



Project on the uptake and use of **ISO 26000** on **Social Responsibility** within the **MENA region**



Case Study

Country: Iraq

Organization: Staff Development Center (SDC)



The MENA ISO 26000 project (1/2)

- **Donor agency:** Swedish International Development Cooperation Agency (Sida)
- **Implementation period:** 2011 - 2014
- **Beneficiary Countries:** Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria* and Tunisia

* Syria was suspended from the ISO membership in July 2013 and has not benefited from the project thereafter.



The MENA ISO 26000 project (2/2)

Project Goal: To contribute to achieving sustainable development through effective integration of social responsibility principles and practices (ISO 26000) in the MENA region, using the national standards body (NSB) as the central pivot

Project Purpose: To build capacity in the MENA region through the creation of pool of national expertise supporting selected pilot organizations to implement social responsibility principles and practices (ISO 26000).

Output 1.1: National human and institutional capacity built on ISO 26000 and its application in the pilot countries within the MENA region

Output 1.2: Improved national awareness on social responsibility among the MENA region

Output 1.3: Technical support provided to selected pilot organizations operating in the MENA region to facilitate their application of ISO 26000

Output 1.4: Joint Coordination Committee (JCC) on SR within the MENA region operational

Output 1.5: Regional exchange mechanism on Social Responsibility set-up



The MENA ISO 26000 project – Achieved Results in Egypt (1/3)

▪ At project output level

<i>Output 1.1: National human and institutional capacity built on ISO 26000 and its application in the pilot country</i>	<i>Output 1.2: Improved national awareness on social responsibility among the MENA region</i>	<i>Output 1.3: Technical support provided to selected pilot organizations operating in the MENA region to facilitate their application of ISO 26000</i>
<ul style="list-style-type: none">• 15 trained national project experts• 17 staff trained in pilot organizations	<ul style="list-style-type: none">• 3 national awareness-raising events	<ul style="list-style-type: none">• 8 participating pilot organizations• 7 POs delivered all deliverables• 33 training events by NEs for POs



The MENA ISO 26000 project – Achieved Results in Egypt (1/3)

▪ At project purpose level

<i>Number of POs completing key project deliverables – as assessed by IEs</i>	<i>Number of good case studies prepared by POs – as assessed by PO</i>	<i>Performance of national project experts – as assessed by IE</i>
<p>Measured results: Seven out of eight pilot organisations completed all deliverables.</p> <p>General feedback: One did not deliver. Two pilot organisations is still compiling their final action plan progress report. One pilot organisation was still in the process of finalizing its long-term strategies at the end of 2014. The general quality of the deliverables was good especially after revisions made towards the end of the project.</p>	<p>Measured results: As agreed, Iraq submitted three case studies.</p> <p>General feedback: The three selected pilot organisations from Iraq delivered good quality case studies according to the agreed template.. The case studies include:</p> <ul style="list-style-type: none"> • State Company of Leather industries, illustrating environmental improvements and connection to quality management, • Staff Development Center, illustrating integration in academic programs and outreach • Sunni Waqf (managing Mosques and Waqf). Illustrating environmental management and sphere of influence <p>Some of these organisations have started putting information on their external website regarding their work on ISO 26000 and sustainable development.</p>	<p>Measured results: Thirteen out of fourteen showed good performance and participated actively. With some further mentoring and training they are able to offer training and advice to future organisations.</p> <p>General feedback: The project experts need to stay up-to-date with standards and tools, as well as current sustainability affairs, relevant to the application of ISO 26000. There are a few examples in Iraq of project experts taking voluntary initiatives to promote ISO 26000 and the project also outside the project, but this should be increased.</p>



The MENA ISO 26000 project – Achieved Results in Egypt (1/3)

▪ At project goal level

<i>Level of integration of SR in pilot organizations – as assessed by POs</i>	<i>Quality of advice provided by national project expert – as assessed by PO</i>	<i>Overall rating of project effectiveness – as assessed by PO, NE and NSB</i>	<i>Uptake of SR in country – as assessed by NE and NSB</i>
<p>General feedback: Almost all pilot organisations in Iraq indicated that the project has helped them move towards a more proactive approach. A few pilot organisations indicated that they have stayed at the same level of performance in some parameters, for example governance and decision-making, external networking, sphere of influence. This is understandable as implementing these changes will require more time than was available through the project. One pilot organisation indicated having moved from proactive to reactive with regards to prioritizing social responsibility issues. This is likely an honest reply as prioritization can be more difficult than first anticipated.</p>	<p>General feedback: Three of the fourteen project experts were not fully recommended by the pilot organisations for continued work with other organisations. This is understandable as the starting levels from both experts and organisations was challenging. The quality of the advice provided by the project experts improved over the project period.</p>	<p>General feedback: In general the project is seen by POs, NEs and the NSB as having had a significant positive impact, especially in the area of executive understanding of social responsibility. Areas that were seen as having medium positive impact include improved understanding throughout the whole organisation (including the NSB) and the sphere of influence, changed approach to managing social responsibility and core strategy.</p>	<p>General feedback: Uptake of ISO 26000 improved as a result of the project based on perceived stakeholder interest. 50 % of the project experts strongly (30 % and the NSB partially) agree that project has improved the understanding of social responsibility and ISO 26000 outside the project. Levels of national sales of the standard ISO 26000 before and after the project are unknown.</p>



The MENA ISO 26000 project – Intergating SR throughout organaization

Figure 4 from ISO 26000:2010 illustrates what is expected from an organization using the standard

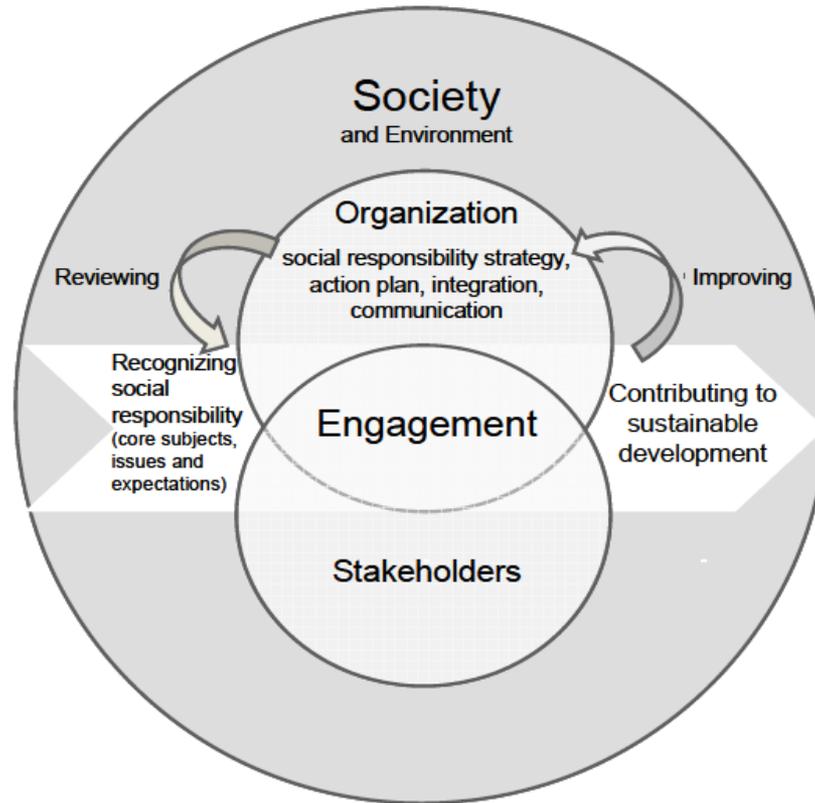
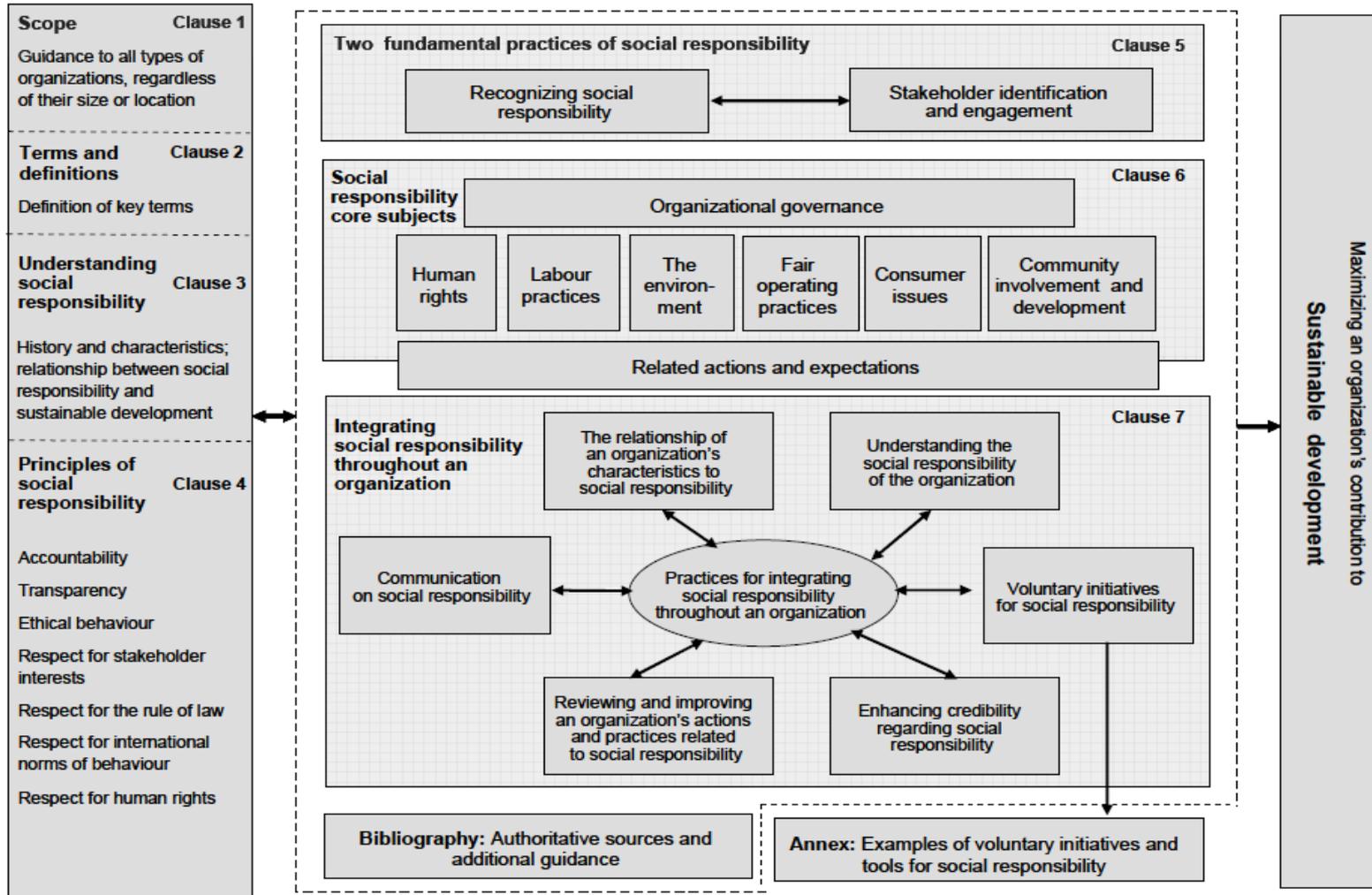


Figure 4 — Integrating social responsibility throughout the organization

Figure 1 in ISO 26000:2010 offers a schematic overview of the steps an organization is expected to take.





How ISO assisted the pilot organizations

1. Pilot organizations (POs) and national project experts (NEs) were identified together with the NSBs
2. The top management of the selected POs expressed commitment towards the application of ISO 26000
3. ISO appointed international experts (IEs) to build capacity of the NEs through training, refresher training, country visits and distance mentoring
4. NEs with the support of the IEs assisted POs by providing technical advise during the project period to apply ISO 26000 resulting in:
 - developing project deliverables such as gap-analysis, action plan, stakeholders map, progress reports, etc.
 - providing training and awareness raising events for the staff



Staff Development Center (SDC)

- **Type of organization:** Governmental public agency
- **Main activities:** Training services and consultancy
- **Location:** Iraq-Baghdad- AlWazeria district
- **Number of employees:** (46) including teachers, technicians and managerial staff
- **Annual budget / turnover (approximately) :** 1,063,759,972 ID
- **Website:** <http://melakat.comule.com/>



How we used ISO 26000:2010

- Orientation of the center, mission, vision, strategy, and work plan towards ISO 26000 work frame.
- Improving the training services quality presented at our center and integrating the introduction of ISO 26000
- Increase the reach out to the society
- Stakeholders identification, mapping and engagement plan.
- Reduction of energy expenses used (electricity , water ,generator , etc.)
- Developing the Centre surrounding environment in collaboration with the local government.
- Maintenance of old buildings by using modern means anti-fire, anti-heat ,and anti- moist) which improved energy savings for our devices.





Our vision and mission

Vision

To be a sustainable pioneering specific training and consultation agency for developing human capital.

Mission

Providing training opportunities for all relevant Foundation of Technical Education's (FTE) staff and organizations in the community to achieve:

- The best applied solutions to challenges at work place.
- Effective development of human resources .
- Development of individual knowledge and skills to sustain their performances.
- Certified advance levels of trainings and experiences, to meet the market needs.
- Programs that contribute to sustainable environmental, social and economic development of the society we work in.



Changes made during the project

During our participation in the ISO 26000 training for late 2013-2014:

1. Aware of existed gaps after using the gap analysis forms.
2. Developed the mission and vision of the SDC towards sustainability.
3. The SDC work plan was edited to address core subject of the ISO26000.
4. Used available media tools for the center (Education TV, Website, and face book, FTE journal) to raise the profile of SDC and its integration of the ISO 26000.
5. Submitted the sustainability report.



Values

- **Accountability:** We respect ethics, norms, laws, and traditions, especially from the MOHE and the Universities.
- **Quality:** We apply high quality in all our work .
- **Innovation:** We are innovative and listen to our stakeholders when we develop new programs
- **Responsive:** We are flexible and base our services on the needs of Foundation of Technical Education and the other key stakeholders.
- **Creativity:** We are creative in implementing programs and performing our work.
- **Integrity and Transparency:** We provide training opportunities in a transparent manner and without discrimination.



Our values and policies

Policies

- Financial Policies
- Human Resources Policies
- Inventory Policies
- Performance evaluation policies

Staff Development Center works according to the Ministry of High Education policies and procedures.

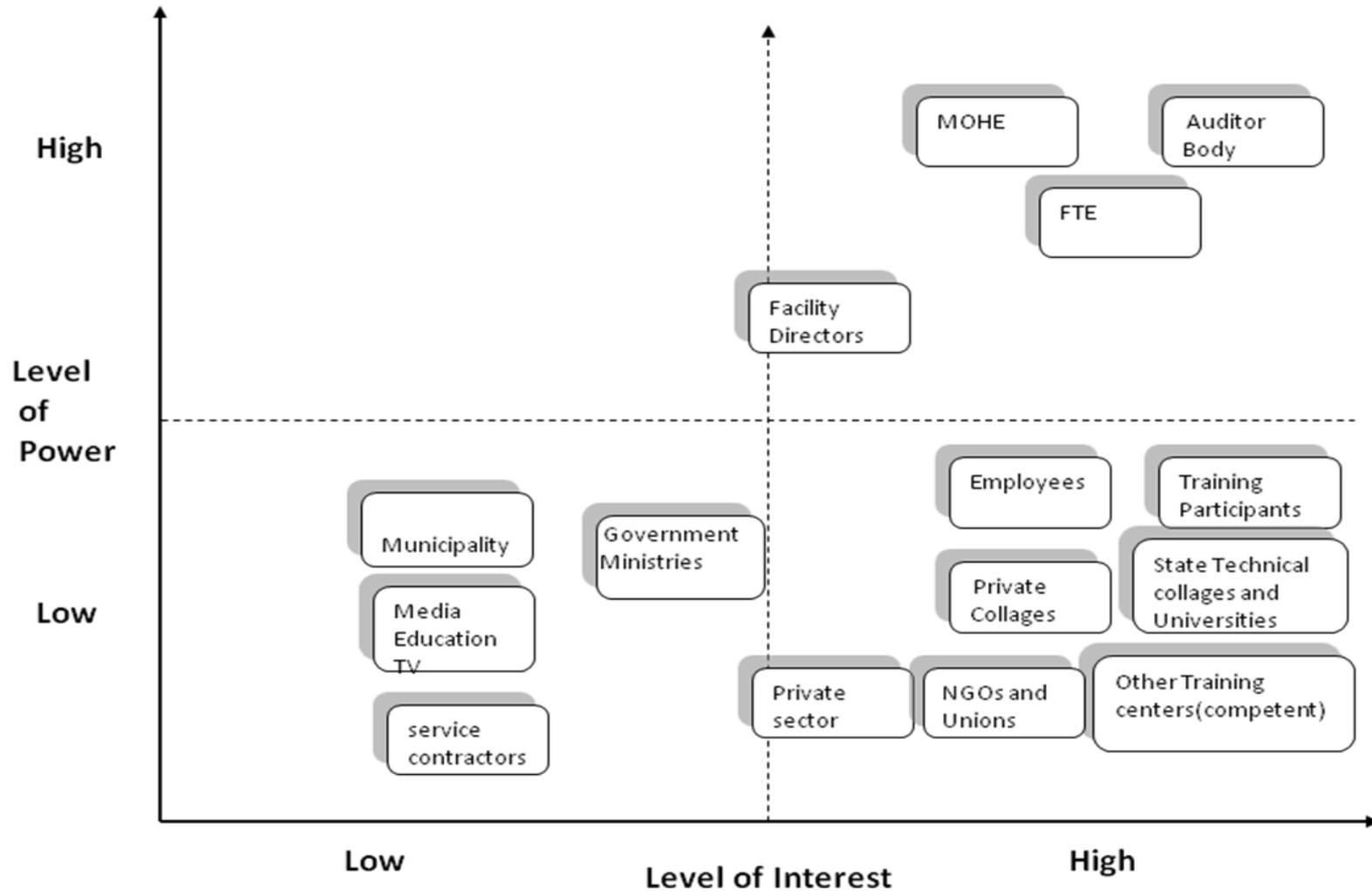
Changes made during the project 2014

- Staff orientation on policies, procedures, and their rights
- Include this training within the curriculum targeting almost 16,000 within the Foundation of Technical Education.

SDC is already working in the process of implementing ISO 26000 concepts and principles, and this has been confirmed after our experience that have been gained during 2013-2014 with the ISO



Our stakeholders





Stakeholder, key responsibilities and engagement

Stakeholders	Key Responsibilities	Engagement
Employees	Conduct yearly performance evaluation Encourage diversity Develop their skills Ensure health and safety work environment	Survey staff meeting newsletter one to one meeting.
Training participants	Provide high quality of training Offer an excellent relation, communication, assistant, consultancy and advisory. Secure participant's information and training history. Committed and respect our agreement	Training survey Website Newsletter
Ministry of High Education	Respect and follow laws and regulations	Annual report Website newsletter
Foundation of Technical Education	Respect and follow laws and regulations, Quarterly and annual reports	Website Newsletter Brochures
Auditor body	Provide high quality of training Offer an excellent relation, communication, assistant, consultancy and advisory. Committed and respect our agreement, Training surveys	Website Newsletter Brochures
Media education TV	Secure the SDC activity's information for the public	SDC activity's reporting.
NGOs and private sector	Provide high quality of training Offer an excellent relation, communication, assistant, consultancy and advisory. Committed and respect our agreement	Training surveys Website Newsletter Brochures



Our revised strategic targets based on the most significant issues

Strategic Objectives 2014-2017

These are the most important impacts we see ourselves having on society, and our responsibilities:

1. Our training programs
2. Our staff development.
3. Environment.
4. Our education community.
5. Community in general socially and economically.



We present our basic performance on all 5 but we focus our strategic improvements this period on 1, 2 and 4.



Strategic Objectives 2014-2017

Objective 1

To be and to be recognized as the leading professional training center with a keen interest in global standards and sustainability.

Three examples of submitted targets:

- **Target 1.1 end of 2014**

To have at least as many training practice as in 2013

- **Target 1.2 end of 2017**

At least 30% of the SR recommendations follow to sustain new developed universities.

- **Target 1.3 end of 2017**

SDC is recognized as number one training center in Iraq



Actions related to the strategic targets (1/3)

Target 1.1

To have at least as many training practice as in 2013.

Planned actions

1. Effective understanding and participation of employees in the Sustainable Responsibility activities, through balancing the level of authority and responsibility within the structure.
2. Enhancing the decision making and distribution of authorities at all levels
3. Share the developed strategic planning and steps in integrating ISO 26000 for the SDC among the managers and trainees staff

Follow up so far

Both being accomplished

Target 1.2

At least 30% of the SR recommendations follow to sustain new developed universities.

Planned actions

1. Support FTE in establishing a committee to develop strategies, objectives and targets to implement sustainable activities within university's structure (Done)
2. Be part of the Strategic planning at higher Managerial level (Done)
3. Provide best practices on integrating ISO 26000 (in process)
4. Provide training to new hired staff (in process)

Follow up so far

The strategy to establish the four Technical Universities have being approved by Prime Minister and Ministry of High Education, and announced to the public.





Actions related to the strategic targets (3/3)

Target 1.3

SDC is recognized as number one training center in Iraq

Planned actions

1. Hold at least a yearly conference to share SDC accomplishments on its activities and Sustainability (establish two ways of communication process).
2. Increase the overall satisfaction of stakeholders, maximize the efficiency of the SDC training and research activities.

Follow up so far

The annual meeting was held in December, 2014. SDC Annual report was presented which includes the yearly survey for all training participants, and accomplishments.



Objective 2

Enhancing infrastructure and strengthening skills and knowledge of our employees on sustainability, to be recognized experts in their field. Two examples of the submitted targets.

- **Target 2.1 2015-2017**

At least 30 % of training participants during 2015 have received at least 1 hour of basic sustainability training (by 2017, 100%).

This is then integrated into our procedure 2017 onwards

- **Target 2.2 end of 2017**

Renovate and expand SDC buildings by 20% with 50% use of energy saving sources for whole center.



Actions related to the strategic targets (1/2)

Target 2.1

At least 30% of training participants during 2015 have received at least 1 hour of basic sustainability training(by 2017, 100%). This is then integrated into our procedure 2017 onwards,

Planned actions

1. Promoting the quality of the existence training curriculum to include Sustainable Responsibility (Done)
2. Build in within the curriculum according to topics and levels of trainings (Done)
3. Achieve 5,000 hours (Done)
4. Knowledgeable graduates on Social Responsibility.

Follow up so far

20% of 2014 participants have received trainings on Sustainable responsibility (5200 individuals).



Actions related to the strategic targets (2/2)

Target 2.2

Renovate and expand SDC buildings by 20% with 50% use of energy saving sources for whole center.

Planned actions

1. Replace the electrical lighting with the save energy(LED) ones (Done)
2. Install save energy air-conditioning devices (Done for the new building)
3. Staff awareness sessions on energy savings, and water usage (Done)
4. MOU with municipality of Baghdad on planting the surrounding area of the center (Done)

Follow up so far

All light bulbs being replaced, 100% staff orientation on the importance of energy savings and water usage. The electricity bill reduced by 30% in comparison with the previous six months.

Objective 3

Creating favorable conditions, and partnership with community stakeholders to improve partner's effectiveness, and sustainability.

- **Target 3.1 end of 2015**

50% of the partnering incubator participants have been made aware of and considered the basic sustainability approach

- **Target 3.2 end of 2015**

50% of the marginalized and vulnerable participants empowered for better livelihoods, including skills development and training for sustainable easy economy



Actions related to the strategic targets (1/2)

Target 3.1

50% of the partnering incubator participants have been made aware of and considered the basic sustainability approach

Planned actions

1. Review ideas and activities related.
2. Support entrepreneur with experts staff to develop their project.
3. Develop Managerial, leadership abilities and potential of the work team
4. Provide consultancy on sustainable business
5. Quarterly report.

Follow up so far

Still in process (due to the security status in country and the reduction on the budget)



Actions related to the strategic targets (2/2)

Target 3.2

50% of the marginalized and vulnerable participants empowered for better livelihoods, including skills development and training for sustainable easy economy

Planned actions

1. Partnership with at least 3 civil society organizations to provide fair number of marginalized people with knowledge and trainings based on sustainable attitude
2. Conduct survey on employee satisfaction, customer survey for provided services, and report
3. Memorandum of Understanding with one organization on active integration of marginalized people in community

Follow up so far

MOU with national Center for administrative and technical information development. Potential MOU with Religious institution at Karbala province (two), and Academic for Peace (Denmark) for its Iraq office.



Our main steps of integrating ISO 26000 - Focus on revised governance, systems and procedures (1/5)

- Foundation of Technical Education was informed with all the SDC's activities with quantitative reports about ISO workshops that SDC has participated in.
- ISO's main steps have influenced all SDC's work sectors that appeared obviously in Vision, Mission, Strategy, objectives and workplan.
- Staff orientation on policies and procedures. ISO 26000 principles go in harmony with the applied governmental Systems to improve work procedures .



Our main steps of integrating ISO 26000 - Focus on measurements, monitoring and reporting of SR performance (2/5)

- SDC's activity periodical reports have been issued and distributed to stakeholders transparently.
- SDC's annual final report has been published and distributed to Iraqi ministries, parliament, and other higher authority. In reward, they appreciated the authentic efforts that SDC has provided.
- SDC sustainable report was shared with stakeholders and on website.
- Enhance participants training surveys to develop our training practices and contents.



Our main steps of integrating of ISO 26000 - Focus on sphere of influence (3/5)

- Awareness sessions on ISO26000 and sustainability were held at Baghdad University.
- Integrate sustainability and core subjects of Sustainable Responsibility within part of our training sessions.
- Use the official journal (Al Massar Alteqani) of the Foundation of Technical Education (FTE) to publish articles on sustainability and ISO 26000 benefits .
- Annual meeting for our stakeholders (December 2014) and share our knowledge on sustainability.



Our main steps of integrating ISO 26000 - Focus on training and communication (4/5)

Internal training/communication

- The spread of sustainability, and ISO 26000 culture is continuous process at the center through our training services.
- Inform the Foundation of Technical Education on the impact of integrating ISO 26000 for their trainees through the developed training services and get their support



External training/communication

- The same process is used to educate external trainees from higher education's Institutions, and society sectors, using our available means via our training programs.
- Potential Trainees from Ministry of Planning, Ministry of environment and Transportation.
- Continue to engage our stakeholders through different media, printing brochures and annual meetings.



Our main steps of integrating ISO 26000 - Focus on SR related initiatives (5/5)

- ISO's main steps has influenced our managerial decision making, structure, authorization distribution, identifying our stakeholders and potential partnerships.
- ISO's concepts have influenced managerial environmental services (Energy savings, ventilation and work environment) by using energy savings equipments and instructions, with regular equipments maintenance.
- SDC continues following these steps and improving them to ever lasting development and work environment

- Integrating ISO 26000 is a learning process. Steps need to be taken to achieve its core subjects.
- Ensure to have a clear mission, vision, strategy and workplan to follow.
- Implementing ISO 26000 improves the internal work environment and strengthen the structure of the organization.
- Implementing ISO 26000 improves the quality of the services provided and develop them on the long run.
- Addresses Human rights, Gender Equality, fairness, efficiency and their impact on the community in general
- It is important to tell the story of trying to be a responsible and sustainable organization.
- Show the organization engagement with society and overcoming challenges.





Our recommendations & lessons learned

We learned that:

- To have responsible social attitudes and obligation towards the societies we work with, by putting our values in practice, and take care of our clients, and community.
- Integrating ISO 26000 in our vision, mission, strategy, and workplan has organized and developed our service's impact.
- Improves the management of our resources, and measures that use less resources.
- The importance of stakeholder engagement plan that includes experts, NGOs, customers, media and others who can provide expertise and credibility to our work. In addition to provide accurate information to our stakeholders.
- ✓ SDC staff orientation on ISO 2600. A session was held in Colleges of Engineering /Baghdad University to spread ISO 26000 culture.
- ✓ Another session will be held in Baghdad university / Market Research Center in 18th March 2015 ,sponsored by the President of Baghdad university to discuss SDC experience.
- ✓ We have already explain ISO culture to SDC's participants.