

ENERJİSA ÜRETİM

2024 CORPORATE SOCIAL RELATIONS PROJECTS' SOCIAL IMPACT ASSESSMENT and STRATEGIC ROADMAP



1. EXECUTIVE SUMMARY

Social Impact Measurement Assessment of Enerjisa Üretim's CSR Projects

This report has been prepared to evaluate the projects by Enerjisa Üretim's CSR unit in 2024 across five different themes and two regions. The INGEV Social Impact Assessment Model¹ is used to assess their social impact from the perspectives of stakeholders and beneficiaries, and to determine the strategic roadmap.

Within this scope, a total of 37 projects were evaluated. The data collection process for the Social Impact Assessment was completed through interviews with the Enerjisa Üretim CSR department and field teams, in-depth interviews with stakeholders of the 37 projects, and surveys administered to 196 beneficiaries. In addition, CSR projects carried out by companies operating in the energy sector in Turkey and around the world for similar purposes were examined.

The assessments regarding Enerjisa Üretim's social impact projects indicate a generally strong and meaningful impact profile on both stakeholders and beneficiaries.

Table 1 Overall Impact Indices by Theme and Region from the Perspective of Stakeholders and Beneficiaries

OVERALL IMPACT INDEX	STAKEHOLDERS	BENEFICIARIES
TOTAL	93	93
CULTURE, SPORTS, ENVIRONMENT	91	94
QUALIFIED EDUCATION	93	94
ECONOMIC EMPOWERMENT	94	92
HEALTH	98	89
ECONOMIC DEVELOPMENT	92	-
EASTERN REGION	87	92
WESTERN REGION	96	95

¹The INGEV Social Impact Assessment Model is a holistic evaluation framework that measures the impact of projects and support initiatives through five sub-indexes: Direct Impact, Social Impact, Relevance, Environmental Impact, and Sustainability. Each index is calculated based on stakeholders' and beneficiaries' ratings of statements on a five-point scale. Statements are provided in the appendix at the end of the report.

Overall Impact Index: is calculated from the five sub-indexes and represents the total impact of the support or program.

Direct Impact: measures the direct effect of the program on stakeholders' and beneficiaries' knowledge acquisition and skill development. It consists of three Sub-Indexes: Overall Satisfaction, Technical Knowledge and Skills, and Social Knowledge and Skills.

Social Impact: assesses the awareness, attitude and behavior changes, as well as the level of social engagement that the program generates at the social level. It includes three Sub-Indexes: Social Awareness, Social Attitude and Behavior, and Social Engagement

Relevance: assesses the extent to which the program's content and objectives align with the needs and expectations of stakeholders and beneficiaries.

Environmental Impact: is measured only for projects with an environmental focus; it evaluates the level of environmental engagement through three Sub-Indexes: Environmental Awareness, Environmental Attitude and Behavior, and Environmental Engagement

Sustainability: evaluates the potential of the benefits and impacts generated by the program to continue and expand in the long term.

Stakeholder evaluations indicate notable differences between regions.

Table 2 Overall Impact Index and Sub-Indices by Theme and Region from the Perspective of Stakeholders

STAKEHOLDERS	OVERALL IMPACT INDEX	Direct Impact	Social Impact	Relevance	Environmental Impact	Sustainability
TOTAL	93	98	96	93	89	90
CULTURE, SPORTS, ENVIRO.	91	94	89	89	97	93
QUALIFIED EDUCATION	93	90	95	89	100	96
ECONOMIC EMPOWERMENT	94	98	100	94	88	83
HEALTH	98	100	92	100	-	100
REGIONAL DEVELOPMENT	92	97	89	86	80	95
EASTERN REGION	87	92	91	86	88	80
WESTERN REGION	96	98	95	97	86	94

- By theme, **Health projects** demonstrate a very strong performance on stakeholders (Direct Impact: 100; Relevance: 100; Sustainability: 100). In contrast, **Culture, Sports and Environment** (Social Impact: 89; Relevance: 89), **Qualified Education** (Direct Impact: 90; Relevance: 89), and **Regional Development** (Social Impact: 89; Relevance: 86) show clear areas for improvement in terms of alignment between support and needs, social dissemination, and long-term impact potential.
- **The Western Region** stands out with a very strong impact profile (Overall Impact: 96); the indicators for Direct Impact (98), Relevance (97), and Sustainability (94) show that the projects are both well-aligned with needs and have long-term benefit potential.
- **The Eastern Region**, on the other hand, has a more limited overall impact level (87), with Relevance Index (86) and Sustainability Index (80) pointing to areas that need improvement.
- Within the Direct Impact Index, the **Overall Satisfaction** Sub-Index score as evaluated by **stakeholders is 100**.
 - The Regional Development, Infrastructure and Equipment Support projects: 100
 - The Economic Empowerment and Livelihoods projects: 100
 - The Qualified Education projects: 89
 - The Culture, Sports and Environment projects: 100
 - The Health projects: 100
 - The Eastern Region projects: 95
 - The Western Region projects: 100

Beneficiary evaluations also reveal a high impact profile.

Table 3 Overall Impact Index and Sub-Indices by Theme and Region from the Perspective of Beneficiaries

BENEFICIARIES	OVERALL IMPACT INDEX	Direct Impact	Social Impact	Relevance	Environmental Index	Sustainability
TOTAL	93	91	92	94	96	93
CULTURE, SPORTS, ENVIRO.	94	93	94	95	-	95
QUALIFIED EDUCATION	94	92	97	93	-	95
ECONOMIC EMPOWERMENT	92	88	97	91	97	88
HEALTH	89	90	76	97	-	94
REGIONAL DEVELOPMENT	-	-	-	-	-	-
EASTERN REGION	92	92	89	93	94	90
WESTERN REGION	95	93	94	96	-	95

- Thematically, in terms of beneficiary outcomes, **Qualified Education** (Social Impact: 97; Sustainability: 95) and **Culture, Sports, and Environment** (Social Impact: 94; Relevance: 95; Sustainability: 95) show a strong profile in awareness, sharing, and motivation. In contrast, in the **Economic Empowerment** theme, Direct Impact Index (88) and Sustainability Index (88) indicate that technical capacity development and perceived long-term benefits remain relatively limited. In the **Health** theme, while Relevance Index (97) and Sustainability Index (94) are strong among beneficiaries, Social Impact Index (76) reflects that internal knowledge sharing is naturally more limited.
- **The Western Region** creates a strong overall impact on beneficiaries (Overall Impact: 95), with Relevance Index (96) and Sustainability Index (95) in particular showing that the support is both well-aligned with needs and has strong long-term benefit potential.
- Projects in the **Eastern Region** also generate a similar level of impact but remain more limited in certain areas (Overall Impact: 92). The Social Impact Index (89) and Sustainability Index (90) point to areas for improvement in terms of behavior change and social dissemination.
- Within the Direct Impact Index, the **Overall Satisfaction** Sub-Index score as evaluated by **beneficiaries is 96**.
 - The Economic Development, Infrastructure and Equipment Support projects: 93
 - The Qualified Education projects: 100
 - The Culture, Sports and Environment projects: 97
 - The Health projects: 94
 - The Eastern Region projects: 95
 - The Western Region projects: 96

Strategic Roadmap for Enerjisa Üretim's CSR Projects Toward the 2040 Societal Contribution Targets

The Strategic Roadmap has been prepared in alignment with Enerjisa Üretim's existing capacity, operational strength, and 2040 Social Contribution Target, drawing on stakeholder and beneficiary feedback, social impact assessment findings, and the social benefit approaches adopted by major companies operating in Türkiye's energy sector.

This roadmap outlines **9 key steps** that highlight the areas requiring strengthening within the design, implementation, and monitoring–evaluation (MEL) processes of Enerjisa Üretim's social investment projects:

1. Strengthening the Focus on Final Beneficiaries
2. Enhancing Stakeholder Partnerships
3. Establishing a Standard KPI Structure and Monitoring–Evaluation (MEL) System
4. Beneficiary Database and Systematic Recording Mechanism
5. Conducting Systematic Needs Assessments
6. Developing a Preliminary Review Form for Demand Assessment
7. Mobilizing Local Resources and Local Workforce
8. Integrating Employee Volunteering into Projects
9. Strengthening Stakeholder Capacity and the Learning Cycle

1. Strengthening the Focus on Final Beneficiaries

To increase the social impact of projects, it is critically important that the design process is based not only on stakeholder requests but also on the actual needs of final beneficiaries. This may be the most essential factor for **Enerjisa Üretim's ability to reach its 2040 Social Target**. Therefore, systematically incorporating the beneficiary perspective into the project design process increases both the project's reach and the effectiveness of the intervention. This approach ensures that the value created by the projects resonates more strongly with the final beneficiary group.

Accordingly, it is recommended that the project design process be strengthened based on the following principles:

- In every project where relevant, the identity, needs, and accessibility of the final beneficiaries—and how the project responds to these needs—should be clearly defined.
- All projects under the themes of **economic empowerment, livelihoods, quality education, culture–sports, and environment** should be structured to include a beneficiary group.
- In all projects involving a beneficiary group, needs should be identified by directly consulting the final beneficiaries.
- In cases where projects are requested by local authorities or institutions, project design should—where feasible—involve consultations with final beneficiaries.

2. Enhancing Stakeholder Partnerships

Supporting projects through the capacity, expertise, and resources of various institutions expands project reach, enhances continuity, and strengthens local acceptance and ownership.

- Collaborations with municipalities, district sports directorates, agricultural directorates, universities, public training centers, sports clubs, youth centers, and NGOs prevent projects from being limited to a single institution or settlement, enabling more inclusive regional structures and increasing access to final beneficiaries.
- Contributions from educational institutions, public bodies, and producer associations (women's cooperatives, medicinal and aromatic plant producer associations, chambers of agriculture, etc.) help distribute cost and labor load, supporting long-term sustainability.
- Multi-stakeholder structures in projects related to economic transformation, skills development, and local production models help strengthen local capacity and ensure alignment between Enerjisa Üretim's social investment strategy and regional development policies.

3. Establishing a Standard KPI Structure and Monitoring–Evaluation (MEL) System

Enerjisa Üretim's "Social Impact Projects Development and Implementation Procedure" defines the project cycle—from needs assessment to design, implementation, and monitoring–evaluation (MEL)—within a comprehensive systematic framework. While this procedure is actively applied in CSR projects led by the Corporate Communications Unit, there are areas for improvement in expanding this approach operationally within Corporate Social Relations projects.

Establishing a standard MEL system is essential for institutionalizing the transformation that the Corporate Social Relations Unit has undertaken as of 2025. Transitioning from demand-driven, short-term projects toward broader, beneficiary-centered interventions requires regular data production, indicator-based monitoring, and the integration of findings into institutional learning processes. **Such a structure ensures that progress toward the 2040 social contribution target is managed in a more planned, predictable, and traceable manner.**

In addition, defining a **streamlined responsibility structure** for KPI tracking and data entry, as well as creating standardized data forms for project use, are key areas for development.

4. Beneficiary Database and Systematic Recording Mechanism

To effectively track progress toward Enerjisa Üretim’s 2040 social contribution goals, it is essential that beneficiary data collected from projects be recorded in a regular, standardized, and comparable format. A digital beneficiary database brings together all projects managed by the Corporate Social Relations Unit under a unified monitoring infrastructure, forming the data backbone needed for the MEL system and ensuring reliable tracking of reach and impact.

Actively involving field teams in data collection, preparing concise and clear guidelines, and providing short online training when needed are important areas for improvement. This approach increases data quality and allows for more accurate measurement of the project’s real reach and impact on final beneficiaries.

5. Conducting Systematic Needs Assessments

The Needs Assessment phase—defined under the “Foundation Building” step within the Social Impact Projects Development and Implementation Procedure—specifies the analyses required to guide project design. **However, in current practice, this step is applied only to a limited extent, and requests coming from the field are often converted into projects without thoroughly evaluating the scale, diversity, or social value creation potential at the beneficiary level.** Strengthening the needs assessment process with a more systematic, feasible, and social impact-oriented structure will enable Enerjisa Üretim to move from simply responding to requests toward developing more inclusive, accessible, and high-impact alternatives when necessary.

6. Developing a Preliminary Review Form for Demand Assessment

The diversity of stakeholder requests increases the need for comparability and consistency in project selection processes. **The Preliminary Review Form enables assessment not only of the technical feasibility of a request, but also the number and accessibility of final beneficiaries, their characteristics, and their capacity to benefit from the service/support.**

This tool accelerates decision-making, provides a more transparent and comparable project selection structure, and facilitates directing resources to projects with high impact potential.

7. Mobilizing Local Resources and Local Workforce

In projects focusing on regional development, infrastructure and equipment support, economic empowerment, and livelihoods, the inclusion of labor-intensive components signals a clear potential to strengthen local economic value. Supporting project implementation through the involvement of local workforce in operational regions ensures quicker adaptation to field conditions and direct contribution to the local economy. Therefore, systematically integrating local labor into project processes creates significant value in terms of operational efficiency, economic empowerment, and community ownership.

8. Integrating Employee Volunteering into Projects

As seen in global and national best practices, transferring technical expertise and institutional knowledge to communities generates stronger impacts on learning outcomes, behavioral change, and capacity development than physical support alone. **Given Enerjisa Üretim's broad field presence and the technical expertise of its employees, integrating this potential into projects through a systematic approach is both possible and strategically valuable.**

The first step in this integration is conducting a short “**volunteering suitability assessment**” at the beginning of each project. This determines at which stage, in what format, and to what extent employee volunteering can be incorporated. Thus, volunteering becomes a natural component of the project from the design stage rather than an add-on after implementation.

Employee volunteering is not only a project-based contribution model but also a Human Resources process that directly affects employee engagement, corporate culture, and competency development. Therefore, planning volunteering activities, matching employee profiles accurately, recording participation, and establishing a sustainable structure can only be achieved through coordination with the People and Culture Unit. With its expertise in employee motivation, competency development, performance management, and internal communication, the People and Culture Unit ensures that volunteering becomes a standardized, monitored, and continuously improved institutional mechanism.

9. Strengthening Stakeholder Capacity and the Learning Cycle

Strengthening stakeholder capacity and the learning cycle is one of the key elements that enhances both the quality and long-term sustainability of Enerjisa Üretim's social impact projects. **Incorporating short and practical knowledge modules into project content helps stakeholders perceive the project not merely as support but also as a learning experience.** Theme-aligned mini trainings, implementation guides, and informational materials enable stakeholders to manage projects more effectively.

Sharing best practices from projects under the same thematic areas significantly strengthens the stakeholder learning cycle. Presenting lessons learned as short case examples enriches the design of new projects and helps stakeholders develop better implementation practices. Regular joint ideation meetings create an important collaborative platform for project selection, prioritization, and designing innovative practices.

Additionally, the dissemination of newly acquired knowledge and experience by stakeholders within their communities is a critical step that amplifies impact.