



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



Case Study

Country: Jordan

Organization: Royal Department for Environmental Protection (RANGERS)



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 Jordan (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">• 16 trained national project experts• 885 staff trained in pilot organisations	<ul style="list-style-type: none">• 8 national awareness-raising events	<ul style="list-style-type: none">• 15 participating pilot organisations• 12 POs delivered all deliverables• 56 training events by NEs for POs



The MENA ISO 26000 project – Achieved Results in Jordan (2/3)

▪ 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: Twelve out of fifteen pilot organisations completed all deliverables.</p> <p>General feedback: Three pilot organisations are still compiling their final action plan progress report. Three pilot organisations were still in the process of finalizing their long-term strategies at the end of 2014. The general quality of the deliverables was good from the beginning of the project and throughout.</p>	<p>Measured results: As agreed, Jordan submitted three case studies.</p> <p>General feedback: The three selected pilot organisations from Jordan delivered good quality case studies according to the agreed template. The case studies include</p> <ul style="list-style-type: none">• Specialty Hospital (private hospital), illustrating environmental strategy and consumer focus• Rangers (environmental agency), illustrating environmental actions and sphere of influence through training• Water Authority Jordan (public agency), illustrating integrated management and follow-up, and stakeholder engagement <p>All of these organisations now have some information on their external website regarding their work on ISO 26000 and sustainable development.</p>	<p>Measured results: Fourteen out of sixteen 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 some examples in Jordan of project experts taking voluntary initiatives to promote ISO 26000 and the project also outside the project.</p>



The MENA ISO 26000 project – Achieved Results in Jordan (2/3)

■ At project goal level

<i>Level of integration of SR in pilot organisations – 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>Almost all pilot organisations indicated that the project has helped them move towards a more proactive approach.</p> <p>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 towards a less proactive approach towards governance and sphere of influence. This is understandable as this pilot organisation was new to social responsibility and had reevaluated itself.. One pilot organisation indicated having moved away from a proactive approach with regards to gap analysis, which is a good insight as it was more challenging to the organisation compared to what was initially anticipated.</p>	<p>Only two out of 18 recommendations from pilot organisations were not in favour of the project expert working with other organizations looking for advice on ISO 26000. Both of these national experts were at the same time positively recommended by another pilot organisation. The quality of the advice provided by the project experts improved over the project period.</p>	<p>In general the project is seen by POs, NEs and the NSB as having had a medium positive impact in all areas, e.g. understanding of social responsibility at all levels, changed approach to managing social responsibility, improved sphere of influence, as well as changes to the core strategy. The NSB, pilot organisations and national project experts indicated low impact from the project on engaging with other organisations and initiatives on SR.</p>	<p>Uptake of ISO 26000 improved as a result of the project based on perceived stakeholder interest. Some of the organisations that work on similar SR-tools are now better aware of ISO 26000. 20 % of the project experts strongly (53 % 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 – Integrating SR throughout organization

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

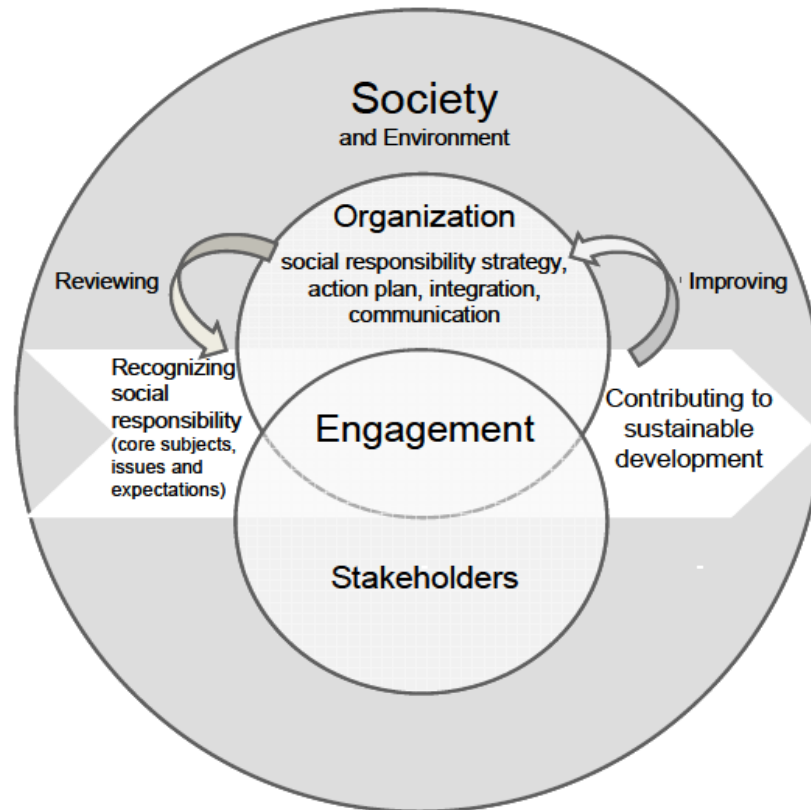
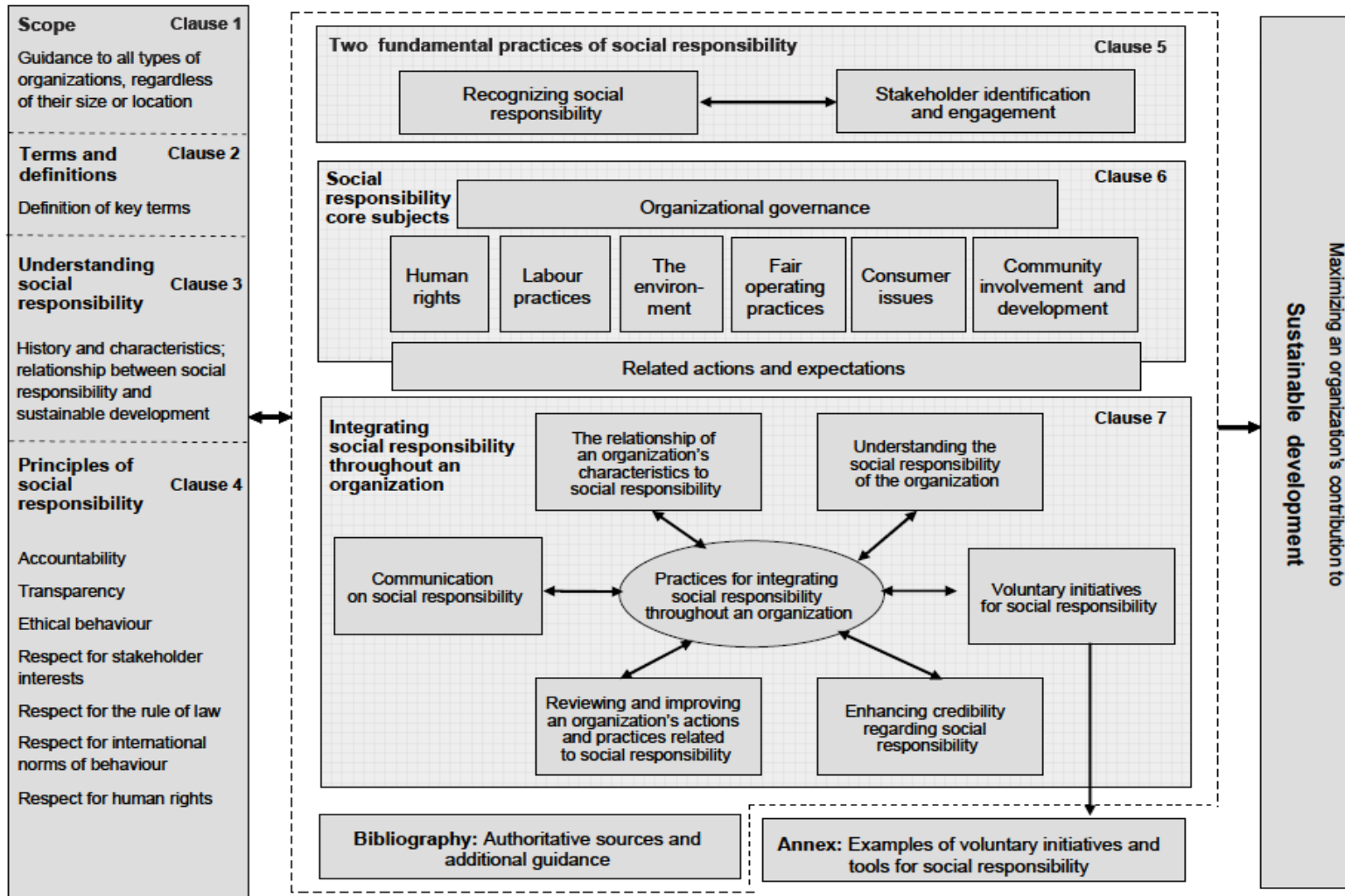


Figure 4 — Integrating social responsibility throughout the organization

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 advice 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



Royal Department for Environmental Protection (RANGERS)

- **Type of organisation:** Government
- **Main activities:** Public security services
- **Location:** Main headquarter in Amman, Branches in all cities of Jordan 6 sections 18 branches.
- **Number of employees:** Around **800** employees
- **Website:** <http://www.rangers.psd.gov.jo/>



How we used ISO 26000:2010

- Approval from public security department to participate in the project has taken.
- Kick of meeting with top management has conducted.
- SR team has formed.
- 10 meeting with NEs have planned to conduct stakeholders identification, stakeholders map including supply chain, value chain and sphere of influence, stakeholder prioritization, communication (Engagement) plan, most material issues, gap analysis, action plan, sustainability strategy and progress reports.
- Two meetings with the international expert have conducted to discuss the work done with the national experts.
- Awareness session to RANGERS staff in the HQ has conducted.



Our vision and mission

Our vision: "A pioneering and distinguished department for the protection and sustainability of the environment."

Our mission: "RDEP contributes to the protection and sustainability of environmental elements as well as maintaining the natural resources through:

- Law enforcement of the related legislations
- Promoting environmental awareness and culture
- Enhancing partnership, cooperation and coordination with all partners and service receivers

Changes made during the project

Adopting PSD Vision & Mission

Our vision: "Towards a modern, efficient security institution contributes in more stable and secure Jordan, preserving the rights and freedom"

Our mission: "Performing the Nobel tasks of maintaining lives, property and order for all who lives on the land of Hashemite Kingdome of Jordan through excellent security service



Our values and policies

Our values: *Loyalty, Rule of Law, Justice & equal opportunity, integrity & team work , Transparency & accountability, motivation & empowerment, Social responsibility, Learning Organization*

Changes made during the project

Our values : *Rule of Law - Justice & equality - Integrity & Transparency - Rights Respect & Public Freedoms - Continuous Changing & Developing - Work For better*



Our Stakeholders

Our external & internal stakeholders:

- Ministry Of Environment, Municipal Affairs, Agriculture, health, water & irrigation
- The Royal Society for the Conservation of Nature
- Aqaba Special Economic Zone Authority
- Greater Amman Municipality
- Arab Experience for sustainability (Private sector)
- Al Ma'wa for Nature and Wildlife
- Environmental Societies, Public Society
- RANGERS Employees

Examples of how stakeholders are being engaged:

- We distributed our operational plan for our stakeholders to give us their feedback before publishing it.
- We conducted a full day meeting to discuss our vision and mission with our stakeholder.



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

- 6.5 The Environment/
Issue 1 - Prevention of pollution
- 6.6 Fair Operating Practices/
Issue 1 - Anti corruption
- 6.8 Community involvement and development/
Issue 1 - Community involvement



Our revised strategic targets based on the most significant issues

- Target 1:** Improving coherence and policy integration in the economic, social and environmental fields
- Target 2:** Contribute to sustainable development in green practices
- Target 3:** Strengthen cooperation with partners and service recipients on social responsibility



Actions related to the strategic targets (1/6)

Target 1: Improving coherence and policy integration in the economic, social and environmental fields.

Action 1

Review existing strategic plan to include commitment of social responsibility & to reflect the commitment of the management to SR and to ensure that the operations reflect the values they hold as an entity.

KPI

Reviewed strategic plan of RANGERS that reflects SR principles.

Target

Signed strategic plan of RANGERS that integrates SR by end of 2013.

Follow up so far

our strategic plan revised (last update 6th of Feb 2015) with clear KPI's



Actions related to the strategic targets (2/6)

Target 1: Improving coherence and policy integration in the economic, social and environmental fields.

Action 2

Establish services guide for our Department

KPI

Service guide for rangers is available

Target

Service guide for rangers by end of 2014

Follow up so far:

Done, in fact the services guide set the operations (with maps) for our services which be presented to the community, this help to improve, develop, and simplify the services.



Actions related to the strategic targets (3/6)

Target 2: Contribute to sustainable development in green practices

Actions 1

Implement water and energy efficiency audit in all rangers offices check the potential for water efficiency measures.

KPI

No. of rangers offices applied the audit per total number of rangers offices.

Target

Energy target 25% less consumption KW equivalent to 26.74 CO2 emissions by end of 2017, divided to 6% each year, 7% last year.

Water target 36% less by end of 2017 divided to 9% each year with saving 459m³.

Follow up so far:

HQ department applied the audit, after adopting the recommendations of the audit , and additional orders for PSD (energy, water saving), this will help to reach and may exceed the target



Actions related to the strategic targets (4/6)

Target 2: Contribute to sustainable development in green practices

Action 2

Establish solar water systems for all rangers offices (even in governorate) for water heating.

KPI

No. of rangers offices applied the project per total

Target

30% of rangers offices applied the project by end of 2014

Follow up so far:

6 branches out of 18 applied the system, 15% of offices energy consumption goes for water heating, and this will help to reach the target



Actions related to the strategic targets (5/6)

Target 3: Strengthen cooperation with partners and service recipients on social responsibility.

Actions 1

Conduct awareness sessions and training programs on SR as a part of environmental training for staff and stakeholders.

KPI

No. of SR awareness conducted sessions per total sessions planned.

Target

50% of the total No. of the training courses will be accomplished by the end of 2014, 80% for the year 2015 , 90% for the year 2016 , 100% by the end of 2017 .

Follow up so far

Done. 100 % of our target of 50% of the total No. of the training courses are accomplished by the end of 2014, the training in courses include 1 hour training out of 18 training hour of our courses

Target 3: Strengthen cooperation with partners and service recipients on social responsibility.

Actions 2

Add the issue of anti corruption within the MOU criterias with stakeholders to adopt similar anti-corruption practices.

KPI

No. of signed MOU's with statements to adopt anti-corruption per total No. of signed MOU's

Target

80% of signed MOU's with statements to adopt anti-corruption by end of 2014.

Follow up so far

80% of the 14 already include the statements regarding anti-corruption



Our main steps of integrating ISO 26000, focus on revised governance, systems & procedures (1/5)

- Integrated SR Objective into the Strategic Plan of RANGERS
- Established and implemented procedures for problem reporting (SOP's)
- Add the issue of anti corruption within the MOU criterias with stakeholders to adopt similar anti-corruption practice.
- We also revised visions, mission, objectives/targets/KPIS, policies and procedures for stakeholder engagement



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

- We have set KPI's with long term strategic plan already adopted.
- We report our activities through the website, media office in the public security directorate and Amen FM.
- We take feedback during committee meeting to improve practices and activities in the future and checking progress against plans.



Our main steps of integrating of ISO 26000 , focus on sphere of influence (3/5)

- We added statements within the official agreements with stakeholders to protect human rights.
- We provided awareness, training and consultation, capacity building to SMOs on SR.



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

- We added to our operational plan the training plan.
- We achieved our target 100 % of target of 50% of the total No. of the training courses.
- We also exceeded our target, they conducted extra two training for Iraqi police and for social security department.
- We communicate our stakeholders through many ways such as MOUs that organize the relationship between RANGERS and the stakeholders, Joint meetings of the administration, steering committees for energy researches and climate change committee



Our main steps of integrating ISO 26000, focus on SR related initiatives (5/5)

- Developing our website to serve service recipients.
- Determining our services on the website.
- Automated services.
- Electronic library supported by Abdul Hameed Shoman.
- Waste sorting initiative. Organic, Plastic, Electronic and Metal.
- corporate design initiative. our own font and color.



Our recommendations & lessons learned

- We recommend other organisations to participate actively in ISO 26000, it can give all kinds of organizations new dimensions to look to their partners, employees and the community.
- As a Public Security Organization, we found our participation very useful and we recommend to the Public Security Directorate to participate through other departments (ex. Family Protection Department, Tourism Police, ...)

We learned:

- How to identify and prioritize and engage our stakeholders.
- Learn the importance of commitment to sustainability development.
- the importance of the international standards.