2009. **Source:** „Pobjeda“

On the occasion of celebrating its jubilant anniversary, the company "Ribnica komerc" donated 20 TV sets to children from the kindergarten "Ljubica Popović".

March 10, 2009. **Source:** „Pobjeda“

Montenegro Insurance Company gave a valuable gift to the Branch Unit for Traffic Safety in Podgorica. The gift included two modern instruments for testing the blood-alcohol concentration, the value of which amounts to 3000 EUR. These instruments which are called "alcosenzors" are a donation which represents a direct contribution to the campaign conducted by the Directorate of Police under slogan "Slow down, you have only one life". The representatives of Montenegro Insurance Company said that this is their contribution to prevention of damages and a way to help in traffic accidents reduction.

March 19, 2009. **Source:** „Pobjeda“

The company „Delta Holding“ donated 10.000 EUR to the Logoedics cabinet. These funds will be used for provision of equipment for the Logopedics cabinet, benches and chairs for children with disabilities.

March 28, 2009. **Source:** „Dan“

Hipotekarna Bank donated to the Home for the Elderly "Grabovac" from Risan the furniture which will be used for equipping the offices, one part of the geriatrics, as well as joint premises for occupational and working therapy. By this do-

nation, Hipotekarna Bank helped in improving the quality of living and working conditions in this home.

April 02, 2009. **Source:** „Dan“

The enterprise "Urion" from Podgorica, which deals with distribution of medical equipment, donated the diagnostic ultrasound machine to the General Hospital in Berane.

October 4, 2009. **Source:** „Pobjeda“

Instead of organizing a celebration on the occasion of the opening of their new store, the company "Good commerce" made a donation to the Psychiatric Clinic. Namely, this company donated complete ceramics, sanitary and building material for three bathrooms. The management of the company explained that this kind of activities represent a companies' policy and they hope that this action will motivate other subjects of the society to make donations, especially to institutions of this type. The representatives of the company also mentioned how they believe that spatial conditions are important for the rehabilitation of the patients in this institution.

October 8, 2009. **Source:** „Pobjeda“

The company "DoME" donated 26 computers for village schools on the territory of Cetinje and Podgorica.

November 27, 2009. **Source:** „Dan“

On the occasion of celebrating its 18th birthday and with the aim to promote protection from the flu virus H1N1, the company "Sanitacija" from Podgorica organized and conducted a free disinfection of school and pre-school institutions on the territory of Herceg Novi. The management of the company, which performed the disinfection, explained that the procedure of disinfection was completed by using safe and non-toxic disinfectants and added that they will also organize this type of actions in other municipalities at the coast of Montenegro.

### INTERSECTORAL PARTNERSHIPS

March 28, 2009. **Source:** „Dan“

The company "Telecom" established cooperation with the Faculty of Science and Mathematics of the University of Montenegro. The cooperation is based on the agree-

### 3. RESPONSIBILITY TO THE COMMUNITY

ment that 13 best students start to work on the projects of this company. The programme jobs, which these students will be performing, give them the opportunity to express their creativity and innovativeness and to apply the knowledge gained at the faculty.

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# RESPONSIBILITY TO THE ENVIRONMENT

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- 4.1. Examples from Montenegro**
  - 4.2. Examples from Serbia**
  - 4.3. Examples from Croatia**
  - 4.4. Examples from Macedonia**
  - 4.5. Reporting of the Montenegrin Print Media**

The concept of sustainable development could be simply defined as the development which meets the needs of present generations without endangering the opportunities of future generations to meet their own needs. Contribution to sustainable development is responsibility of all members of a society: citizens, NGOs, media, enterprises, public institutions and local self-governments.

In this sense, every enterprise, by being socially responsible in conducting its business operations in relation to the environment, contributes to sustainable development. On the other hand, the companies are getting increasingly pressured by the public requiring an active role in making the world a better and more quality place for living.

There is a whole set of mechanisms which an enterprise may use in order to reduce and/or minimize negative impact of their business operations on the environment. The rational use of limited natural resources, reduction of harmful gas emissions, reduction of the amount of harmful waste by separate waste collection and recycling are the key mechanisms for achieving corporate social responsibility in relation to the environment.

Some key benefits for an enterprise striving to be socially responsible towards environment are the following: 1) improved competitiveness, 2) increased efficiency in conducting business operations, and 3) improved reputation and image.

Having in mind the positive effects of being responsible towards the environment on both one's own savings and sustainable development of communities in which enterprises operate, there is an increased number of enterprises striving towards strategic integration of principles of environmental protection in their everyday business operations.

The strategic documents of Montenegro point out its commitment to sustainable development (the National Sustainable Development Strategy, January 2007). On the other hand, the European Commission perceives CSR as contribution of enterprises to sustainable development and the European Growth and Employment Strategy.

The examples you will have the opportunity to read about in this publication will help you understand the potential methods of achieving social responsibility

of your enterprises in relation to the environment. You will find out that many of these activities do not require any financial investments, but in return produce double effect – positive for both the environment and enterprises.

Additionally, you will get familiar with some small and medium enterprises which give the possibility to their employees to spend one day out of the office and engage themselves in socially responsible activities in the field of ecology and environmental protection.

### 4.1. Examples from Montenegro First repeater with alternative power source



#### 1. About the enterprise:

The company “ProMonte” works in Montenegro from 1996 within the Telnor Group which headquarters are in the Norway and which represents one of the world’s largest mobile telecommunications operators. ProMonte has positioned itself in all segments as an operator with innovative approach in provision of telecommunication services. To both its post-paid and pre-paid subscribers, ProMonte offers mobile telephony voice services, roaming, additional services, as well as mobile data services via GPRS-EGDE-3G-HSDPA-WiMax-WiFi. There are 300 employees in this company, half of whom have university degrees.



### 2. Name of the project:

First repeater with alternative power source

### 3. Project objectives:

A constant need of subscribers for innovative services are increasing the use of telecommunications network. Although, at this moment, the telecommunications operators are not big polluters, their base stations and network components require certain amount of power so as to provide the best possible service for their users.

In that sense, the installation of repeater with the system for alternative power supply in the canyon Platije represents the initial steps of "Promonte" within their contribution to accomplish goals in the field of energy efficiency and environmental protection.

### 4. Project Description:

The selected location is one of rare spots on the road through the canyon of Morača river where the signal coverage of mobile telephony can be improved, so that users may feel safer as they drive. Additionally, "Promonte" recognized that there are good conditions for the use of alternative power sources, especially sun and wind, at this micro location.

At the same time, there is no electric power supply on this location at the moment and the construction of this kind of infrastructure could have negative impact on the environment, which is not good if we have in mind that repeater has relatively low energy consumption (700 kWh annually). As a source of power supply for this location, Promonte has chosen a hybrid supply system consisting of two wind generators, solar system with 8 photo voltage modules, as well as battery system which accumulate the surplus of the energy produced. It is expected that this hybrid system will produce 700KWh a year, which is sufficient for the continuous work of the repeater and a high-quality signal in the tunnel. The overall planning, projecting and implementation has been performed by the joint efforts of professional services of Promonte and the local company "System Ltd.", which showed a great dedication to this project, but also to the environmental protection.

### 5. Achieved results:

Designed, conducted and modified solution in repeaters' power consumption fully satisfies the required conditions of continuous work of repeaters - no delay in supply. In this way, the repeater contributes to reducing emissions of carbon dioxide (CO<sub>2</sub>).

### *The Campaign „Old Phone, New Life“*



#### 1. Name of the project:

The Campaign „Old Phone, New Life“

#### 2. Project objectives:

The campaign „Old Phone, New Life“ represents the first big action of recycling old mobile phones in Montenegro, with the aim to contribute to the environmental preservation and raise ecological public awareness in Montenegro. Namely, there is a constant growth in both the number of users on the market of telecommunication services and the number of mobile phones, which causes a number of old mobile phones to be disposed of. The phone batteries, which make 15% to 30% of overall phone mass consist of precious metals (palladium and gold), which after being dissolved release toxic substances such as lithium and cadmium that may seriously harm the environment. For instance, the amount of cadmium from one battery of an older mobile phone model may pollute 600.000 litres of water. Aware of the

fact that over 90% of mobile phone material can be renewed and reused as some sort of material, while the remaining 10% goes on the energy for recycling, this campaign aims to enable “Promonte” to actively participate in solving the increasing problem of electronic waste and contribute to the environmental protection.

### 3. Project Description:

The campaign „Old Phone, New Life” encompasses an organized waste collection and disposal of old mobile phones in a one-year period. Every citizen of Montenegro will have the opportunity to contribute to environmental protection by recycling old mobile phones. Namely, from every returned old mobile phone, “Promonte” will set aside 1 euro. At the end of each month, the collected funds will be redirected to support the projects for solving 3 most recognized environmental problems in Montenegro, which are the following: the ‘blossoming’ of the sea in the Bay of Kotor, the “draining” of forests on the north of the country and decreased number of birds in the Lake of Skadar. In order to prevent the „draining“ of forests, “Promonte” and the Directorate for Forests are implementing the project of procuring biological means that will prevent spreading the „draining“ of forests. For protecting 5ha of Montenegrin forests, it is necessary to recycle 20 mobile phones.

Considering a good turnout of citizens in the action of recycling, the project of bird ringing on the Skadar Lake in the first five months of the campaign, received the necessary support. Therefore, in the following period, in cooperation with the Natural History Museum of Montenegro, Promonte will provide support to the project of marking the popular sea swallow’s colony on the Skadar Lake. For marking one bird colony, it is necessary to recycle 400 phones.

Additionally, the Institute of Marine Biology from Kotor will direct the funds collected from the Promonte’s recycling campaign to prevention of dangerous algae spreading, which is known as „cancer of the Mediterranean“. One recycled mobile phone is sufficient for mapping 1 sq meter of a seabed. In the first five months, the funds have been directed to the prevention of sea „blossoming” in the Bay of Kotor.

Apart from the recycling action, the users of Promonte Network will also have a possibility to donate 0.5 EUR (no VAT included) for the support of the said projects by using SMS Recycling Service and sending a message with the text: ‘Promonte reciklaža’ on the number 14580.

Collected mobile phones will be delivered to the company “Zanzoo” which possesses ISO 9001 and ISO 14001 certificates and is specialised for safe disposal of mobile phones.

### 4. Achieved results:

From October 2009 to March 2010, 21 768 mobile phones have been collected. This represents some sort of a record within the Telenor Group, if we have in mind the number of citizens in Montenegro. Recycled phones reduce the need for additional extraction of metals and materials. The recycled material can be used for road construction, production of new mobile phones and for many other useful things.

### *Continuation of the Practice of Using Renewable Energy Sources*

#### 1. About the enterprise:

Detailed information about Telecom can be found on page 22 of this publication.

#### 2. Name of the project:

Using Renewable Energy Sources

#### 3. Project objectives:

This project was implemented in order to contribute to environmental protection and reducing global warming. Using renewable energy is a strategic priority for the company, in accordance with the principles of responsibility in the area of environmental protection.

#### 4. Project Description:

The company “Telecom” installed the base station in Krivošije and a repeater in Platije with the system for power supply through alternative energy sources. In fact, the installation of base stations and repeaters is among the strategic goals of this company, in compliance with the principle of corporative social responsibility in the field of environmental protection.

Being well aware of the importance of activities for global warming reduction and performance of business operations in compliance with the environmental protection principles, the company T-mobile also uses the wind and sun energy for power supply of equipment and devices in the T-Mobile Network.

### 5. Achieved results:

Through implementation of this project, company has made its own contribution to the protection and preservation of the environment.

*„Recycling is no hassle“*

#### 1. About the enterprise:

The brewery „Trebjesa“ (joint-stock company) Nikšić was founded long time ago in 1896. Its foundation represents the beginning of industry in the Principality of Montenegro and since than Montenegro has become recognizable by its unique

**RECIKLAŽA PAPIRA**

Otpad od PAPIRA odlažeš u korpe i kontejnere PLAVE boje. Proizvodi od papira koji se razgrađuju su: novine, časopisi, brošure, papir za pisanje, sveske, knjige, koverta, karton itd.

**RECIKLAŽA PLASTIKE**

Otpad od PLASTIKE odlažeš u korpe i kontejnere ŽUTE boje. Može se reciklirati sljedeći plastični otpad: flašice od bezalkoholnih pića, vode, ulja, kese, pakovanje od slatkiša i slaniša itd.

**RECIKLAŽA METALA**

Otpad od METALA odlažeš u korpe i kontejnere CRVENE boje. Metal je neobnovljivi prirodni resurs i jako je važno reciklirati ga, posebno željezo, aluminijum, bakar, čelik... Većinu metala je moguće preraditi.

**ZAŠTO RECIKLAŽA NIJE GNJAVAJA?**

- 🔴 ZATO ŠTO RECIKLIRANJEM PAPIRA SPAŠAVAMO ŠUME, RIEKE, JEZERA, A TIME I ŽIVA BIĆA KOJA U NIMA ŽIVE ILI OD Njih ZAVISI.
- 🔴 ZATO ŠTO JE SAMO JEDNOJ PLASTIČNOJ FLAŠI ILI KESI POTREBNO 500 GODINA DA SE RAZGRADI.
- 🔴 ZATO ŠTO RECIKLIRANJEM STAKLA SPAŠAVAMO RIJEKE IZ ČIJIH KORITA SE VADI PUESAK POTREBAN ZA PROIZVODNJU STAKLA.
- 🔴 ZATO ŠTO ČIMO RECIKLIRANJEM JEDNE TONE PAPIRA SAČUVATI 17 STABALA.
- 🔴 ZATO ŠTO STAKLO KOJE SE BACI NA SMETLIŠTE NIKADA NIĆE BITI RAZGRADENO.

Reciklaža  
nije gnjavaja!

Pivara "Trebjesa" AD Nikšić



Nikšić beer – awarded many times for its internationally recognized quality. With the privatization in 1997, the brewery “Trebjesa” has become a part of the world’s beer elite and today its majority owner is investment fund CVC Capital Partners. In other words, Trebjesa is a part of StarBev group consisting of 11 breweries from Central and Eastern Europe. The brewery “Trebjesa” employs 243 people. Despite the fact that the majority owner of Trebjesa is a foreign company, the local management is in charge which proves that it has competent human resources capable to manage changes in the economy and society.

### 2. Name of the project:

„Recycling is No Hassle”



### 3. Project objectives:

The aim of the project was to educate people and raise their awareness about environmental protection, with the focus on theoretical and practical education of primary school students in Nikšić about the importance of recycling and environmental protection.

### 4. Project Description:

The project „Recycling is No Hassle” was implemented in April 2009. Within the action, the brewery “Trebjesa” donated 18 special waste separation containers – for paper, plastic and metal – to primary schools „Ratko Žarić” and „Olga Golović”. In addition to this donation, about 300 third and fourth-grade students in primary schools in Nikšić spend two school classes in socializing, learning about recycling and development of positive attitude towards environmental protection. Professional trainers led the educative and entertaining workshops such as "Find a couple", "Recyclator Animator“, "Drawing Room“ and "Recycling Traffic Light“. All the participants got appropriate gifts – paper blocks, ball point pens and key chains with the slogan „Recycling is No Hassle“.

### 5. Achieved results:

The brewery believes that this project and activities implemented within it can contribute to protection and preservation of the environment on a long-term basis, but also encourage the citizens to change their attitude and bad habits in regard to the waste disposal and community in which they live. The action „Recycling is No Hassle” will continue in 2010 as well, for the planned construction of the Regional Recycling Center.

## *Youth – the Future of our Parks*

### 1. About the enterprise:

Detailed information about Coca Cola Hellenic can be found on page 15 of this publication.

### 2.Name of the project:

Youth – the Future of our Parks In compliance with the practice of Coca-Cola Hellenic system to contribute to development of the communities in countries where it operates, Coca-Cola Hellenic Montenegro participated in the action "European Day of Parks" on May 24, 2009.

### 3. Project objectives:

Environmental protection represents a significant component of corporate social responsibility of our company, as well as the education of children and youth in the field of ecology and environmental protection. Both principles were a part of celebration of the "European Day of Parks" in Montenegro, organized under the sponsorship of Coca-Cola Hellenic Montenegro.

### 4. Project Description:

In compliance with the practice of Coca-Cola Hellenic system to contribute to development of the communities in countries where it operates, Coca-Cola Hellenic Montenegro participated in the action "European Day of Parks" on May 24, 2009. The programme "Youth – the Future of our Parks", which consisted of two parts, was held in Podgorica. An artistic, entertaining and educative workshop called "Take care of tree and it will take care of you" was organized in Njegoš's





Park in Podgorica. Within this workshop, school children were drawing, while the actor Sejfo Seferović led them through an interactive, entertaining and educative programme, with the aim to present them the importance of parks, environmental protection and natural beauties. The best works of children were awarded.

This action was very well accepted and it gave an excellent opportunity to the youngest population, their parents and peers to spend some quality time in the nature. The second part of the programme, also sponsored by Coca-Cola Hellenic Montenegro, was called "Colour the Life Green". It was organized in the bookshop "Karver". The exhibition of photographs on the theme of national parks was organized in a pleasant and nice atmosphere of this bookshop, while the whole impression was completed with the music of Vjera Nikolić's Band "Četr".

The exhibition of more than 100 children's paintings called "Colour the Nature with Your Heart and With Your Heart Protect It too" was organized in the mall Delta City in Podgorica on November 6. These paintings were made on the occasion of "European Day of Parks", which was held in May, with the support of Coca-Cola Hellenic Montenegro. Children found their inspiration in parks, nature and natural beauties and in their preservation. All the works were collected and a five-member jury and its president, the painter Draško Dragaš, selected the best, for which the Coca-Cola Hellenic Montenegro provided valuable awards.

### 5. Achieved results:

This action was very well accepted by the parents who, together with their children, actively participated in implementation of the project „Youth – the Future of our Parks". Through a creative approach to the education, the children were able to get familiar with the ways how to actively contribute to the environmental protection. Students and Holcim Company Clean a Favorite Picnic Site – Grza

### 4.2. Examples from Serbia

#### *Students and Holcim Company Clean a Favorite Picnic Site – Grza*

#### 1. About the enterprise:

Detailed information about „Holcim ltd.“ can be found on page 15 of this publication.

### 2. Name of the project:

Students and Holcim Company Clean a Favorite Picnic Site – Grza

### 3. Project objectives:

The project aimed to encourage individuals to be responsible towards the environment and to actively engage in the process of care.

### 4. Project Description:

Holcim celebrated the World Environment Day by organizing the action "Paraćin – my Part of the World". Within this action, Holcim, together with the School of Technology from Paraćin, organized cleaning of the picnic site Grza. On the occasion of the World Environment Day, June 5 was the day which the employees of Holcim, in compliance with their standards, dedicated to environmental protection. Wishing to incite people to be responsible to the environment, Holcim aimed to support secondary-school students in raising the awareness of people about the importance of environmental protection. This was the reason why the employees in Holcim, together with the students of the School of Technology from Paraćin, organized the cleaning action of Grza, one of the most beautiful local picnic sites. Additionally, students from secondary schools of technology from Pančevo, Smederevo, Bor, Vršac, Kruševac and Kragujevac also joined this action



as guests. The focus of the action was on the "waste management", as one of the most significant aspects of environmental protection. Students and their professors received colourful plastic bags for every type of waste, and cleaned the picnic site in groups. Additionally, five so-called "PET presses" for reduction of plastic packages were put on this location and will be used in future. On this occasion, people had the opportunity to see how by selecting the waste at the spot and by using PET presses, the amount of waste is being reduced, which is very important since there is only one city dump in the surroundings. This was also an educative action where students had the opportunity to gain new knowledge through eco-workshops, but also a place for socializing of not only students but all of us.

### 5. Achieved results:

This action increased the awareness level of secondary school students from Paracin, Pancevo, Smederevo, Bor, Krusevac and Kragujevac about specific mechanisms for environmental protection and possible methods and importance of their direct involvement in this process.

### 4.3. Examples from Macedonia

#### *Bird protection project*

#### 1. About the enterprise:

A joint-stock company „EVN“ Macedonia, with its headquarters in Skoplje, represents a part of the Austrian company EVN AG. This enterprise is specialised in provision of power supply services for the Macedonian market and for power production via small hydropower plants system (SHPPs).

#### 2. Name of the project:

Bird Protection Project

#### 3. Project objectives:

EVN Macedonia continued with the specially designed project that aims to protect the birds that are nesting in the polls and wires of the distribution grid.

The danger of birds being electrocuted is substantial, and they are faced with serious threats to their existence.

### 4. Project Description:

After planning and scanning was done in 2008, in 2009 the actual implementation of the bird protection projects took place. In the proximity of town of Veles several nests were isolated during the winter months while the birds had flown south. The pilot nests proved to be successful and the birds accepted the new isolated nests very well. After the birds had left for south again after the summer, the roll out of the project throughout Macedonia started.

The technical solution for the isolation of the nests was done by an expert team, the production of the construction was done by a Veles local technical school, and the deployment was carried out by EVN Macedonia field employees.

### 5. Achieved results:

The company recognized the necessity of bird protection considering the high risk of electrocution, since the birds are nested on the electric distribution poles. Thanks to this project, hundreds of bird nests throughout Mace-



donia have been saved. In this way, the company contributes to environmental protection through preserving flora and fauna and establishing balance of existing ecosystems in the nature.

### 4.4. Examples from Slovenia

#### 1. About the enterprise:

Infotehna Ltd. from Novo Mesto in Slovenia is a company which operates in the field of information technologies. Infotehna creates specific business solutions and comprehensive content management systems (ECMS – Enterprise Content Management Systems). These systems enable users to successfully and efficiently manage contents of different business processes, as well as procedures.

Within the enterprise, a number of different ecological and corporate social activities are implemented, such as collecting old batteries, organizing ecological actions, participating in social activities useful for local communities, rational use of energy sources, using modern tools of online communication, etc. These activities result in affirmation of responsibility towards environment and contribution to the sustainable ecological development. There are 49 employees in Infotehna Ltd. and over 70% have a university degree.

#### 3. Name of the project:

Think and Work „Green“

#### 3. Project objectives:

The project „Think and Work Green“ was designed to mitigate the consequences of overproduction and consumption of paper in order to meet highly complex administrative procedures related to the registration and business operations of companies in Slovenia, but also in other countries of the European Union. It is focused on reducing the amount of used paper by using the electronic data processing and storage system. In this way, the amount of documentation has been reduced, as well as the space for its storage, the impact



on reduction of emissions of carbon dioxide has been made and finally, it contributes to environmental protection.

### 4. Project Description:

The project includes designing and installation of the electronic data processing and storage system. Some data have been digitized in the original, but the majority was created to replace paper documentation. The system that this company has developed and implemented provides electronic storage for several million pages.

### 5. Achieved results:

The system that has been established in „Infotehna“ is used by many companies today, such as German pharmaceutical company "Ratiopharm". Namely, over 174,000 pages were produced in the process of registration of only one innovative medicine in this company. If "Ratiopharm" had not decided to apply the Infotehna's solution, the amount of their paper archives would increased by 87.000 sheets of paper.

The use of Infotehna's solutions enabled other institutions, organizations and companies to reduce the amount of paper documentation by 50% in comparison to the amount of their former documentation. In this way, a more rational use of space intended for paper documentation storage has been achieved. The best example of how much of this resource is being saved in this manner is the Slovenian Ministry which archive occupies 3 km of storage shelves. Over 80 million pages of various documents were stored in all systems that have been installed so far. Considering that for the production of approximately half a ton of paper it is necessary to cut down 17 trees, while one page of paper weighs only 4.5 grams, Infotehna claims that they helped preserve over 6.000 trees so far – which may represent quite a sizeable forest.

### 4.5. From Daily Newspapers

March 28, 2009. **Source:** „Dan“

The company "Promonte" supported the campaign for fight against global warming "Hour for our Planet" by turning off the reflectors which light the billboard on the top of the business building of this company. With the internal campaign of this company, all its employees took over the responsibility and at 8:30 PM turned off the lights for an hour.

April 23, 2009. **Source:** „Pobjeda“

The company "Novito" participated in the celebration of the Earth Day by giving free cloth bags to its customers. This is the proof that the company is ready to observe the principles of healthy environment protection and to be socially responsible. The distribution of cloth bags were organized in three "Novito" stores in Podgorica, Herceg Novi and Bijelo Polje.

May 9, 2009. **Source:**“Vijesti“

Within the educative campaign "Every Drop is Essential", the company "Vodakom" from Tivat distributed the brochure. According to the company's PR, Ms Elena Zaputović, the brochure aims to incite a more responsible attitude of the citizens towards the water as an indispensable resource. The brochure has been distributed together with water bills in the municipalities of Bar, Tivat and Herceg Novi.



## RESPONSIBILITY TO THE EMPLOYEES

- 5.1.Examples from Montenegro**
- 5.2.Examples from Serbia**
- 5.3. Examples from Slovenia**
- 5.4. Reporting of the Montenegrin Print Media**

Although very often enterprises, guided exclusively by the economic interest, do not perceive themselves as organizations in a society, it is a fact that enterprises are a constituent part of a society and that as such they have the obligation to observe and protect human rights within the scope of their activities.

Within an enterprise, corporate social responsibility involves employees and is related to the respect of law regulations, but also to the additional activities taken over by an enterprise in the field of human resource management (including work safety and health).

Human resource management is one of key challenges of nowadays enterprises with the main aim to attract and keep employees with appropriate knowledge and skills. In this sense, socially responsible activities may include continuous trainings for employees, better flow of information within enterprise, ensuring equal salaries for equal jobs, establishing a balance between work, family and free time; making conditions for advancement of women in the workplace; work safety, etc. Responsible behaviour of the enterprise during employment and everyday business operations also include implementation of anti-discriminatory policy which contributes to employment of representatives of minorities, older employees, women, long-term unemployed, as well as persons with disabilities.

Key benefits an enterprise can have from corporate social responsibility in relation to its employees are the following: 1) improved reputation and image, 2) increased work motivation of employees, and 3) increased productivity.

By reading the examples in this publication you will get the answer why small, medium and big enterprises, besides observing law regulations regarding employees, voluntarily make additional steps with the aim to create favourable environment for work of their employees. Some of the examples will point to the importance of getting employees to actively participate in various activities which contribute to development of local communities in which enterprises conduct their business operations (the example of the company "ProMonte" - Pilot project of digital inclusion). This method contributes to strengthening of team work, increase of work motivation of the employees and, at the same time, contributes to solving problems in local communities, whose constituent part are actually employees.

### **5.1. Examples from Montenegro** *Pilot Project of Digital Inclusion*

#### **1. About the enterprise:**

Detailed information about „Promonte“ can be found on page 48 of this publication

### 2. Name of the project:

The pilot project of digital inclusion

### 3. Project objectives:

The aim of this project is to give the possibility to persons with disabilities to use the mobile Internet wherever they want, with their notebooks and “Anywhere” modem, which will make it easier for them to be at the source of information and thus completely involved in the life of the community.

### 4. Project Description:

NGO Association of Youth with Disabilities of Montenegro, NGO Association of Paraplegics of Montenegro, NGO Association of Parents for Support and Help of Children with Disabilities - “The Sunray” from Herceg Novi, NGO Association of Parents of Children with Disabilities - “The Ray of Hope” from Pljevlja and the Union of Associations of Parents of Children and Youth with Disabilities - “Our Initiative” got notebooks, “Anywhere” modem for mobile Internet, three months of free Internet access, and after that, also three months of Internet access with 50% discount as a donation of the company “Promonte”.

With this support, “Promonte” wants to strengthen the capacities of young people with disabilities to equally participate in the community, especially in the areas of education, and give them the possibility to communicate without any barriers by using the Internet “Anywhere” service.

### 5. Achieved results:

This activity is planned as a long-term project. The employees of “Promonte” will be also involved in this project and they will, within their voluntary work, be available for giving advices and providing assistance to the persons with disabilities and thus contribute to the development of overall concept of social responsibility with their own example and efforts.

If this pilot project proves to be successful and useful for the persons with disabilities, “Promonte” will expand this project on other NGOs which actively deal with these issues. After finalization of semi-annual pilot project, all these NGOs have continued to use the mobile Internet service in the form of prepaid services.

### 5.2. Examples iz Serbia *Safety and Health at Work on Construction Sites*



#### 1. About the enterprise:

More detailed information about Holcim Ltd. Serbia, you can find on the page 32 of this publication.

#### 2. Name of the project:

Safety and Health at Work on Construction Sites

#### 3. Project objectives:

This campaign aimed to raise the attention of workers at construction sites and their employers about the situations which can endanger their health and life at work, as well as to inform them about reduction and prevention measures. Additionally, the campaign was based on providing general guidelines for safe work, in order to reduce the risks during everyday work operations.

#### 4. Project Description:

During the May 2009, the company Holcim Serbia launched the second phase of the campaign "Safety and Health at Work on Construction Sites", with the support of the Agency for Safety and Health at Work, the Ministry of Labour and Social Policy, as well as the Union of Construction Workers of the Republic. The campaign lasted during summer construction season, and in that time experts from the company Holcim Serbia and the Agency for Safety and Health at Work visited the construction sites in Belgrade, as well as in Smederevo, Indija, Kragujevac, Požarevac, Velika Plana and Paraćin. The first

phase of this campaign was completed in the fall of 2008. The workers received educational material and information how to use equipment for personal protection, protection from falling, slipping and tripping over, as well as about the work on high construction sites, how to operate building machines, etc. At the end of the campaign, in December 2009, the Agency for Safety and Health at Work, the Ministry of Labour and Social Policy and the company Holcim organized round table "Challenges and Examples of Good Practice in the Field of Safety and Health at Work". Numerous participants, state officials, representatives of private sector and media, exchanged their experiences in this field, with the aim to make a joint effort and find a solution for some problems which they are facing with on the daily basis, but also to share their positive impressions.

### 5. Achieved results:

At the end of May 2009, the company Holcim Serbia got the award in the category "Without Budget" for their campaign "Safety and Health at Work on Construction Sites" from the Serbian Association for Public Relations.

### 5.3. Examples from Slovenia *Family Friendly Enterprise*

#### 1. About enterprise:

Mimovrste Ltd. operates as an online store called Mimovrste (the name means 'just pass the queue' or 'skip the queue' in English). At the beginning of 2009, Mimovrste was considered one of the most popular e-tailers in Slovenia and one of the fastest growing businesses in the country. The company started as a small garage start-up in 2002 and was employing more than 50 people at the start of 2009. Mimovrste Ltd. were not the first e-tailer in Slovenia, but second to market, and managed to overcome this deficit by delivering on the „mimovrste“ brand promise: good prices, vast selection of products and excellent customer service. Detailed information about Mimovrste Ltd. you can find on the web site <http://www.mimovrste.com>.

#### 2. Name of the project:

Family Friendly Enterprise

#### 3. Project objectives:

To establish the balance between business and private life of employees

### 4. Project description:

Some of key activities which we implemented within this project are:

- Flexible work time (start/end): Every employee can choose - if the nature of his works permits it - when he/she will come to work. This decision is made in agreement with the Head of each department - most departments choose to have a fixed core work time (for example between 9 and 15, and every person can choose when to come and fill the remaining 2 hours).
- The possibility to work from home: If under any circumstances an employee is in conditions that prevent him/her to come to HQ for work or it would be very hard for him/her to do so: bad weather conditions, sick children/spouse, he can continue to work remotely (via the internet) without taking a day vacation and/or sick leave.
- Party or trip for employees and their families: Every year the firm organizes two events where we invite all the employees and their families to come and join. The first event is in summer (usually a picnic), the second is in December (end of the year party). These events bring everybody more together and make use a stronger team.
- Manager and head of department evaluation from below: Every quarter, survey is conducted, where all the people grade and rate their superiors, the management team and the CEO of the company. These grades are used in order to have a real-time measurement of how the leaders of the firm are doing, but also for them to get information, what they are doing great, and where they need to step up their performance or attitude. The grades from these surveys also determine in part the quarterly bonus of the managerial team and of all the heads of department, so it's a strong instrument that we put into the hands of our people.
- Child Time bonus: Every employee with children who go to school (1st, 2nd and 3rd Grade) or kindergarten gets an extra day vacation on the first week of School (first week of september) or the first week when they take their children to kindergarten. They can either use it as one day or spread out the hours throughout the week. By enabling this, we make it possible for the young parents to have a less stressful first week of their child going to school and not worry how they will be able to manage all the activities and coordinate them with work, because they have an extra free day they can use per child. (Parents with two children going to school or kindergarten get two weeks).

- **Information platforms:** The majority of the employees work at the HQ in Jesenice, but we also have offices in Ljubljana & Maribor. And some part-time co-workers work from their homes. To enable them to stay connected with the company and with the other coworkers, the firm has crafted a special intranet, that has many social-media features like Facebook to enable people to stay in touch and get to know each other better. Everybody has their own profile and can join different groups (work and fun related), write a blog, or organize events. The Intranet is also the main information for the coworkers who go on maternity leave after having a baby (maternity leave in Slovenia is 12 months). They can stay in touch with what's happening in the company and when they come back, they can start being productive sooner. The transition is also less awkward and much more smooth for them, because they haven't missed out on everything that's been going on.

### 5. Achieved results:

All these measures contribute to increasing the level of employees satisfaction. According to the results of internal investigations, more than 80% of employees would recommend to their colleagues / family job in the company Mimovrste.

#### *Taking care of employees as one of the key values of the company*

### 1. About the enterprise:

„Sava“ belongs to the largest business systems in Slovenia and focuses on the operations, in which it can achieve a high international recognisability both in Slovenia and neighbouring countries. Sava's operations comprise: rubber manufacturing, other operations, tourism and investment finance. We are decided to achieve and maintain a long-term leading position with our products and services in all segments of selected operations in the domestic and world market. 2400 employees work within Sava Business Group.

### 2. Name of the project:

Family Friendly Enterprise

### 3. Project objectives:

Sava Business Group's care for employees has always been regarded as one of its fundamental values. The awareness of the importance of combining professional and private lives led us, together with other partners, to the decision to join the DPP project (Family Friendly Enterprise project), introduced by the Ministry of Work as early as at the beginning of 2007.



### 4. Project Description:

Sava Business Group was among the first Slovenian enterprises to join the project. From the package offered, we have chosen 14 measures and had been granted the Family Friendly Enterprise certificate<sup>8</sup>. In 2007 and 2008 all the accepted measures have been practically introduced in the company life of all Sava divisions. Sava Business Group manages the project within the Human Resources Competence Centre. Working teams have been appointed and three authorized mandatories named. We have successfully passed the examination test by the authorized institution EKVILIB after the first and the second year of the basic Family Friendly Enterprise certificate implementation. At the beginning of March 2009 we have made an inquiry among the employees in Sava Business Group regarding their content with implemented Family Friendly Enterprise measures. The results show that the employees are well acquainted with the measures and evaluate those as positive.

Rather favourable response we had achieved among the employees for the measure "Recreation for the employees and their immediate family". After introducing it we have tried to find within the company a possibility to organize different sports activities for our employees and simultaneously avoid the tax legislation. The result of it was establishing the sports club Savčan, located in Kranj, founded on the above mentioned location with the purpose and the awareness of the importance of company's care for health of our employees, which is resulting in active spending of leisure time and coordinating the professional and private life. The club is concerned with sustainable development of health of its employees and their immediate family in the Sava business group and thus stands for sustainable development of the society and the family as the whole, for associating improves and deepens family ties, intensifies comprehension of oneself and of the environment.

### 5. Achieved results:

Today the Savčan club hosts more than 600 members (employees and their immediate family). Within the club sections, chosen according to employees' interests following branches are in function: walking, swimming, skiing, badminton, aerobics and fitness, basketball, soccer, etc. The number of members is constantly increasing; new sections due to requirements of members have been founded.

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<sup>8</sup> The goal of introducing the certificate "Family Friendly Enterprise" was: to sensitize businesses to the negative business impact of discriminating (potential) parents in the workplace as well as in the labour market, to provide businesses with tools for implementation of such HR policies that enable better balancing of work and family for their employees and to publicly recognize those business with a positive attitude to providing options of balancing work and family to their employees.

### From Daily Newspapers

June 18, 2009. **Source:** „Dan“

The company “ProMonte” promotes the policy of education improvement of its employees. Nine engineers, employed in this company, got the certificates from the Faculty of Information Technologies, University of Mediterranean. The engineers from ProMonte successfully completed the three-month course “Computer networks basics in compliance with CCNA programme”. The aim of this training was to familiarize the engineers with computer communications technologies and their applicability in the real environment.

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# MARKET RELATIONS

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**6.1.Examples from Montenegro**  
**6.2. Reporting of the Montenegrin Print Media**

A market represents a place where enterprises and producers affect the overall society by selling and buying certain products and services. In that sense, poor corporate management harms business operations and makes it much easier for conflict of interest, bribery and corruption.

On the other hand, socially responsible approach to the activities on the market is achieved in relation to: consumers, suppliers and business partners. Consumers set more demanding conditions which generally relate to adjusting the fair prices with quality products, and the companies are forced to conduct their businesses so as to meet these criteria regarding quality and prices. However, the reputation of a certain company also influences the choice of a consumer. The findings of researches conducted in Europe and world show that there is an increasing number of consumers who by having to choose between two products of the same price and quality, opt for the one whose producer is recognised as being socially responsible. Additionally, the European regulations are very demanding in relation to market behaviour of business sector, especially regarding consumers' rights. Some of the key issues to which a special attention is given are the following: observing law regulations when labelling and packing products; ensuring safe products; ethical advertising; observance of all consumers' rights; data protection, etc.

Investors, as potential stakeholders, are getting more interested in application of this concept, so that it is becoming one of the key conditions for their potential investments in enterprises. Investors pay special attention to the issues of social benefit from products and services, the methods of promotion of products and services, protection of vulnerable categories of a society, ethical trade and marketing implementation for common good.

The examples presented in this publication are related to socially responsible activities of enterprises in relation to buyers and service users. You will have the opportunity to read how enterprises go beyond the law framework regarding their business operations on the market and voluntarily engage in additional activities with the aim to improve the quality of provided services.

### **6.1. Examples from Montenegro**

#### ***Promotion of responsible alcohol consumption***

#### ***The Actions „I don't Drink when I Drive" and „18+“***

#### **1. About the enterprise:**

Detailed information about „Pivara“ can be found on page 53 of this publication



### 2. Name of the project:

Promotion of responsible alcohol consumption- the actions „I dont Drink when I drive“ and „18+“

### 3. Project objectives:

As a leader on the Montenegrin beer market, the brewery “Trebjesa” believes that its obligation is to contribute to a higher quality of life of people within the community where it operates by implementing various activities. On the other hand, "Trebjesa" also believes that it has the responsibility and obligation to be the first and leading promoter of reasonable consumption of alcohol.



The traffic safety is the responsibility of overall community, and driving under the influence of alcohol represents one out of four fundamental causes of traffic accidents. The campaign „I don't Drink when I Drive" aims to remind the public about the risks of drunk driving. In addition to the media campaign, "Trebjesa" believes that it was necessary to remind people of how important it is to behave responsibly towards oneself and others.

### 4. Project Description:

Within its strategy, the brewery "Trebjesa" established cooperation with the Ministry of Interior Affairs and donated 4 alcometers (breath alcohol testers) worth 6.000 EUR to the Directorate of Police in May 2009.

During summer and before the New Year and Christmas holidays, the brewery "Trebjesa" launched a billboard campaign in several Montenegrin municipalities. The action was primarily intended for young people as the most frequent group of drivers who use alcohol. For this purpose, the promoters of campaign – waiters in coffee shops/bars where Nikšičko beer is served, wore t-shirts with the slogan „I don't Drink when I Drive". Also, the promo material with the same slogan was produced.

Alcohol can have negative consequences for health of young people who are still growing, and under certain age it is very difficult to make responsible decisions about consumption of alcohol.

In the end of 2009, the action "18+" was launched. Within this action, in all places where Nikšičko beer is being sold, "Trebjesa" will put stickers suggesting that it is permitted to sell alcohol solely to persons over 18 years of age. In this way, the brewery supports the implementation of law regulations which prohibit selling of alcohol to minors.

### 5. Achieved results:

Drunk driving is just one of the causes of traffic accidents, and the official statistics do not exist, because it is almost impossible to accurately determine what caused traffic accidents in each case. What the people from „Trebjesa" hope is that the long-term and similar campaigns will affect citizens and raise their awareness in regard to this issue. Naturally, in order to have concrete results, more time is needed. The feedback that "Trebjesa" receives from its customers is that the campaign of this type is considered highly desirable and that they influence the consumers' alcohol consumption.

### Filter for blocking the access to web sites with child pornography



#### 1. About the enterprise:

Detailed information about the „Promonte“ can be found on page 27.

#### 2. Name of the project:

Filter for blocking the access to web sites with child pornography

#### 3. Project objectives:

Telecommunications have become a very important segment in life of every family, especially children, who gladly use all the advantages of mobile telephony. However, we must take care of their safety or else they may become a subject of the undesirable content in their mobile phones. Together with development of new technologies, especially 3G, new challenges appear, as well as new request for mobile network operators, because users may via their mobile phones access any web site they want. In that sence, the aim of this filter's implementation is prevention from creating a market for this type of material and possibility of casual access to this content with the elements of sexual abuse of children. The implementation of filters emphasizes a very serious problem and establishes new international standards.



#### **4. Project Description:**

Therefore, Promonte established cooperation with the Police Directorate, i.e. the Interpol of Montenegro, with the aim to implement a filter for the web content with the elements of sexual abuse of children. This filter represents a technical barrier which blocks the access to those web sites which contain elements of sexual abuse of children. As a part of the agreement, the Police Directorate provides 24-hour open phone line for reports and continuously updates the list of URL addresses which consist of illegal material with elements of sexual abuse of children. This agreement clearly defines that Montenegrin Interpol will be accountable for evaluating (i)llegality of the contents, while the role of Promonte is to provide technical process of filtration in compliance with the list of web sites that should be blocked, and which Montenegrin Interpol collects.

#### **5. Achieved results:**

Implementation of the filter that blocks access to web sites that contain elements of sexual abuse of children is based on lists provided by the Interpol in Montenegro. A user who attempt to access to any of the web sites from the list is automatically redirecting to the web page that contains an explanation of the impossibility of access.

### 6.2. From Daily Newspapers

March 16, 2009. **Source:** „Vijesti“

On the occasion of the World Consumer Rights Day and with the aim to create a consumer-friendly supermarket, "Novito" company has placed a "Novito box" in which consumers may leave their suggestions, compliments and criticisms. Additionally, they may contact "Novito" via free telephone line 080 081 081. The idea of the action is to give the opportunity to consumers to say what they want and also to enable direct communication with them.

July 18, 2009. **Source:** „Dan“

The exhibition of sculptures of Risto Stijović was organized in the shopping mall "Delta City" in Podgorica, as a result of cooperation between this company and the Museums and Galleries of Podgorica. The idea for organization of this action was based on the experience of the countries worldwide where works of art are exhibited in the most frequent places such as banks, airports and malls, since people nowadays do not have enough free time to go and visit galleries and museums. In this way, many people are able to see works of art, and the marketing team of Delta City hopes that similar situation will be with this exhibition as well.

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# **CONCLUSIONS OF THE REGIONAL CONFERENCE**

## 7. CONCLUSIONS OF THE REGIONAL CONFERENCE

For further development of the concept of corporate social responsibility (CSR) in Montenegro, it is necessary to:

- form intersectoral working group for preparation of the strategic document for development of CSR in Montenegro by using good practice examples from the region (Macedonia, Serbia, Bosnia and Herzegovina, Croatia and Slovenia);
- stimulate the culture of philanthropy and CSR among the representatives of business sector by amending the Law on legal persons income tax (defined in the Strategy for Cooperation between the Government of Montenegro and NGOs) and other relevant acts;
- define national criteria for corporate social responsibility;
- enable comprehensive inclusion of CSR in the educational process, and especially in the curricula of institutions for higher education (universities) from the field of economy, law and public administration, including post-graduate studies in the field of economy;
- stimulate cooperation between public institutions, NGOs, academies, labour unions, employers' organizations, business entities and business associations in the promotion of CSR;
- incite the inclusion of CSR in visions and missions of enterprises;
- organize public campaigns for citizens, consumers and companies about the meaning of CSR, its scope, benefits of CSR and benefits of implementing CSR principles;
- organize trainings on corporate social responsibility for the representatives of business sector and non-governmental organizations;
- organize trainings on CSR strategies and reporting for the representatives of business sector;
- promote the use of internationally accepted guidelines for the preparation of companies' CSR reports;
- organize trainings on corporate social responsibility for the representatives of media;
- work on raising the awareness of representatives of non-governmental organizations and media about possibilities for strengthening financial sustainability through cooperation with business sector;
- create a data base of enterprises which possess certificates for implementation of standards in the field of CSR;
- create a data base on examples of good CSR practices of enterprises in Montenegro;
- inform representatives of business sector and non-governmental organizations about possibilities for participation in existing CSR business networks in the EU and worldwide,
- inform general public about CSR news in Montenegro on daily basis;
- work on preparation, printing and publication of informative and educational materials about the concept of CSR.

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# **PROFILE OF THE ORGANIZATION**

Center for Development of Non-Governmental Organizations is not-for-profit, non-governmental association founded and registered in September 1999. CRNVO envisages Montenegro as a democratic state based on an open and vibrant civil society, where the rule of law is respected and transparent policies are realised based on continued dialogue, and where active citizens and strong NGOs play a vital role in the development of society.

Our key aims are:

- to increase capacity of NGOs
- to improve cooperation between state, local government, non-governmental organizations and commercial sector
- to increase understanding of importance and role that NGOs play in the society
- to contribute to the development of democracy, rule of law and human rights

*Through this Strategic plan CRNVO has set four main programmes:*

**Programme of intersectoral cooperation and reform of public authorities** – the aim of this programme is establishing and developing cooperation with public administration, notably the Government and local government, and the International governmental and non-governmental organizations and European Union (EU) as well. Through this programme sustainable framework for the influence of NGOs on the Government's and sector policies, and policies of local governments is formed.

**Programme of NGO capacity building** – key activities of this programme are establishing and developing the NGO capacities in Montenegro, as implied by the whole name of the Center.

**Programme for service providing** – the aim of this programme is coordinating the services which CRNVO provides and managing CRNVO human resources. This programme deals with promoting the participation of NGOs in realization of services within the scope of work of state and local administration.

**Programme for financial viability of NGOs** – the aim of this programme is creating various NGO strategies for financing of non-governmental organization and their activities. This is the reason why, through this programme, CRNVO pays special attention to both establishing and developing the cooperation of NGOs with the private sector and developing the culture of philanthropy and socially responsible business and behavior. Key activities which CRNVO implemented in the field of philanthropy and CSR in the previous few years are the following:

- From December 2005 till March 2006 we implemented a research among representatives of 57 enterprises and 51 NGOs in Podgorica and Bar in order to define a level

of their knowledge about the concept of CSR, identify key obstacles in development of CSR and establish partnerships. The results of this survey were published within the publication "Development of Corporate Social Responsibility in Montenegro". Additionally, from September 20-24, 2007, in cooperation with Centre for Monitoring (CEMI), we have conducted a survey on a sample of 800 citizens in 9 municipalities in Montenegro about citizens opinion regarding philanthropy. The results of this survey were also published within the previous mentioned publication.

- In 2007, CRNVO established an intersectoral Working group for preparation of the recommendations for further development of CSR in Montenegro. The members of this working group were representatives of the Ministry of Finance of Montenegro, the Union of Municipalities of Montenegro, Montenegrin Employers Federation, OSCE Mission to Montenegro and foreign expert from the European Center for Non-for-profit law (ECNL) from Budapest.
- A round table „Initial Steps in Development of Corporate Social Responsibility in Montenegro“ was held in November 2007, which gathered 50 representatives of enterprises, NGOs, public institutions and international organizations. The recommendations for development of CSR in Montenegro, which were prepared by the aforementioned Working group, were discussed and reviewed at this Round table. In November 2007, the CRNVO publication „Development of Corporate Social Responsibility in Montenegro“ was published on both the Montenegrin and English language ([www.crnvo.me](http://www.crnvo.me)). In addition, one thousand info brochures about CSR were distributed via daily newspaper „Vijesti“.
- In 2008, the Team of trainers for CSR was established, consisting of representatives of Telekom, Promonte, the Central Bank of Montenegro, the Montenegrin Employers Federation, the Norway Forestry Group and CRNVO. In 2008 and 2009, the team of trainers organized and conducted one-day trainings on the theme of CSR and intersectoral partnerships for about 100 representatives of enterprises and NGOs in Montenegro. In September 2009, CRNVO launched the first edition of the e-newsletter on CSR, which is the first newsletter that comprehensively discusses this concept in Montenegro. All published editions are available on the CRNVO web site- [www.crnvo.me](http://www.crnvo.me).
- In November 2009, CRNVO organized the first two-day regional conference on CSR „Development of CSR-examples of CSR practice“. Over 90 representatives of public, NGO and business sector from Montenegro and the region attended the conference. In March 2010, CRNVO became the member of UN Global Compact. In April 2010, CRNVO organized lecture for over 60 students of UDG (University of Donja Gorica) on the CSR topic (more detailed information you can find on our web site [www.crnvo.me](http://www.crnvo.me)). Also, in cooperation with Montenegro Business School and Faculty of Economics, CRNVO will organize lectures for their students in next period.

