



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



Case Study

Country: Egypt

Organization: Association of Upper Egypt for Education and Development (AUEED)



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">• 14 trained national project experts• 1261 staff trained in pilot organizations	<ul style="list-style-type: none">• 10 national awareness-raising events	<ul style="list-style-type: none">• 13 participating pilot organizations• 13 POs delivered all deliverables• 100 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: 13 pilot organizations completed the deliverables.</p> <p>General feedback: Two pilot organizations 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, Egypt submitted three case studies.</p> <p>General feedback: The three selected pilot organizations from Egypt delivered good quality case studies according to the agreed template. The case studies include:</p> <ul style="list-style-type: none"> • AUEED (large NGO for women and children) illustrating top management commitment and continual improvement • Cairo Chamber of Commerce, illustrating sphere of influence and fair operating practices • Domina Coral Bay Hotel (tourism) illustrating resource management and sphere of influence <p>All of these organizations now have some information on their external website regarding their work on ISO 26000 and sustainable development.</p>	<p>Measured results: Thirteen out of fourteen participated actively and with some further mentoring they are able to offer training and advice to future organizations.</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 many examples in Egypt 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 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 organizations in Egypt indicate that the project has helped them move their performance towards a more proactive approach. A few pilot organizations 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 these changes require more time than was available through the project. One pilot organization indicated having moved from proactive approach towards SR due diligence and gap analysis of social responsibility issues to reactive approach. This is understandable as there were internal challenges within the organization.</p>	<p>General feedback: All but one of the national project experts were recommended by the pilot organizations to other organizations looking for advice on ISO 26000. 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 areas of executives' and practitioner's understanding of social responsibility, and changed approach to managing social responsibility. Areas that were seen as having medium positive impact include improved understanding throughout the whole organization (including the NSB) and the sphere of influence, as well as changes to the core strategy.</p>	<p>General feedback: Uptake of ISO 26000 improved as a result of the project based on perceived stakeholder interest. There are several examples of organizations promoting similar standards and tools related to social responsibility that have much better understood and contextualized ISO 26000 in their offers. 30 % of the project experts strongly (60 % 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

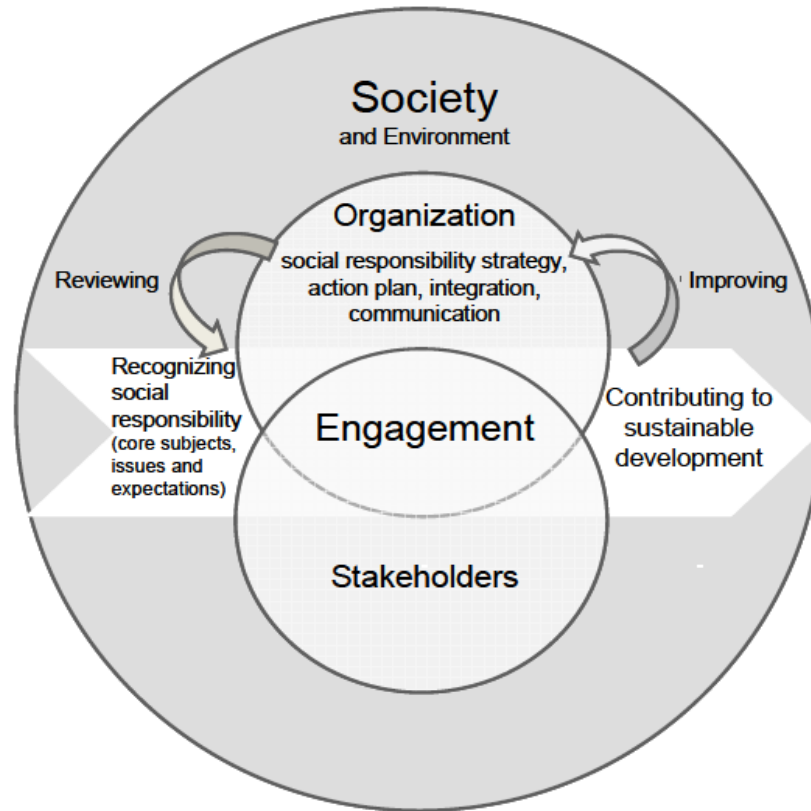
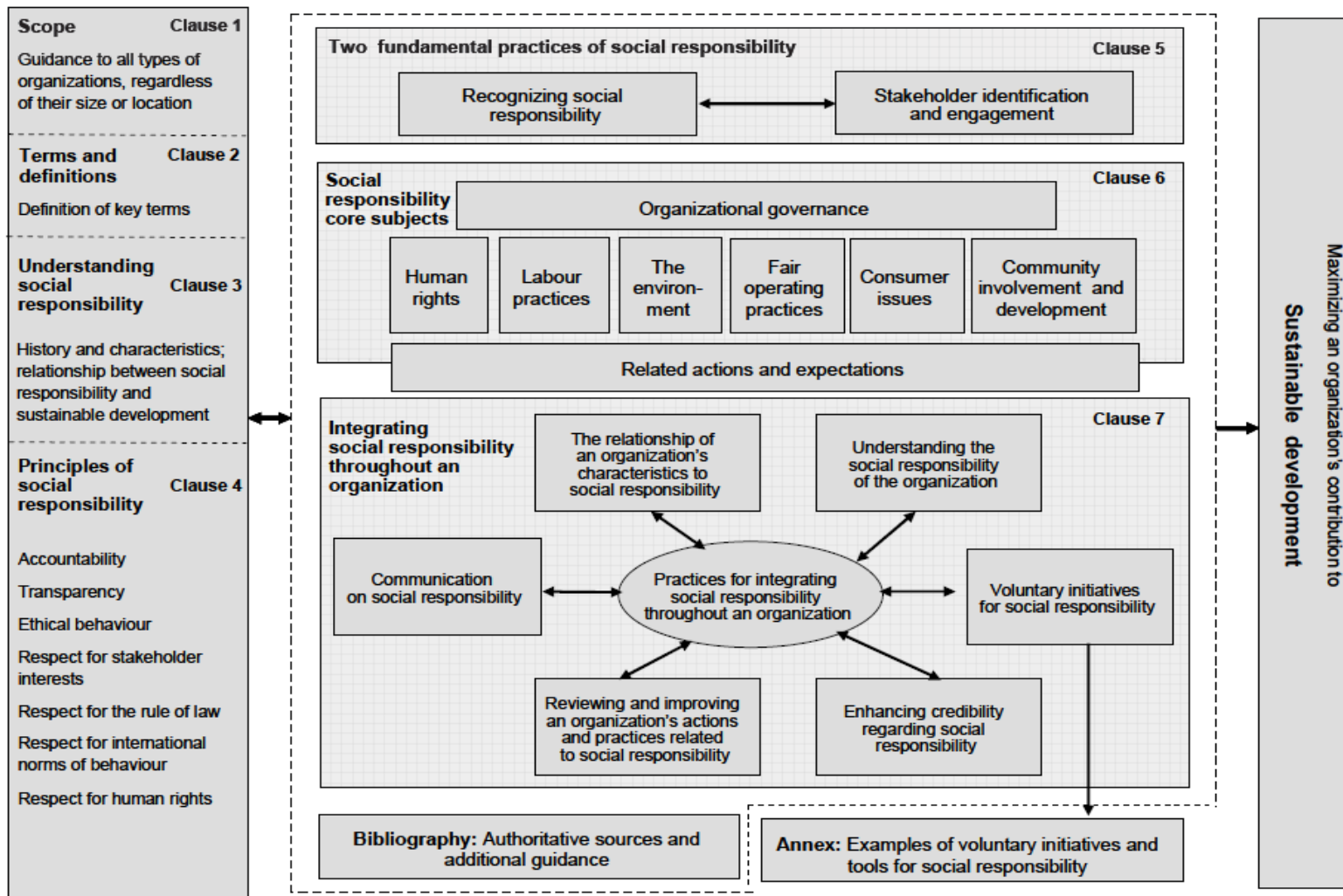


Figure 4 — Integrating social responsibility throughout the organization

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 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



Association of Upper Egypt for Education and Development (AUEED)

- **Type of organization:** NGO
- **Main activities:** Education & Development
- **Location:** Head office (Cairo), local offices in Menya, Assiut, Sohag and Luxor
- **Number of employees:** 1200 (including school staff)
- **Annual budget / turnover (approximately):** 50 million EGP about 6 MEUROS
- **Number of members :** General Assembly members are 200
- **Website:** www.upperegypt.org (currently being updated)
- **Website related to social responsibility / sustainable development**
Same as above

- **Formal Education**

12000 children annually



- **Non-Formal Education**

3000 children and adults annually



AUEED program and activities

▪ Health

7500 children and adults annually



▪ Cultural Development

2500 children and adults annually



AUEED program and activities

▪ Micro-Credit

4500 youth and adults annually



▪ Skills Development

500 youth and adults annually





How we used ISO 26000:2010

- AUEED has always been committed to Social Responsibility. However, inspired by the International Standard ISO 26000 on SR and its related tools, we found additional value and identified issues yet to be addressed for improved performance and impact.
- 2 National Experts and 1 International Expert worked with us in this process.
- We held meetings with a core group of 23 persons representing all sectors & geographies; staff members from all levels and board members as well as representatives of stakeholders & beneficiaries, where:
 - ✓ ISO 26000 principles and core subjects were thoroughly explained.
 - ✓ The Gap Analysis process was clarified
 - ✓ Stakeholders were identified
 - ✓ A plan was set for sharing this process with all work locations to come up with a collective gap analysis and action plan.



- Bigger groups were consulted at the field level in each of the 5 governorates where AUEED works. Representatives of the 35 schools, 60 development centers and other local activities participated in those consultation meetings.
- Field visits were organized to AUEED's programs in Menya, Qena and Luxor governorates where the National Experts saw firsthand the different activities and discussed ISO 26000 issues with the various stakeholders involved.
- A small core team from AUEED staff collected feedback from all locations and collated that into one document of Gap Analysis and one for the Action Plan in Arabic and English.
- The strategic plan of AUEED was reviewed against ISO 26000 and we integrated Strategic Objectives, Targets, Key Performance Indicators and Actions under each strategic goal.





Our vision and mission

Our vision

A **sustainable** community that endorses human values, dignity and rights, where the people, especially the poor in Upper Egypt, are empowered to utilize all their potentials in way that helps them develop themselves and play an effective role in developing their communities.

Our mission

To empower local communities through quality education & development programs with a special focus on children, women and youth. We work **towards a more socially responsible society** in Upper Egypt through building partnerships, promotion of team spirit, volunteerism and justice.

In all our endeavors, we seek to maintain the Egyptian Identity through:

- Offering education opportunities to everyone without discrimination while promoting the individuals' freedom, creativity and human dignity.
- Promoting the basic human right to health, especially for woman and children to be able to pursue a better life.
- Addressing all forms of poverty: cultural, financial and that related to capacity and skills.
- Creating job opportunities that enables developing the community, especially low-income.
- Reviving the cultural and artistic heritage of Upper Egypt.



Our values and policies

Our Code of Conduct

- 1- We are accountable to our Stakeholders and to Environmental Protection
- 2- We are transparent regarding our identity, scope of work, decision-making processes, setting roles & responsibilities, sources and application of funds
- 3- We encourage and promote ethical behavior
- 4- We respect stakeholders' interests
- 5- We respect the Rule of Law
- 6- We respect International Norms of Behavior
- 7- We respect Human Rights

Our main polices

personnel policy, child protection policy, women rights policy

Changes made during the project

The code of conduct was developed through a paricipatory process



Our Stakeholders: Expectations & Engagement Plan

Stakeholders	Expectations	Engagement Plan
Beneficiaries	Receiving quality services based on rights; improved livelihoods; and access to opportunities.	Involvement in identifying needs, planning, implementation and evaluation of activities.
Employees	Fair treatment; training, mentoring and development of capacities; and space for promotion.	Involvement in planning, regular meetings for expression of opinions, and anonymous complaint system.
Governing Bodies	Clear plans, progress reports and financial statements.	General Assembly meets annually to discuss and approve progress & financial reports and accounts. The Board meets monthly to discuss issues related to policies and strategies.
Donors	Detailed proposals and budgets. Quality and timely reporting.	Regular meetings and exchange of visits to discuss plans, budgets and feedback.
Gov. Organizations & other NGOs	Gov. Organizations audit AUEED work and finances. Other NGOs expect mutual respect and transparency.	Regular meetings and exchange of visits, invitation to events. Partnership in projects and networks.



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

The 3 significant Strategic Objectives are:

SO 1) Building strategies and mechanisms for good governance and decision-making at all levels of the organization based on SR principles.

SO 2) Building strategies and mechanisms for labor practices, work conditions, health & safety and human resource development based on international standards.

SO 3) Building strategies and mechanisms for environmental protection and resources management.



Our revised strategic targets based on the most significant issues

Target of SO 1

- By 31/8/2015, 100% of AUEED staff have clear roles, responsibilities, authorities & work relations and act according to the established Code of Conduct

Targets of SO 2

- By 31/8/2016, AUEED's policies and procedures follow international standards
- Job-related sick leaves are reduced by 10% annually
- Staff performance has improved by 10% annually

Targets of SO 3

- Waste resulting from schools, centers and offices will be reduced by 10% annually.
- By 31/8/2017, 100% of medical waste will be disposed in a safe way.
- By 31/8/2017, energy consumption is reduced by 25%

Target of SO 1

- By 31/8/2015, 100% of AUEED staff have clear roles, responsibilities, authorities & work relations and act according to the established Code of Conduct

Planned actions

- Establishing a Code of Conduct for AUEED based on SR Principles (Done)
- Establishing a system of economic and non-economic incentives (Done)
- Setting strategic priorities of the organization and its stakeholders (Done)
- Reviewing decision-making processes in relation to responsibilities & levels of authority (Started and in Process)
- Establishing 2-way communication mechanisms with various stakeholders (Done)
- Developing mechanisms for monitoring & reporting on implementation of decisions (Started and in Process)
- An annual review for the organization in order to adjust processes in light of SR principles (To start soon)



Actions related to the strategic targets (2/3)

Targets of SO 2

- By 31/8/2016, AUEED's policies and procedures follow international standards
- Job-related sick leaves are reduced by 10% annually
- Staff performance has improved by 10% annually

Planned actions

- Reviewing the organization's policies and procedures versus international labor standards and the UN Convention countering corruption (**Started**)
- Developing a salary scale for the organization based on the practical needs of the workers and wage hierarchy and gradually adjusting differences (**Scale developed and 2 stages of adjustments carried out**)
- Developing and implementing a plan for human resources development at all levels of the organization (**Done for field workers and started for staff**)
- Developing plans, policies and procedures for health and safety at all levels; and building awareness, training and implementation of H&S measures (**Started**)

Targets of SO 3

- Waste resulting from schools, centers and offices will be reduced by 10% annually.
- By 31/8/2017, 100% of medical waste will be disposed in a safe way.
- By 31/8/2017, energy consumption is reduced by 25%

Planned actions

- Setting a system for recording and reporting on sources of environmental pollution and the consumption of water and energy (Forms created and implementation started)
- Carrying out a study and starting initiatives for reducing energy consumption (using lead lamps, gas heaters instead of electric ones, using solar energy in some work locations) – (Study carried out by an international consultant and initiatives started)
- Raising stakeholders' awareness on sustainable consumption of materials, energy and water and recycling of wastes (started in some locations)
- Printing and distributing flyers & tags of the organization's handicraft products stating that they are made in Upper Egypt and are not harmful to the environment nor human health (Started using paper bags instead of plastic – tags were designed not yet printed)



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

- Reviewing our Strategic Plan against ISO 26000.
- Developing a Sustainability Strategy: strategic objectives, targets, KPIs and Actions under each Strategic Goal.
- Working closely with a Human Resource consultant and the Board on modifying the organizational structure and accordingly setting clear roles and responsibilities & levels of authority as a means for improved governance and decision-making. Several hearing sessions were initially held with all stakeholders.
- Currently finalizing the policies and procedures manual after being reviewed against international standards.
- Setting a priority plan for the systems to be reviewed and developed.



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

- Establishing organizational support groups from key staff and board members (management & coordination – organizational development – programs development).
- Hiring a new person to focus on monitoring, reporting and evaluation of AUEED interventions.
- Setting a plan for measurement, monitoring and reporting.



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

- Held awareness sessions at the field level on ISO 26000 principles and practices.
- Held several meetings with Key Stakeholders to discuss ISO 26000 and develop the engagement plan.



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

Internal training/communication

- Held several meetings with staff in all AUEED offices to discuss ISO 26000 principles and practices, carry out gap analysis and set action plans for intervention.
- Trained 3 staff members with EOS

External training/communication

- Communicated through our Annual Report (providing detailed transparent information on all AUEED activities)
- Presented AUEED case study in several meetings organized by EOS
- Video produced and shared with EOS and other organizations



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

- Funds received are communicated and officially declared by the Ministry of Social Solidarity.
- Financial data are audited and announced to all partners.
- Resolving all forms of conflict of interest with clear instructions for future prevention.
- Developing forms for environmental review and water and energy consumption review. And, applying those forms with local schools and community centers in Upper Egypt.
- Carrying out an environmental assessment of our Main Building and Training Center in Upper Egypt and setting plan for reducing energy use.
- Safety measures are integrated in some of our local schools & training centers (e.g. Protection against fire) with a plan to expand them to other schools.



Our recommendations & lessons learned

- We recommend other organizations to integrate ISO 26000 in their strategic planning process and annual review; as it promotes integrated thinking & capacity development and contributes to sustainable development.
- We learned that carrying out a thorough gap analysis, pinpoints issues that were not considered by the organization. We also learned that involving stakeholders helps a lot in facilitating our interventions. We also learned that this is a continuous process for organizational development.