



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



Case Study

Country: Lebanon

Organization: Al Kawthar Secondary School



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">• 16 trained national project experts• 128 staff trained in pilot organizations	<ul style="list-style-type: none">• 6 national awareness-raising events	<ul style="list-style-type: none">• 13 participating pilot organizations• 9 POs delivered all deliverables• 28 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: 9 pilot organizations completed the deliverables. General feedback: Four 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 although based on too many different tools.</p>	<p>Measured results: As agreed, Lebanon submitted three case studies.</p> <p>General feedback: The three selected pilot organisations from Lebanon delivered good quality case studies according to the agreed template. The case studies include:</p> <ul style="list-style-type: none"> • AL Khawtar (secondary school), illustrating improved procurement and reduced consumption • Banque Libano-Francais (bank), illustrating stakeholder engagement and work on sustainability strategy • Chateau Ksara (wine), illustrating environmental and consumer focus <p>Some of these organisations 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 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 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: Most pilot organisations in Lebanon indicate that the project has helped them move towards a more proactive approach. Some pilot organisations indicate 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 organisation indicated having moved from reactive to inactive approach decision making related to responsibility issues. This may be due to the increase in issues to be handled.</p>	<p>General feedback: All of the national project experts were recommended by the pilot organisations 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 executive and practitioner 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 organisation (including the NSB) and the sphere of influence, as well as changes to the core strategy. In general the project was seen as having had a minor impact on engaging with other organisations and initiatives on SR.</p>	<p>General feedback: Uptake of ISO 26000 improved as a result of the project based on perceived stakeholder interest. 30 % of the project experts strongly (45 % 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

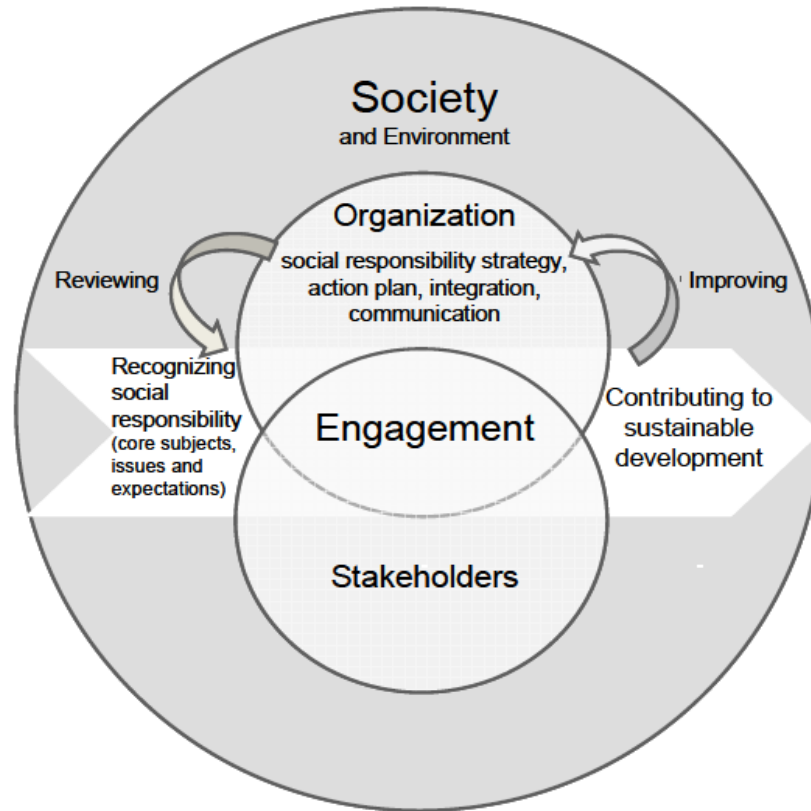
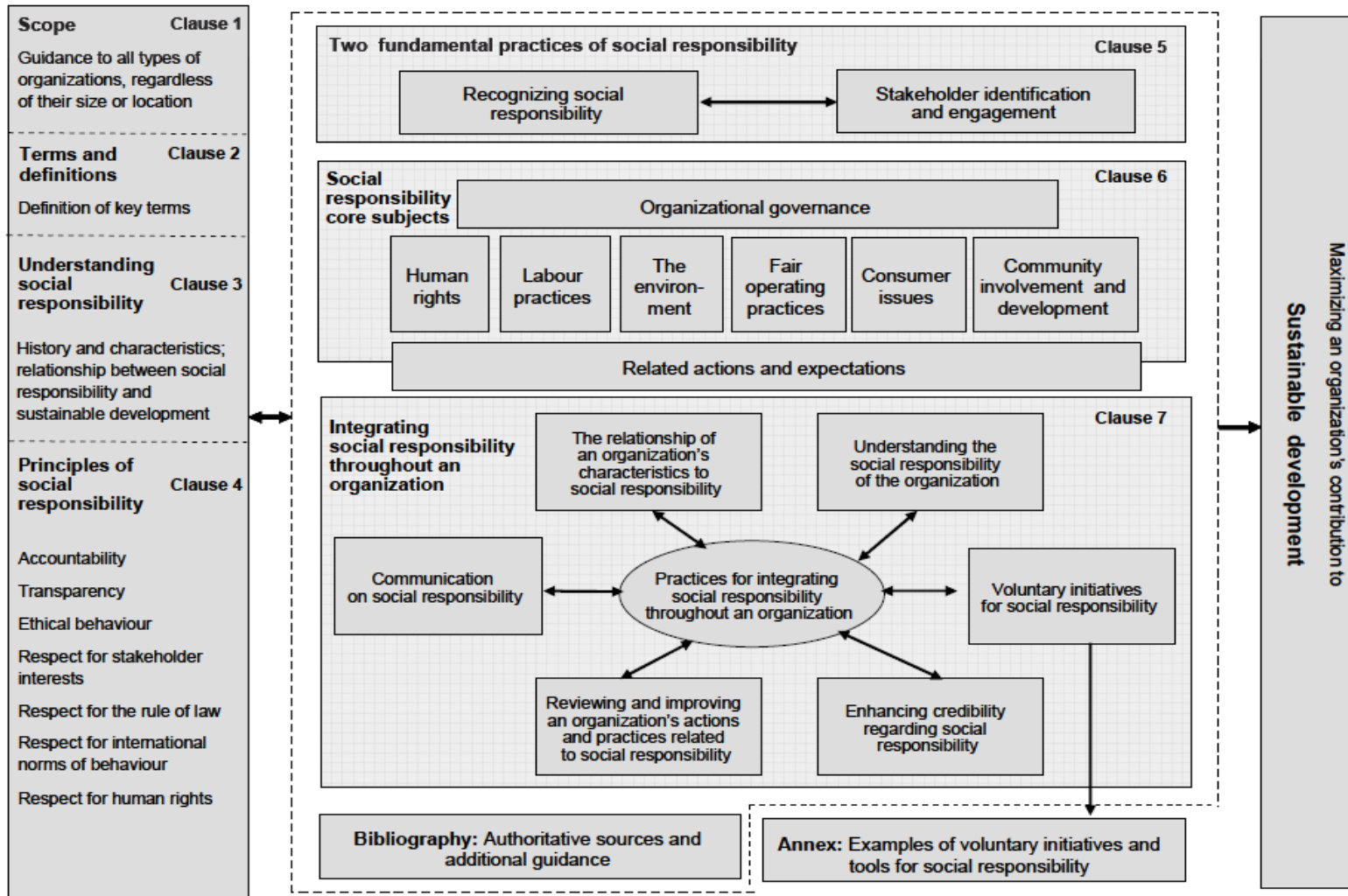


Figure 4 — Integrating social responsibility throughout the organization

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



Al Kawthar Secondary School

- **Type of organisation:** Educational Institution
- **Main activities:** Education/ Teaching
- **Location:** Lebanon – Beirut - Bir Hasan - New Airport Road Facing Golf Court
- **Number of employees:** 321 employees
- **Number of members :** 2341 Students
- **Website:** www.alkawthar.edu.lb



How we used ISO 26000:2010

- Established a committee on October 2011 whose main task was promoting and raising awareness regarding ISO 26000 in the school.
- Used the required seven issues checklist to survey what conforms with the ISO 26000 standards.
- Analyzed the survey results to shed light on the gaps and needs.
- Classified the needs into four main domains. (ISO 26000 awareness programs- adaptations regarding facilities and services- adaptations to the school system : policy, processes, procedures, ... etc – human resources professional development).
- Assigned a project team for every domain to develop its action plan.



How we used ISO 26000:2010

- Monitored the implementation of the action plans through scheduled periodic meetings once a month.
- Compiled a midyear progress report (February) and an annual report (May).
- Introduced the ISO 26000 to school staff: teachers , students, drivers and suppliers through information awareness sessions carried out by school ISO committee.
- Presented a detailed overview of ISO 26000 to all Quality Management representatives of Al Mabarrat Association Institutions.



Our vision and mission

Our vision

- Raise individuals who believe in God and His messages, citizens who are literate, productive, effective in their society, aware of their role as national and global citizens, open minded to the world and its current issues, and who contribute to shape the future of their country.
- Apply scholastic programs and various activities based on principles that value the importance of human beings ethical values, equal opportunities, critical thinking, dialogue, and lifelong learning.
- Encourage within students moral and social responsibility for the world around them and to encourage respect for cultural, and religious diversity.
- Nurture students by following a comprehensive balanced approach in physical, intellectual, spiritual, and emotional developmental domains.



Our mission

- Raise awareness regarding human rights issues, acceptance to individual differences: from disadvantaged children, students with special needs, and gifted students.
- Raise awareness about environmental issues: and enhance respect for the environment and its resources.
- Implement advanced technologies and researches to be used in curriculum planning, programs, and activities through ICT programs.
- Implement professional development programs for all employees to enhance all necessary skills in the teaching learning process.
- Enhance the positive interaction of the school community students, teachers, and administrators, with parents and local community.



Changes made during the project

- Since ISO 26000 conforms with Al- Mabarrat Association mission so nothing was added to or changed in our mission.
- ISO 26000 helped us to put a framework for our main activities, so we improved our processes to include all the main issues related to social responsibility.



Our values and policies

Our values

- Respect the human being.
- Respect our society and our environment,
- Accept individual differences and people with special needs.
- Encourage within students moral and social responsibility for the world around them and to encourage respect for cultural and religious diversity.

Our main polices are reflected through:

- Education process.
- Social, Environmental and Health processes.
- Health and public safety process.
- Information Technology process.
- General services process.
- Financial administration, Human resources and Quality processes.
- Research and Cultural services process.



Changes made during the project

- The purchasing procedure has been modified to concentrate on purchasing consumable and non consumable products that can be recycled and reduce harm to the environment.
- We also concentrated on the quality of the purchased products so that to increase the safety of our students and staff.
- We have focused on the respect of owner equity and the principle of social responsibility when dealing with suppliers and evaluate their services.
- Including printing/ownership rights in purchasing, photocopying, and library work mechanism. And applying the required announcements in order to avoid copying anything that is against ownership rights.



Our stakeholders

Our external / internal stakeholders

- Students
- Parents
- Academic/ non academic employees
- Educational institutions within the community
- General administration of Al-Mabarrat
- Suppliers

- We have prepared different workshops for all our stakeholders about ISO-26000
- We have established a commitment form for suppliers to respect issues related to social responsibility.



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

We managed to reduce consuming of:

- Papers
- Fuel
- Water
- Electricity



Our revised strategic targets based on the most significant issues

- **Target 1:** Reduce papers consumption
- **Target 2:** Reduce water consumption
- **Target 3:** Reduce fuel consumption



Actions related to the strategic targets (1/3)

Target 1

Reduce papers consumption

Planned actions

1. Recycling the consumed papers.
2. Exercising the usage of papers and envelopes more than once.
3. Utilizing the use of e-mail in communication with others.

Follow up so far

1. We have achieved a double target: reduce consumption of papers and also in cost saving.
2. The long term target is to reduce consumption of papers yearly by 10%

	2012	2014	saving	Cost saving
Total Number of students & employees	2816	2731		
Paper packs-usage per individual	3481 - 1.23	3252 - 1.19	229 – 0.04	\$ 1,145
Letter envelopes packs-usage per individual	5275 – 1.87	3175 – 1.16	2097 – 0.17	\$ 900



Actions related to the strategic targets (2/3)

Target 2

Reduce water consumption

Planned actions

1. workshops for students to raise their awareness about the importance of waArranging ter and how to reduce waste of water.
2. Preserving rain water in a well to for watering plants, cleaning, etc... and this project had cost more than fifty thousands dollars
3. Replacing the cleaning products with another quality that requires less consumption of water.
4. Introducing new cleaning methods to our cleaners especially how to manage the use of water, also cleaning procedure was updated



Actions related to the strategic targets (2/3)

Follow up so far

Note: Amount saved 110,000 Litres and approx \$500 cost saving.

Year	2012	2014
Total Number of students & Employees	2816	2731
Consumption of water	510,000 Liters	400,000 Liters
Usage per Individual	181 Liters	146.5 Liters



Actions related to the strategic targets (3/3)

Target 3

Reduce fuel consumption

Planned actions

1. Intergrating the different activities of transportation; school trips, mail delivery etc... In order to reduce the expenses of fuel.
2. Intiating a schedule for vehicles maintenance regulary, and carry out general checkup twice a year.
3. Introducing electrical control system to synchronize the generators power according to the need.

Follow up so far

Saving	2012	2014	Saving
Total amount of fuel consumption	22946 Liters	22528 Liters	418 Liters
Cost	\$ 24,165	\$ 22,843	\$ 1,322



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

- Establishing a committee to follow up and maintain the requirements of ISO 26000 and hold on regular meetings with all the involved departments.
- Establishing a committee to rationalize and reduce expenses.
- Executing cleaning instruction document which contains the new cleaning system requirements and specifies the needed amount of detergents so as to eliminate excessive use of water and detergents.



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

- Using the Key Performance Indicator (KPI) method to measure the level of rationalization in our finance operation at the end of each year.

- Many internal committees were established due to the implementation of ISO-26000, to monitor and carry out internal audits, identify any non-conformance in our SR improved process against the requirement of ISO-26000. The internal committees formed are :
 - ✓ Safety Environment Committee.
 - ✓ Positive Communication Committee.
 - ✓ Children Behavior Committee.

- All these committees have to present their general report annually.

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

- In order to prepare our staff to adopt the principles of ISO 26000, we linked these principles to our mission and values. In addition we emphasised on the importance and the effects of these principles on the environment and sustainable development.





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

- We have introduced the ISO 26000 to our school members to include: teachers, students, drivers and suppliers through sessions carried out by school ISO committee.
- Full concept of ISO 26000 was given to all the Quality Management representative of the Al Mabarrat Association School.



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

- Perform audit on the processes that integrate ISO 26000 standard in our school and al-mabarrat schools in all departments.
- Publish our own booklets that contain activities and objects concerning sustainable development to all cycles.
- Introducing surrounding school other than Al-Mabarrat schools to the ISO 26000 standards through workshops.



Our recommendations & lessons learned

- It is necessary to document all the application and the process related to ISO 26000 frequently and not to be delayed to the submission time of the report by the involved parties.
- It is necessary to study during our management review this year 2014-2015 the ability to add one of the following phrases to our mission: Social Responsibility, Sustainable Development or Sustainability.
- It is necessary to initiate new policies such as Human rights policies, stakeholder policies
- It is important to use measurable KPIs to simplify data collecting and measure the level of benefit obtained since applying ISO 26000 (consumption of water, paper and fuel per person)
- It is necessary to implicate the ISO 26000 application as a part of the daily work, so employees will not feel that ISO 26000 is an additional work duty.
- The focus should target on raising awareness about the concept of “social responsibility” as well as on showing the result and the indicators.
- Internalizing the concept would contribute in changing behavior and this is the core.

Awareness activities with parents



Awareness activities with students



Awareness for Quality Management representatives of Al Mabarrat Association School



Awareness for school drivers





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