



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



Case Study

Country: Iraq

Organization: Sunni Waqf Directorate (suthern province)



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

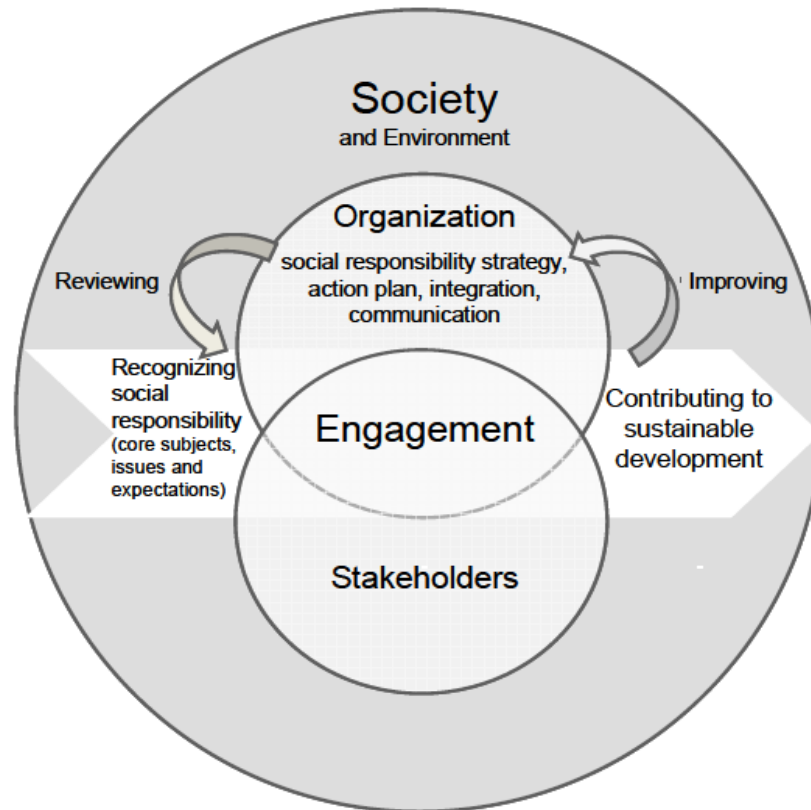
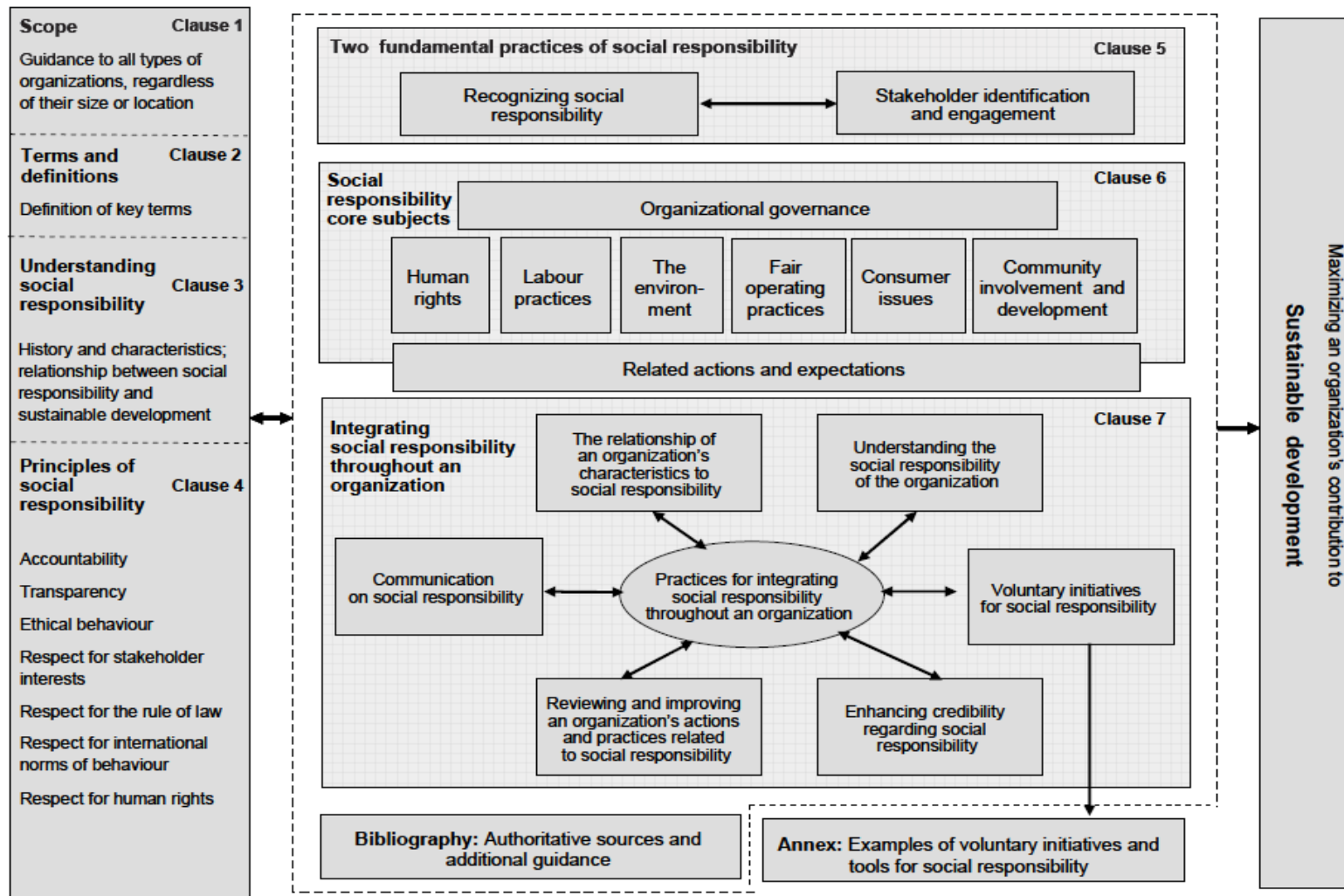


Figure 4 — Integrating social responsibility throughout the organization

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



Sunni Waqf directorate/ suthern province

- **Type of organization:** Governmental organization
- **Main activities:** Human services, teaching, training & educating, social relations and media investment
- **Location:** Main location – head office- in BASRAH city, and 3 branches in AL-ZOBAIR town south BASRAH province, AL-OMARAH city in MAYSAN province & in AL-DEWANIYA city in AL COOT province
- **Number of employees:** 1000
- **Annual budget / turnover (approximately):** about USD 2.5 million including salaries
- **Website:** There is no website, only e-mail: waqfsunnybasrah@gmail.com



How we used ISO 26000:2010

- The top management has taken direct responsibility for the implementation process of ISO 26000 by checking, following up all the activities of the office according to the standard recommendations & deciding which department to apply the specified core subject or issue of the standard which it is closest to its work type.
- Outside the office a well studied relations & awareness raising plan was implemented in the social environment , mainly lectures, visits, and invitations to selected categories of stakeholders.



Our Vision

1. To be an active and well known educational, service, and cultural development institution in the society.
2. Expanding the activities of the Foundation, which raises its value and position in the society (especially through focusing on serving and helping widows and orphans - the disabled)
3. Lowering the number of employees and increasing number of beneficiaries as much as possible.
4. Trying to increase the Waqf financial resources.
5. Achieving a higher degree of effective communication with the society through increasing size of services and improving its quality.
6. Transportation of the office message to larger number of mosque worshipers.



Our Mission

1. Spreading the spirit of tolerance between the spectra of the society through the mosques and the Koran and broadcast media
2. Coherence and continuous communication between departments and administrative units.
3. Utilizing the financial resources to serve the mosques and worshipers.
4. Keep up with the recent developments of civilization in the world in all areas of administration, communication, legal, and the introduction of e-government to lead the administrative process
5. Use of the means available in the Directorate (electronic means - human resources) and mature minds and employ so as to achieve the objectives
6. Create a spirit rally in the institution and the masses in the public to increase interest in defending the rights of the different categories.
7. Taking into account the rights of widows and orphans and the delivery of alms to them as much as possible & work to increase the number of orphans sponsored by the Directorate from 120 orphans to 200 orphans of the end of 2015 and increasing the number of sponsored widows from 400 to 1000 up to 2017.



Changes made during the project

1. The most important change is that it is the first time in the office history we had a written vision and mission, before there isn't.
2. Implementing a systematic approach, scheduled, stepped, & timed procedure to achieve goals which the standard recommends.
3. Approving an identified vision and translating it to an identified mission, targets and strategy including a defined procedures for the implementation.



Our values and policies

Our values

Honesty, integrity, balancing, citizenship, transparency and justice

Our main policies

1. Promotion of Islamic spirit
2. Supporting development
3. Keeping away from extremism and fighting it.

Changes made during the project

The case is the same as for the vision and mission, having a written values and policies and this technique wasn't employed before, and having a clear idea on how to deal with these subjects.



Our stakeholders

1. The technique of identifying, classifying and prioritizing the stakeholders was very useful to direct the efforts of conducting and engaging the stakeholders in the organization activities.
2. Before this, our effort was not so systematic or effective like the procedure which the standard recommends.



Our most significant issues (3 examples) to be linked with the strategic targets

1. Labor practice / employment and employment relationships

This case concerns more people and it should be given higher priority to solve the employment problems especially in the private sector where the unemployed percent represents 50% of the total working men in Iraq.

2. Social engagement and development / employment creation and skills development

The process of converting the unskilled worker to skilled, through training programs, raises their social and economical values (since they paid better for their skills) and it reduces the need of foreign skilled workers.

3. Environment / sustainable resource use

The awareness raising of the benefits of using the solar power (low consumption of electric power), green buildings and the recyclable materials is a basic part of the organization activities.



Our revised strategic targets based on the most significant issues

- **Target 1**

Increase the proportion of those who know the achievements of the office in the local community to the 75% end of 2015 which is related to the issue of social engagement and development

- **Target 2**

The use of environment friendly construction materials in maintenance and building works in the mosques for the purpose of reducing environmental pollution which is related to the use of sustainable resource

- **Target 3**

Increase personnel in the field of preaching and guidance to 200 and the time to process till the end of 2015, which is related to labour practice



Actions related to the strategic targets (1/3)

Target 1

Increase the proportion of those who know the achievements of the office in the local community to the 75% end of 2015 which is related to the issue of social engagement and development

Planned actions

1. Meetings
2. Awareness raising lectures
3. Media programs



Actions related to the strategic targets (2/3)

Target 2

The use of environment friendly construction materials in maintenance and building works in the mosques for the purpose of reducing environmental pollution which is related to the use of sustainable resource

Planned actions

1. Using of recyclable material
2. Economic electric equipment
3. Promote green buildings
4. Use carbon dioxide emission reducing techniques
5. Water treatment



Actions related to the strategic targets (3/3)

Target 3

Increase personnel in the field of preaching and guidance to 200 and the time to process till the end of 2015, which is related to labour practice

Planned actions

Prepare the 1st class distinguished students for such jobs



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

1. The higher management board commitment to uptake the standard.
2. The internal system is reviewed according to the standard requirements
3. Deciding which core subject is closer to the organization activities.
4. Deciding and dividing the work between the office departments according to their relation with these core subjects and issues
5. Awareness raising activities for the staff.



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

1. The stakeholder are identified and prioritized.
2. The targets are well identified, prioritized and communicated to the related departments to achieve them.
3. Regular top management meetings for checking the status of the work progress.



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

We are trying our best to:

1. Increase the awareness raising activities for prioritized stakeholders.
2. Increase the number of the beneficiaries.
3. Have more positive environmental impact
4. Have more positive economical impact.
5. Have more positive social impact.



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

Internal training / communication

1. Awareness raising lectures.
2. ISO 26000 standard presentation materials, brochures, and posters are distributed inside the office buildings.

External training / communication

The pilot organization representative trained by the international expert is providing advice to the Directorate regarding the implementation of ISO 26000



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

Preparing the GRI report



Our recommendations and lessons learned

- We recommend other organizations to uptake the 26000 standard because it is an effective tool for optimizing the organization in its structure, its work, and its influence.
- We learned that ethical commitment is the core of the ISO 26000.