



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



Case Study

Country: Iraq

Organization: State Company for Leather Industries (SCLI)



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

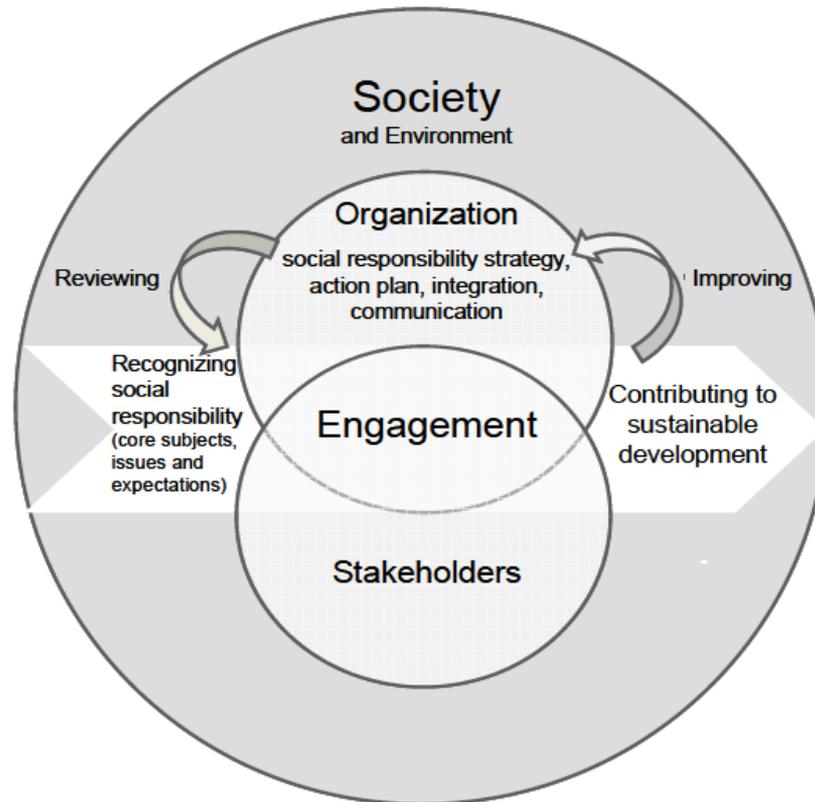
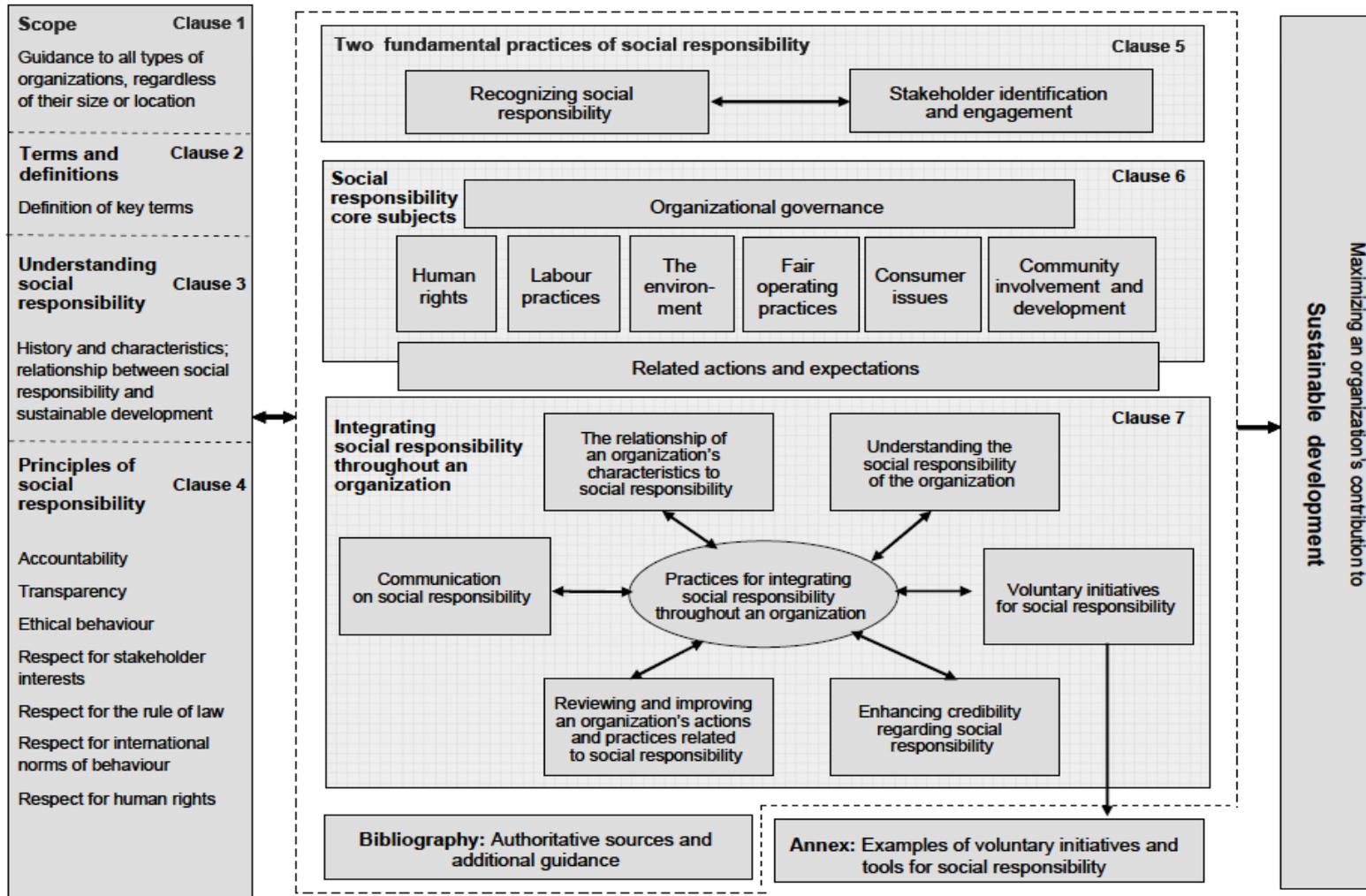


Figure 4 — Integrating social responsibility throughout the organization

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



- **Type of organization:** Governmental public company
- **Main activities:** Industrial company producing leather goods and related products.
- **Location:** Iraq-Baghdad- Karradah
- **Number of employees:** (3600) technicians and managerial staff
- **Annual budget / turnover (approximately) :** -
- **Website:** <http://www.scli.industry.gov.iq>



How we used ISO 26000:2010

- Orientation of the company, mission, vision, strategy and work plan towards ISO 26000 work frame.
- Improving the production of shoes, improving environment, improving health and safety of employees, improving skills by training and applying government laws to fight against corruption.
- Increase the reach out to the society
- Stakeholders identification, mapping and engagement plan.
- Reduction of energy expenses used (electricity, water, generator, etc.)
- Establishing and re-habitation of environmental project
- Maintenance of old buildings to improve the work environment.





Our vision and mission

Vision

To be at the forefront and the largest of sustainable manufacturers of quality leather products in Iraq and other relevant markets.

SCLI mission seeks to:

- Improve the quantity and quality of our leather products through an efficient and modern production process
- Meet the requirements and needs of our key stakeholders, especially consumers and the state ministries
- Increase outreach to society
- Apply comprehensive quality criteria at the level of the company
- Promote SCLI main principle “our customers run the company through what they want and expect”
- Revive the national leather industry and develop a plan for modern product quality and quantity that suit the consumer taste at competitive prices and support the national economy, and
- Have agreements with international partners to develop and supply economically and industrially vital goods in the markets of Arab and other countries.



Changes made during the project

After our participation in the ISO 26000 training during 2014, we have been able to:

1. Identify the existing gaps against ISO 26000.
2. Develop the vision and mission of the SCLI towards sustainability.
3. Address the core subjects of the ISO 26000 in the SCLI work plan was edited
4. Used different communication tools (website, face book, journals and satellite channels) to raise the profile of SCLI and the integration of the ISO 26000 in SCLI processes and activities.
5. Prepare the sustainability report.





Values and policies

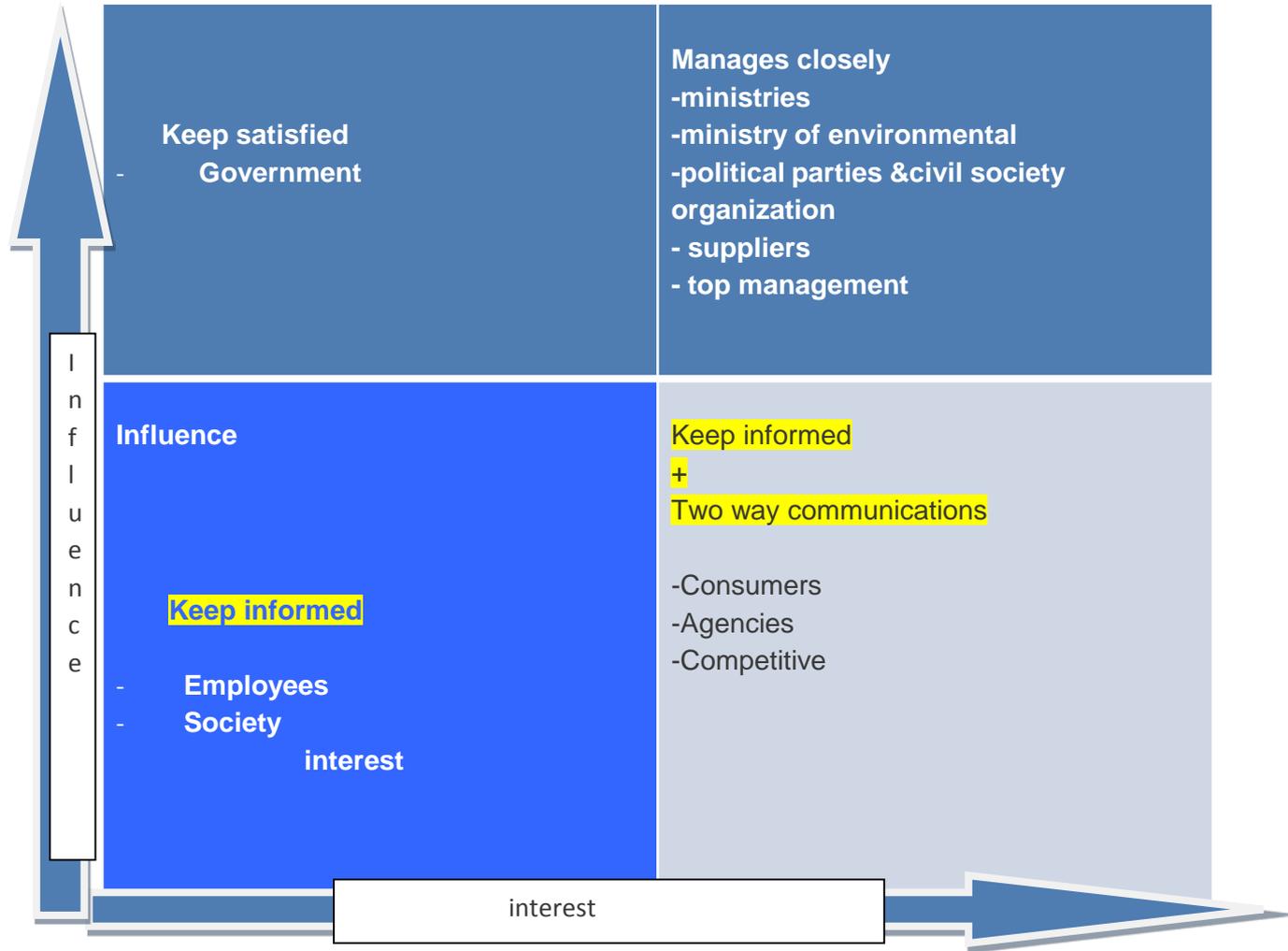
- We honor the law and the relevant requirements of our key stakeholders.
- We keep up with global developments of modern technology and management.
- We are committed to contributing to sustainable environmental, social and economic development.
- We are committed to quality and to meet and exceed our customer's needs and expectations at all times.
- We work for consumer protection, environmental protection, health and safety with an aim of zero accidents and injuries and community involvement.



Changes made during the project

- Staff orientation on policies, procedures and their rights
- The company's guidance for the planning and implementation of the core subjects of social responsibility as well as the consideration of the environment, occupational safety, production process and rights of employees.
- The experience that we have gained during the project training will help us in the implementation of ISO 26000







Stakeholder, key responsibilities and engagement

Stakeholders	Key Responsibilities	Engagement
Employees	Planning, auditing, administration Develop their skills Ensure health and safety of work environment	staff meeting training one to one meeting
Suppliers	Provide high quality of materials Training our employees, providing consultancy and advice Transparency dealing Committed and respect our agreement	Meeting Website Newsletter Emails, Media
Government	Respect and follow laws and regulations	Meeting Website Newsletter Emails
Agencies	Marketing of products Promotion of products	Exhibition Newsletter Brochures Websites, Emails, Media
Top management	Make decisions, give permissions and provide orientation Offer an excellent relations & communication Provide consultancy and advice Committed and respect our agreement	Meeting One to one meeting Reports Letters
Consumers	Evaluate our product Inspiration for new models & products Buying our product	Exhibitions Websites, Email, Facebook Survey, Brochures
Competitors	Motiviation to go ahead	Website Exhibition Meeting



Our revised strategic targets based on the most significant issues

Strategic Objectives 2014 - 2018

Objective 1: Quality

Improve the customer satisfaction

- **Target 1.1**

Before end of 2016 we will obtain ISO 9001:2008 for our three main improved shoe and garment production plants

- **Target 1.2**

100% of products are made from quality rawhide before the end of 2018

- **Target 1.3**

Develop the new prioritized products before the end of 2018



Actions related to the strategic targets (1/3)

Target 1.1

Before end of 2016 we will obtain ISO 9001:2008 for our three main improved shoe and garment production plants

Planned actions

1. Develop plan for introducing ISO 9001
2. Develop processing capacity with new direct injection machines
3. Renovation and modernization of all three main factory sites
4. Investigate possibilities of partnering with national and international organizations in order to improve quality and efficiency



Actions related to the strategic targets (2/3)

Target 1.2

100% of products are made from quality rawhide before the end of 2016

Planned actions

1. Control the quality of rawhide by protecting cattle from diseases and feeding them well.
2. Direct the cattleman to not sell young cattle
3. Slaughter mechanically not manually
4. Commit the supplier of leather to wash & salted skin very well (curing) and put it in cold stores.
5. Increase the amount of rawhide purchased from Iraq

Target 1.3

Develop the new prioritized products before the end of 2018

Planned actions

1. Develop production of safety boots
2. Develop production of split leather for military boot
3. Develop production of personal protection products





Our revised strategic targets based on the most significant issues

Strategic Objectives 2014 - 2018

Objective 2: Environment and society

To manage and improve our most significant impacts on the environment and society

- **Target 2.1**

Obtain ISO 14001 before the end of 2018 for tannery site with an ambition to minimize impacts on water, use of chemicals and energy

- **Target 2.2**

Lost time due to accident (more than 1 day away from work). The rate will be 50 % less in 2016 compared to 2013

- **Target 2.3**

Develop at least one community project every year during 2014-2018



Actions related to the strategic targets (1/3)

Target 2.1

Obtain ISO 14001-2004 before the end of 2016 for tannery site with an ambition to minimize impacts on water, use of chemicals and energy (targets for example: 50% less effluent water within 3 years, 20 % less energy per produced pair of shoes within 3 years, 100% chemical waste goes to appropriate end station)

Planned actions

1. Renovate tanneries
2. Approach the ministry for financing the renovation
3. Install water treatment for tannery Kufa and Mosul
4. Renovate water treatment in tannery site Zafarania



Actions related to the strategic targets (2/3)

Target 2.2

Lost time due to accident (more than 1 day away from work). The rate will be 50 % less in 2016 compared to 2013

Planned actions

1. Investigate safety procedures, signs and personal protection equipment
2. Define and measure accidents and incidents, and set a target for the coming 3 years



Actions related to the strategic targets (3/3)

Target 2.3

Develop at least one community project every year during 2014-2018

Planned actions

1. Environment enhancement
2. Prevention of Pollution from waste (sludge)
3. Water and materials reuse



Our main steps of integrating ISO 26000

- Confirmation of decision-making processes structure one of the core subjects of ISO 26000 via binding state ministries supplying from public sector.
- Intensive measures to issue the product and the consumer protection law that serve human right core subject.
- Emphasis on the establishment of environmental projects and to serve the community and employees
- Emphasis on protecting the rights of employees and provide a suitable working environment
- ISO's main steps have influenced all SCLI's work sectors that appeared obviously in vision, mission, strategy, objectives and work plan.