



The 18th International Scientific Conference
**“DEFENSE RESOURCES MANAGEMENT
IN THE 21st CENTURY”**

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**HOW THE QUADRILATERAL SECURITY DIALOGUE SHOULD
DEVELOP IN THE CONTEXT OF CHINA’S AMBITIONS IN THE
SOCIAL RESPONSIBILITY AND THE ROMANIAN NON-
GOVERNMENTAL ORGANIZATIONS (NGOS)**

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Abstract

This paper addresses the social responsibility concept in Romania, with some historical references and key numbers of corporate social responsibility (CSR) activity of the Romanian companies, including the associated results. At the same time, some key aspects of social responsibility of public institutions are taken into consideration, along with their outcomes. Using various case studies, the link between social responsibility and Romanian NGOs is then analyzed, emphasizing the advantages and disadvantages of the parties involved. The paper concludes with presenting some concrete results for the final beneficiaries of social responsibility activities and ends with the final conclusions.

Key words: social responsibility; CSR; NGOs; public institutions; beneficiaries, best practices

1. Introduction

Corporate Social Responsibility (CSR) is defined by The European Commission as “[the responsibility of enterprises for their impact on society](#)” and, therefore, it should be company led.” The European Commission states that “the companies should follow the law and, at the same time, should integrate into the strategy and the operations of their business “the social, environmental, ethical, consumer, and human rights concerns” [1]

United Nations Industrial Development Organization (UNIDO) is also giving a definition to Corporate Social Responsibility, considering it as “a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives, while at the same time addressing the expectations of shareholders and stakeholders” [2]

CSR was a necessity imposed by the international market through different multinational companies in order for the companies to have an overview of the actions and results of the actions of the core business. Profit is the main target of companies, competitiveness being in the same time a blessing and a misfortune for the companies, forced to find new ways and methods to come into the attention of the consumer, to become more productive, more competitive. The responsibility for the employees, and for the environment in brought into the attention of the big and small companies that have impact in society.



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The paper goes through some historical moments of CSR in Romania, underlining the fact that companies alone couldn't develop responsible actions, project and programs without the involvement of civil society represented by NGO sector.

At the same time, the companies are called to be socially responsible, and profitable and that takes effort, time and money, special skills, knowledge of the social and environmental needs. That conducts to partnerships, common projects, involvement of all stakeholders in the society, private, public and civil sector.

2. Main historical data of Social Responsibility in Romania

According to one of the main websites regarding NGOs activity in Romania, www.stiri.ong.ro, the first time Corporate Social responsibility (CSR) concept was brought and developed in Romania was in 1990, through multinational companies, hand-in-hand with the development of the NGO sector, throughout the ascension of the activity of associations and foundations. At the beginning, the main role of the CSR actions was humanitarian, meaning that the CSR actions were social actions, dedicated to social categories with multiple disadvantages, at the limit of poverty. [17]

Over the next years, after 2000, until Romania's EU accession in 2007, there follows a period of preparation and implementation of different reforms regarding CSR policies mainly social measures for employees and environmentally friendly oriented industries that companies needed to target, in order to easily adopt the aquis communautaire regarding CSR policies, taxes and stimulating measures for companies. [18]

In 2002 there was an initiative project from USAID, an international NGO. Its goal was to clarify the CSR concept and to offer assistance to local Romanian corporate and SMEs company managers, in their initiative to implement elements of corporate social responsibility in their future business and action plans. With the involvement of Chamber of Commerce and Industry as a project partner and Old learning INC. PPT Romania as a consultancy agency, five multinational companies: McDonalds, Kraft Foods Romania, Procter & Gamble, Ely Lilly and CISCO Systems, were invited to share their experience with CSR actions and initiatives to the local communities. This was an example of “learning by doing” for the Romanian companies that had limited resources compared to multinational companies, in order to successfully implement CSR in their activity.

In 2002-2003 the CSR event “People for People” took place, organized by the American Chamber of Commerce together with the Romanian Community Relations Association, and having the support of The European Union through Phare program, The Romanian Donors Forum and the National Volunteering Center Pro Vobis and Charles Stewart Mott Foundation. The event had great impact on Romanian society, getting together 110 registered projects. The applicants were companies, NGOs and natural persons that during January 2002 and March 2003 offered donations, directly involved in community programs and projects or volunteering projects and fund-raising projects for a community cause. There were offered rewards to 4 different categories of involvement: Fundraising programs, Volunteer Programs, Corporate Community/Social Programs, Donation Programs. According to Korca's 2004 article published in The Romanian Economic Journal, called “Experiencing CSR in Romania”, the event people for People had initiated an important wave of community involvement within CSR activities, that were in a very incipient stage at that moment. (Korca, The Romanian Economic Journal) [3]

Online activity in any domain, developed and became a very important pillar of communication, so as, in 2006, the Romanian NGO Forum for International Communications, dedicated an online platform for CSR know- how dissemination, through encouraging dialog,



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exchange and sharing best practices between interesting companies. This was one of the first Romanian NGOs that dedicated its activity to develop and promote corporate social responsibility concept, actions and results for all the interested parties.[4]

The growth of CSR activity and the causes that lead to development during the analyzed years were best revealed by the study CSR and Competitiveness – European SMEs good Practice-National report Romania 2007, that underlined the two main causes of emerging SR in Romania: the first one was the entrance of multinational companies such as Lafarge, Coca-Cola, Orange, Vodafone, P&G, Carpatcement, Zentiva, Holcim, on the Romanian market. that pressured de development of new ways of consolidating the image and reputation for companies, as the consumers became more educated and selective. The second cause was the need to fill in the gap left by the big donors, the international funds that withdrew from the market that pressured the NGO sector to become more competitive in order to attract financing from public and private sector.[5]

After Romania’s EU accession, it followed a period of great development of CSR activity. In May 2009 Brawn and Partners Network, a leading company with main focus on CSR marketing consultancy released the study “The Book of Corporate Social Responsibility. Brief Reports of Romanian Companies”, analyzing companies from eastern Europe from CSR perspective. His study revealed that within the top 15 CSR involved companies there are two big Romanian companies, Petrom (14th place) and Orange Romania (15th place), but in the same time, in his study he named BCR, Dona Pharmacy, Romstal, as examples of best CSR practices in Romania. [6]

In 2011 the European Commission stated the EU renewed strategy for Corporate Social Responsibility, where it analyzes the impact of CSR policy on CSR in EU, for the period 2006-2011 and stated the “internationally recognized principles and guidelines for CSR”, the new definition for CSR “the responsibility of enterprises for their impacts on society” and detailed the agenda, the objectives and strategies for CSR actions for the period 2011-2020. [7]

Following the European Strategy for CSR 2011-201, in Romania was launched the National Strategy to Promote CSR, for the same period, with the objectives, directions and priorities, underlining strong and weak points, opportunities and threats of CSR in Romania in 2011. Some of the strong points were the involvement of multinational companies in CSR with their best practices, the growing interest of the society for CSR activities and the number of consumers attracted by the products and services provided by corporate socially responsible companies. Weak points were considered the poor understanding of CSR by the Romanian society, the low moral values in society reflected in a high level of corruption, a surface only involvement in CSR, man social problems being left aside, low knowledge and culture of socially responsible oriented business, and lack of adequate research, giddiness and leadership within the CSR area. Opportunities are the key to CSR development: at EU and international level CSR is considered main direction in business, offering know-how and financial support through different EU programs, encouraging CSR involvement and business attitude. In the same time, the public attitude towards CSR oriented companies and competitive advantages of Romanian SMEs on international and European level are considered great opportunities. The threats are mainly regarding the poor public policies and the legal framework considered mandatory in order for the companies to make the steps and the changes towards socially responsible businesses.

The legal framework took shape into the 2014/95/EU Directive which stated that all large EU companies with a minimum of 500 employees have to annually report non-financially information including information on diversity. This directive was meant to be implemented in each members country legal frame until the 6th of December 2016.



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In Romania the European 2014/95/EU Directive is part of the legislation, and starting with 2019, for all entities with more than 500 employees the nonfinancial statement is mandatory (OMFP 3456/2018). These requirements influenced the CSR activity of large companies, the latter being more active and conscious of the important role they play in economy and society. [4]

3. Actual developments of Corporate Social Responsibility (CSR) in Romania

According to the European Commission, CSR is important for the society because “it offers a set of values on which we can build a more cohesive society and on which we can put the base of the transition to a sustainable economic system”. It is important for the economy, because it grows the sustainability of the economy, and it is important for the companies because “it provides important benefits in terms of risk management, cost savings, access to capital, customer relationships, HR management, sustainability of operations, ability to innovate and eventually profit.” [2]

The key numbers reflect the activity which reflects the role, the practices, the contribution to the economical and social development of the society, and all these are revealed in the annual reports of these economic entities, who are acting in a responsible manner on the market.

Key CSR issues: environmental management, eco-efficiency, responsible sourcing, stakeholder engagement, labor standards and working conditions, employee and community relations, social equity, gender balance, human rights, good governance, and anti-corruption measures.

In order to present some of the actual facts of CSR in Romania, the paper takes into consideration two relevant analysis on CSR activity:

The Azores Sustainability & CSR Services published the first time the CSR index 2015, in January 2016, taking into consideration the top 100 companies in Romania, published in “Ziarul Financiar in 2014 Top 100 Romanian Companies”

3.1 CST index 2021 represents the Romanian corporate sustainability and transparency index, taking into consideration an instrument with 70 sustainable indicators, grouped in 10 categories, according to theazores.ro the website of the agency that analyzes this CSR Index, actually the CST index beginning with 2021, and represents “the most important evaluation of corporate sustainability and responsibility in Romania” as stated by the website ambasadasustenabilitatii.ro [9]

The ten categories of the CST index were the following: Sustainability Governance, Diversity Policy, Economic Impact, Climate Change & Energy, Environmental Governance, Responsibility to Employees and Anti-Corruption Policy, Marketing & Creating Awareness, Investments in Communities, Supply Chain and Material Aspects: Disclosure on Management Approach

The most important references in CSR that are also taken into consideration when analyzing CST Index are UN Sustainable Development Goals (SDG), 2014/95/UE Directive, GRI Sustainability Reporting Standards (GRI Standards), CDP (Carbon Disclosure Project), Dow Jones Sustainability Index, London Benchmarking Group (LBG) International – Measuring Community Investment.

According to the methodology of the CST Index, the information refers to corporate spectrum, diversity information, climate change and the social, economic and environment impact of the analyzed companies.

The analyzed companies in 2020, more than 750 in total, are the ones that annually should report the non-financial CSR activity, but also the companies that choose to report CSR activity, even if this is not a legal requirement for companies with less than 500 employees. [8]. According to



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the website ambasadasustenabilitatii.ro, for the Index 2021, only 4.4% of the total 750 companies that have more than 500 employees reported nonfinancial information, 2019 being the first year that the report was mandatory for these companies. [9]

The awarded companies at the 6th edition of the public event “Best practices in Corporate Sustainability in Romania” that took place on the 9th of December 2021, were Kaufland România, Coca-Cola HBC România, HeidelbergCement România, Antibiotice, Raiffeisen Bank, CEZ România, Telekom România, Banca Transilvania, Lidl România (Gold Level Recognition), Romgaz, GreenPoint Management, Romstal (Silver Level Recognition and Grupul Digi | RCS-RDS, Transelectrica (Bronze level recognition).

3.2 “The Dynamics and the perspective of CSR in Romania”.

Survey

The second analysis taken into consideration is the survey conducted by CSRMedia.ro and Valoria, for the last 10 years in a row, called “**The Dynamics and the perspective of CSR in Romania**”.

This survey is the only one on the Romanian market that has a ten years continuity. The survey is applied to the top management, managers and CSR specialists of different companies in Romania regarding the evolution, dynamics and the challenges of doing CSR for the period 2022-2021.

This year survey includes also the last five years results, for some of the indicators, in order to have a long-term overview of the evolution of the analyzed data.

The survey was applied online during October-December 2022, contains 30 questions, there were 164 respondents in 2022, and 92 % of the responding companies affirm that their companies run CSR projects. The respondent companies are 42% Romanian companies, 39% foreign ones and 19% with a mix of Romanian and foreign capital.

Some of the conclusions of the survey are analyzed:

- In 2022 65% of the companies are involved in CSR because it is part of their sustainability business strategy but in the same time 41% of the respondents are doing it for recognition and visibility, and also 41% because it is part of the companies' philosophy
- The impact of CSR activity of the company is measured using international standard reporting method for 49% of the companies in 2022, higher than 2021 (45%) with 5%. Internal methods are used for 25%, less with 14% that 2021, and 17% use the evaluation systems of the partners (ex: NGOs). One can notice a positive trend of the impact measurement of CSR activity.
- 82% of the companies involve employees in CSR activities in 2022 vs 66% in 2021, but in the same time in 2021 there were limitations due to Coronavirus pandemic restrictions imposed by authorities.
- A very important conclusion for the present paper and in the same time a result of the survey is that 96% (2022) of the responding companies, collaborate with NGOs in order to implement their CSR projects, vs 92% in 2021, resulting a very high level of involvement of NGO sector as a partner for CSR activities. 42 % had a collaboration with educational institutions and 37% with local authorities.
- The CSR budget increased in 2022 vs 2021 with 20-30% for 26% of the companies, with 10-20% for 17% of the companies, had the same value for 25% and decreased with 20-30% for other 4%.

Overall, the CSR budget increased in 2022 vs 2021, but not as much as in 2021 when the growth with 20-30% was for 29% of the companies and with 10-20% for 27% of the companies.



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- 18% of the responding companies in 2022, compared to 23% in 2021, they say their CSR budget is between 100,000 euros and 200,000 euros. Greater than 500.000-euro budgets are decreasing with 10% in 2022 vs 2021, and represents 9% of the companies. Decreasing trend with 5% is registered for 100.000-200.000-euro budget that represent 18% of the companies. Increasing with 9% is notices for the budgets between 5000-10.000 euro, which represents 14% of the total companies.
- The average value of the CSR projects is 10.000-50.000 euro for 43% of the companies, vs 55% in 2021. There are also companies, 5% that affirm the average value of their CSR projects in more than 500.000 euro.
- The average number of projects carried out by the responding companies in 2021 is 16 the same as in 2020. But the average number for 32 % of the companies is between 1-5, and 51-100 projects for only 6% of the companies.
- The communication of their CSR projects is 74% of the cases through the annual report (+10% vs 2021), press communicates (72%). The online methods, social media 70% (-12% vs 2021), website of the company 59% (-16% vs 2021) and CSR platforms 55% (-7% vs 2021) are very important communication methods, but in decrease vs 2021.

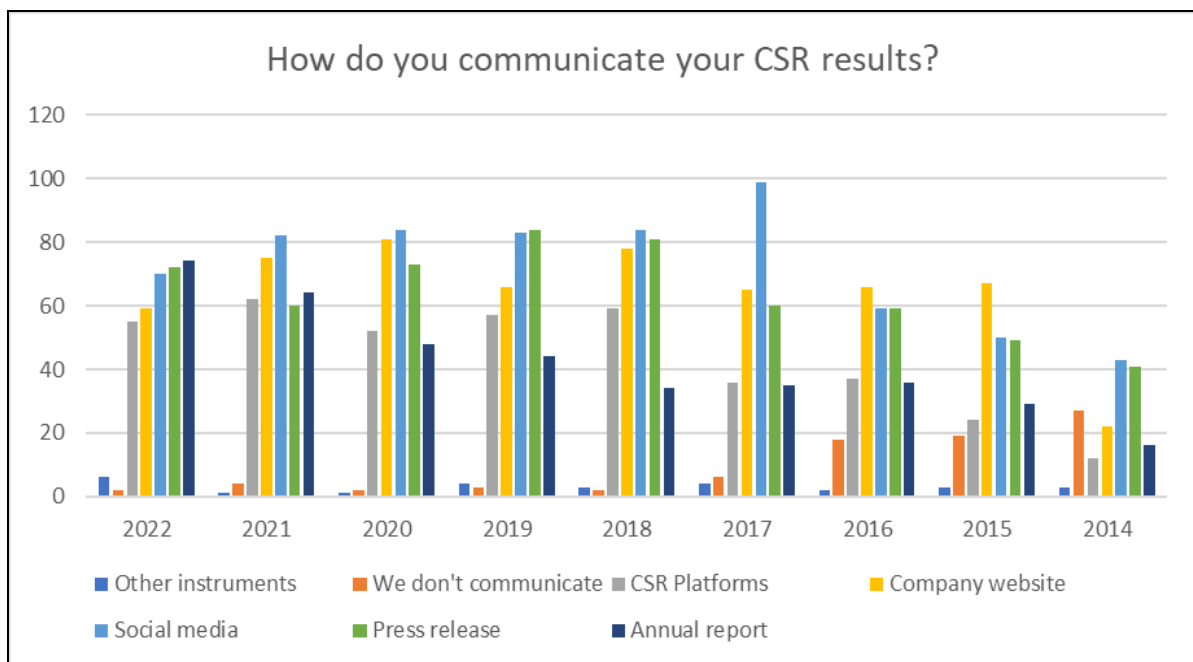


Fig 1. Communication of CSR annual results

- The main sectors of CSR action were education 72% (+18%), Health (-22%) and environment 54% (+5%). Entrepreneurship also decreased with 20% in 2022. The sectors with more than 10% growth are education, and sport, followed by culture (6%)
- 69% of responding companies in 2022 helped the community through volunteering, vs 52% in 2021, and 56% vs.40% through in-kind donations. [10]

The overall conclusions of the 2022 vs 2021 survey are the following:

-71% vs 65% of the companies define social responsibility as involvement in the community



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-65% vs 53% of the companies affirm that they are involved in CSR activities due to the companies' sustainability strategy

-72% vs 54% of the companies had education as top CSR priority followed by health 61% vs 83%

-32% vs 25% of the companies have been running 1-5 CSR projects in 2022, but 6% vs 3% of the companies ran more than 51 projects the same year.

4. Public institutions and social responsibility

The concept of Corporate Social Responsibility (CSR) was adopted by the business environment in Romania, being brought to the country by multinational companies that transferred their corporate culture to us.

Initially CSR represented rather a fashionable trend, but over time the need for a new business management model was felt.

According to On and Ilies, CSR refers to a model that has expanded over recent years and can be described as a self-regulating mechanism whereby firms are encouraged to accept ethical responsibility for their actions, contributing to society and reducing the negative impact of their activity. CSR covers economic, social, environmental and sustainability issues, as well as corporate philanthropy. [11]

Even if CSR generally refers to the private sector, the concept is important for public institutions as well, because they are built on responsible principles and their activity and conduct are socially legitimated. This is the reason why social responsibility should be taken into consideration both in the private and public sector, being concerned about professional and responsible management of relationship with the key stakeholders groups. [12]

The social responsibility in the public institutions was largely investigated in the literature.

For example, Ates and Büttgen attempt to address the lack of knowledge pertaining to challenges faced by local public enterprises in the field of CSR. Using expert interviews, group discussions and online survey in five countries of the European Union, they examine the specific market conditions of local public companies. The results of their study include a framework developed for the use of local public companies, helping them to adopt a more strategic approach to CSR. 13

Other authors, like Shamsuddin Bolatito try to examine and evaluate how the concept of CSR can be linked to governance in managing public corporations and environmental integrity. This paper addresses the question of how the theory of CSR practice can provide directions and support for government institutions. [14]

There are also papers that examine the role of government in promoting CSR. Wirba considers that the government's role is critical in promoting CSR activities or agendas because CSR is voluntary without mandatory legislation. Using a normative literature review and secondary data procedures, this study shows the need for developed and developing countries to share CSR's best practices and build human institutions capable of enhancing CSR by creating awareness, soft laws, partnering, and mandating business enterprises to be transparent in solving society's problems.

All the studies mentioned above not only stress the role of social responsibility in the public sector, but reflect also the fact that the socially responsible activities in the public institutions are much more sensitive and complex than the CSR operations of the private sector.[15]

5.The contribution of NGOs to social responsibility in Romania



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The paper began with the statement that CSR emerged in Romania hand in hand with the development of the NGO sector. In this chapter there are underlined the ways NGOs actually take part to CSR, through CSR projects.

Following one of the results of the survey “**The Dynamics and the perspective of CSR in Romania 2022**”, that 96% (2022) of the responding companies, collaborate with NGOs in order to implement their CSR projects, vs 92% in 2021, the conclusion is that there is a high level of involvement of NGO sector as a partner for CSR activities.

In order to have some concrete data about the involvement of NGOs in CSR activities, we analyze the community index 2022, a ranking of the CSR projects and programs developed by the Romanian companies with investments in the field that presents high importance for the company.

According to <https://communityindex.ro/>, “The Azores Sustainability & CSR Services is a consulting agency in Romania, specializing in Corporate Sustainability and CSR. The main agency services are Corporate Sustainability strategy and reporting, rankings and ratings, community investment, CSR research and CSR Branding. The largest agency project is Romania CSR Index - a ranking of the most sustainable companies with more than 500 employees in Romania”

After going through several studies concerning CSR in Romania, the conclusion is that at the present time all the data concerning the beneficiaries of all the CSR activities in Romania cannot be found as centralized situation, each Company being responsible for sharing the results in their annual report, on the website, or using other means of communication. **Community Index Magazine** try to get together in one place information about CSR activity projects and programs. “The mission of this project is to increase the level of know-how of start-up companies in terms of sustainability and CSR strategy and to help them develop medium and long-term impact projects. This research comes as a response to the growing interest of companies in corporate responsibility, so that The Azores agency considered that a project that focuses on the performance of investments in communities will bring clear benefits, both for communities and companies, as well as for development of the field in Romania.”

Community Index magazine 2022 is a research gathering information about 870 projects of the 20 fields mentioned above, 20 case studies, and several interviews with main stakeholders and CSR managers that can share precious information. This research is valuable because it introduces to the companies and beneficiaries best practices, new ideas, important information of different cases approached by the projects.

The 20 analyzed fields in 2022 are: Active Living, Art culture traditions, Raising Awareness, Career Education, Education for pupils, Entrepreneurship, Employee engagement, Wellbeing, Tech in schools, Financial education, Diversity and inclusion, Reduce reuse recycle, Health, Tech for good, Climate change, Women empowerment, Elderly care, Sustainable cities, Animal protection.

The index underlines the good practices and strategic projects which emphasize the mid- and long-term impact and the involvement of the interested parties.

For each of the above-mentioned fields, different distinctions are offered each year, since 2019 to the best and high performing CSR projects.

Going through each field and observing the projects and programs that received distinctions, it is obvious that the NGO sector is strongly represented NGOs involved as partners within the projects. In each field there are several NGOs in partnership with the nominated companies.

Active Living:

- ✓ Bursele stART – Provident Financial România & Şcoala de Valori Art culture traditions

Raising Awareness:



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- ✓ Career Education I work again – Coca-Cola HBC România & Asociația The Social Incubator; La TINERi Este Puterea – Coca-Cola HBC România & Asociația The Social Incubator HP LIFE – HP Inc. & Junior Achievement România
- ✓ Programul de consiliere în carieră „Profesioniștii viitorului” TenarisSilcotub, Centrul Județean de Resurse și Asistență Educațională (CJRAE) Sălaj & Consiliul Județean Sălaj

Education for pupils:

- ✓ Tabăra JYSK – JYSK România & Asociația Casa Bună
- ✓ ” Hai la Olimpiadă!” – eMAG & Fundația Nouă ne pasă

Employee engagement:

- ✓ Livada Ursus – Ursus Breweries & ViitorPlus – Asociația pentru dezvoltare durabilă
- ✓ Wellbeing Gustă cu atenție. Bucură-te de moment – Mondelez România & Asociația Sută la Sută Românesc
- ✓ VeggiePorția – Nestlé România & Fundația pentru Alimentație Sănătoasă
- ✓ Programul Food Heroes (Eroii Alimentației) Electrolux & AIESEC România

Tech in schools:

- ✓ NEXTLAB.TECH: Robotică pentru copii – Banca Comercială Română, Nextlab.Tech Asociația „Clubul Informaticii Economice – CyberKnowledgeClub” (CKC)
- ✓ BRD FIRST Tech Challenge Romania program de robotică pentru elevii de liceu din România – BRD – Groupe Société Générale & Asociația Nație Prin Educație

Financial education:

- ✓ Programul Național de Educație Financiară “Școala de Bani” – Banca Comercială Română

Diversity and inclusion:

- ✓ EduacCES – Fundația Vodafone, Asociația FDP – Protagonisti în Educație & Code for Romania
- ✓ Programul Fiecare Copil Merită o Poveste – Asociația OvidiuRo, UiPath Foundation și Inspectoratele Școlare Județene din Botoșani, Galați, Olt și Vaslui

Reduce Reuse Recycle:

- ✓ Harta Reciclării – Coca-Cola HBC Romania & ViitorPlus – Asociația pentru dezvoltare durabila

Health:

- ✓ Împreună pentru sănătate – Fundatia Vodafone & Asociația M.A.M.E.
- ✓ DENTAL LIFE SOCIAL- HeidelbergCement România & Asociația Volunteer for Life
- ✓ Programul Școlar Colgate – Colgate-Palmolive & Societatea Națională de Cruce Roșie din România
- ✓ Susținem Sănătatea mamelor adolescente și prevenirea maternității timpurii MSD România, Salvați Copiii România, Centrul de Informare și Documentare privind Drepturile Copilului din Moldova

Tech 4 good:

- ✓ Solve for Tomorrow – Samsung Romania & Junior Achievement Romania
- ✓ ProfAid Kit prima platformă educațională de terapie ABA – Asociația Autism Voice & Ideologi

Climate change:

- ✓ România plantează pentru mâine” – OMV Petrom, Ministerul Mediului, Apelor și Pădurilor și șase ONG-uri de mediu

Women empowerment:

- ✓ „Pentru Femeile din Știință” – L’Oréal România, în parteneriat cu CNR UNESCO



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Elderly care:

- ✓ Programul național Generații – mentori seniori – Hochland România & Fundația Regală Margareta a României
- ✓ Linia de sprijin Telefonul Vârstnicului – Johnson Wax România & Fundația Regală Margareta a României
- ✓ Parteneriat Farmaciile Dr.Max & Asociația Niciodată Singur – Prietenii Vârstnicilor

Sustainable cities:

- ✓ Inclusiv în cartier – Banca Transilvania, Fundația Comunitară București & Partenerii
- ✓ Adăpost cu Energie – Grupul CEZ în Romania & Asociația CSR Nest
- ✓ Campania „Alege asumat un oraș curat” – BAT, Primăria Municipiului Ploiești & Green Academy

Animal protection:

- ✓ Reconstrucția ecologică de la Mahmudia – JYSK România & WWF-România
- ✓ Uite barza!” – Enel România & Societatea Ornitologică Română (SOR)

Raising awareness:

- ✓ „Poate te place” information, education and prevention campaign regarding violence against women.– Alka Group, Romanian Police & World Vision România
- ✓ Crosss CONIL – Together we win disability – Decathlon România & Association CONIL [9]

In order to exemplify the dimension of CSR published results, I chose the two main important winners of CSR Index 2022, Kaufland Romania, and Coca cola HBC Romania to exemplify the results of CSR involvement of the companies.

➤ **Kaufland Romania** in cooperation with the Foundation for the Development of Civic Society (FDSC), through the program **#INSTARE DEBINE**, during the last 4 years is offering grants to NGOs in Romania that run different projects addressed to vulnerable groups, within the fields culture, sports and health.

The results of this program in available on the website of the project and the table below is the synthesis of the results for the last 4 years of activity, beginning with 2018 until 2021.It takes into consideration The number of Financed NGOs, the number of financed projects and events, number of hours of activity within the projects the cities where these projects took place, and the most important, the number of direct beneficiaries of the program #Instare de bine. [16]

Year	Financed NGOS (number)	Financed projects (number)	Rural activities out of total (percentage)	Events (number)	Hours of activities (number)	Financing for NGOS (euro)	Cities (number)	Direct beneficiaries (number)
2021	38	28	66	84	12671	1000000	126	16290
2020	29	29	68	52	7077	1000000	224	38644
2019	24	29	60	616	57660	1000000	178	23000
2018	29	40	46	1000	54270	1000000	na	65000

Table 1 (Results of the program #Staredebine for the years 2018-2021)

- According to Community Index Magazine 2022, **Coca Cola HBC** together with



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The Social Incubator Association initiated in June 2020, the social project “**I Work again**”. It consisted in launching a platform where people who wanted to work, to find support in finding a job, take skills and competence tests, access video trainings for professional and personal development, and most important, users who needed help could contact advisors from the partner NGO in the project. There were also other stakeholders involved, in order to offer a large spectrum of jobs to the interested beneficiaries. National Employment Agency and Bucharest (ANOFM) and Territorial Labor Inspectorate were involved, with sharing access to their platforms in order to access different job offers.

Beneficiaries received personal interventions, counting more that 1100 that received vocational counselling support for employment and intermediation of interviews. During 2021, the outcome was that 861 people were employed.

5. Conclusions

- The paper intends to underline the important contribution of NGOs in the process of CSR projects and programs implementation. Through the examples presented in the paper this fact was highly underlined.
- The surveys and the researches mentioned in the paper proved that the CSR concept is well known by the companies but without a legal constraint represented specific laws, such as the Directive 2014/95/EU that lays down rules for large companies to expose annually, specific information on social and environmental impacts of their operations, the application of CSR principles is slow and random.
- Being involved in CSR is represents an ethic advantage no matter if we talk about a company, a partner in a project, or direct beneficiary of the CSR activity. CSR is a positive initiative overall, but for some companies it is hard to integrate it into the company business, at it means that the whole business model must be adapted to the requirements of the market. In the same time, for other businesses, this CSR approach comes naturally, is part of the culture, and it is stated in the companies’ values. CSR demand involvement, dedicated employees, a special budget, and it should be implemented in every business. Hand in hand with profitability should be responsibility, integrity and sustainability, long term vision, pillars of a healthy company, market and society.
- NGOs represent the partner in the CSR approach, and comes as a specialized partner, that approaches the final beneficiaries of CSR. This implies responsibility of a good CSR project management and implementation. There is an interdependency between the NGO sector and the business sector in in CSR area. And it is a win -win partnership.
- The reporting of CSR is a very important part of the whole process, a good report being able to critically analyze the stage of the company within adopting responsible business strategy. It can help the company find out the ways to achieve the outcomes of a strong CSR strategy, adapt it to the business model of the company and to the business itself.
- In Romania the CSR concept is not implemented by all companies and that comes from the evident differences of financial power, vision, mentality, level of education, client-supplier relationship.



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- As important for CSR development as the factors mentioned above is the public institutions approach to this concept, through communication, transparency, support through different partnerships and financial facilities.

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