



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



## Case Study

**Country:** Jordan

**Organization:** The Water Authority of Jordan (WAJ)



# 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

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



# 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><b>Measured results:</b> Twelve out of fifteen pilot organisations completed all deliverables.</p> <p><b>General feedback:</b> 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><b>Measured results:</b> As agreed, Jordan submitted three case studies.</p> <p><b>General feedback:</b> 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"><li>• Specialty Hospital (private hospital), illustrating environmental strategy and consumer focus</li><li>• Rangers (environmental agency), illustrating environmental actions and sphere of influence through training</li><li>• Water Authority Jordan (public agency), illustrating integrated management and follow-up, and stakeholder engagement</li></ul> <p>All of these organisations now have some information on their external website regarding their work on ISO 26000 and sustainable development.</p>	<p><b>Measured results:</b> 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><b>General feedback:</b> 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 – Intergating SR throughout organaization

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

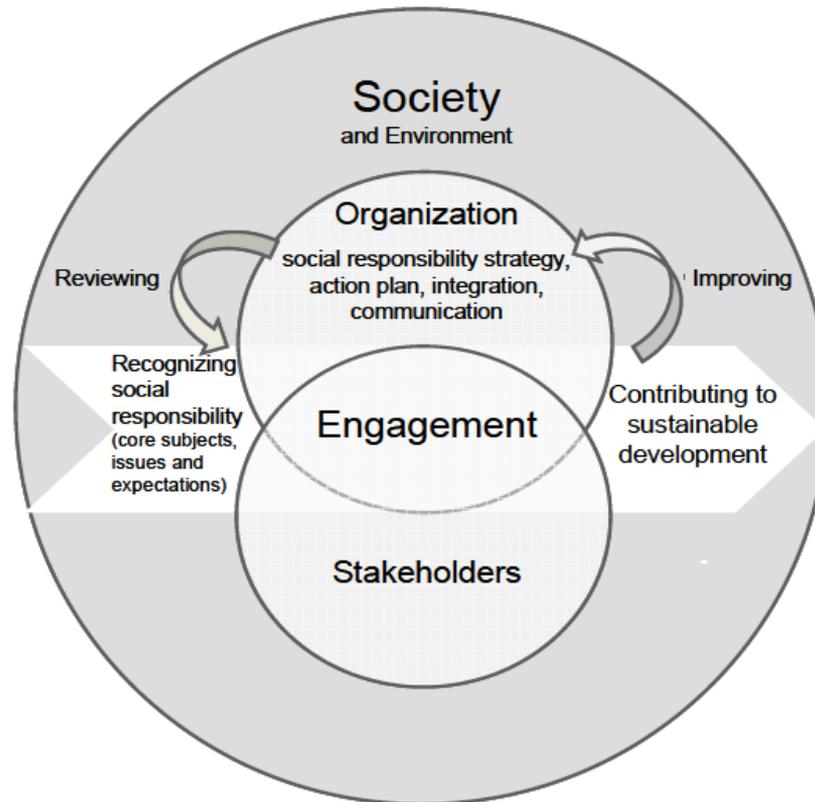
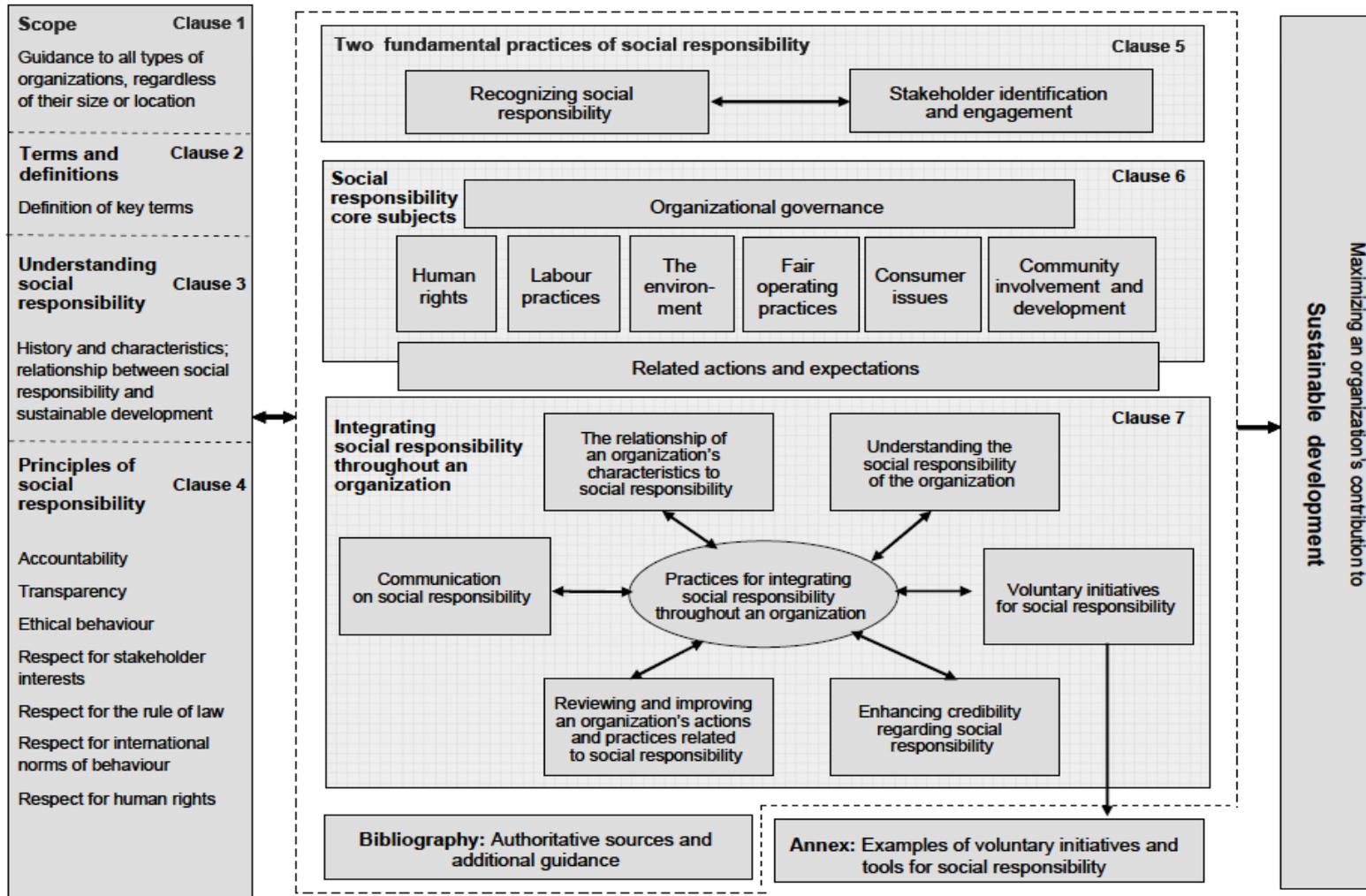


Figure 4 — Integrating social responsibility throughout the organization

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



# The Water Authority of Jordan (WAJ)

- **Type of organisation:** Governmental
- **Main activities:** **Legislations** and **regulations** relevant to the water sector, **developing strategies** and programs pertaining to the implementation of **water policies**, development and **protection of water sources**, provision of **water and sewerage services** to ensure the requirements of citizens, and improvement of infrastructure to **preserve environment** and **public health**.
- **Location:** Headquarters in Amman city, branches in all cities of Jordan.
- **Annual budget:** 305,000,000 JD
- **Number of employees:** 4200
- **Website:** [Water Authority of Jordan - Web Presence](#)



## Our vision and mission

**Our vision:** Excellence, leadership and sustainability in providing water and sanitation services to all recipients of these services according to the best global practices and with high efficiency.

**Our mission:**

The Water Authority of Jordan will provide all of its service recipients in the Hashemite Kingdom of Jordan with drinking water according to Jordanian quality standards at optimized cost, manage available water resources efficiently, protect them from pollution, distribute water fairly, search for new sources, apply legislations to prevent waste and misuse, provide sanitation services, re-use treated water effectively in accordance with approved specifications, and focus on earning the trust of its customers and its employees.



## Our values

- Accountability
- Transparency
- Ethical behaviour
- Respect for stakeholder interests
- Support and encourage innovation and development.
- Justice and equal opportunities.



## Our Stakeholders

### Our external /internal stakeholders:

Ministry of Water and Irrigation, Jordan Valley Authority, Ministry of Health, Ministry of Environment, Customers/Citizens/ Consumers, General Supply Department, Water companies, Media, Employees, Donors, Consultants, JFDA, Farmers, Professional, labour & sectorial associations, NGOs, Insurance companies, Trainees/ Volunteers, Ministry of Labour, Universities, Workers, Local community Municipalities, **Energy suppliers** e.g. power company, Contractors, Banks, **Local suppliers**, **Foreign suppliers**, **Private well owners**, JSMO

*After adopting ISO 26000 standards we used a different approach to engage our stakeholders which is by **development of a plan** based on **engaging the most relevant stakeholders** that include kind of **information** to be provided and the **feedback** and the **means** and **dates** of **exchanges** these information, focal points (responsibility) from both parts, stakeholders **concerns** and **needs** , **KPIs** and **targets** for the planed actions*



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

## **Organizational governance**

**Issue:** Decision-making processes and structures

## **Environment**

**Issue:** Sustainable resource use

## **Community involvement and development**

**Issue:** Community involvement



# Our revised strategic targets based on the most significant issues

**Target 1:** Improve WAJ governance

**Target 2:** Improving environment and socio-economical impacts resulted from WAJ

**Target 3:** Contributing to developing the community in partnership with NGOs



# Actions related to the strategic targets (1/4)

## Target 1: Improve WAJ governance

### Actions planned

1. WAJ vision, mission and strategy have been amended.
2. Work groups have been formed.
3. Improve the stakeholders engagement plan.
4. Temporary job employees were decreased from 35% in 2012 to 1% in 2014.
5. Changes have been requested from the Civil Service Department (ex. parental leave, maternal hours) and addressed in the new Civil Service law 2013.
6. Add conditions to contracts to avoid dealing with entities engaged in anti-social activities & condition of no discrimination or forced or compulsory labor or child labor

### Follow-up so far

1. Number of achieved SR targets.
2. % in increase of stakeholder satisfaction (**10%**).
3. % of decreasing in the no of temporary job employees (**98%**).
4. % of contracts including SR issues (**20%**) .
5. % in increase of staff satisfaction (**5%**).



## Actions related to the strategic targets (2/4)

**Target 2:** Improving environment and socio-economical impacts resulted from WAJ

### **Actions planned:**

1. Check against Banned and restricted chemicals used at WAJ.
2. Develop Water emergency plan to includes all environmental aspects.
3. Conduct studies related to the impact of WAJ major projects on health, society and employment.
4. Review WAJ targets to improve energy and water efficiency.
5. Proposals to get funds from donors to implement renewable energy.
6. Specifications in the procurement documents to ensure sustainable procurement.
7. Vehicles were replaced with ones with small size engines.
8. Vehicle trips were significantly reduced.
9. Energy efficient pumps are being purchased to replace non efficient ones.
10. Studies to identify impacts on ecosystems and biodiversity from WAJ major activities and projects were conducted.
11. Include ecosystem and land conservation in the Water for Life Strategy 2013-2018



## Actions related to the strategic targets (3/4)

**Target 2:** Improving environment and socio-economical impacts resulted from WAJ

### Follow-up so far

1. % of used banned or restricted chemicals in WAJ (0 %).
2. An updated emergency plan including environmental aspects.
3. Total no. of jobs created as a result of WAJ major Project ( 20% ).
4. No of projects and activities assessed (30%).
5. No of energy efficiency pumps purchased (100%) .
6. % of reduction of fuel used per driven Km (15%).
7. % of tenders including sustainable procurement (50%).
8. % of renewable energy used per year / total energy used per year.



## Actions related to the strategic targets (4/4)

**Target 2:** Contributing to developing the community in partnership with NGOs

### Actions planned

1. Identify NGOs relevant to the geographic area and priorities.
2. Communicate with UNICEF and sign MOU to select the most relevant development programs to the communities

### Follow-up so far

1. % of increase in no of NGOs have relations with WAJ ( 30% increase / Target was 1% by the end of 2014).
2. No of MOUs signed (6 MoU / Target was 1 by the end of 2014)



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

- We established a social responsibility committee.
- A matrix of all decisions was established and approved.
- SR strategy and SR KPIs are integrated within the strategic plan.
- WAJ rules of conduct and core values were reviewed and broadcasted.
- Procedures are being developed regarding potential conflict of interest.
- WAJ human rights policy was established and approved.
- Changes have been made in the new Civil Service law 2013.
- Anticorruption policy was signed by leadership and circulated to all employees.



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

- Performance indicators relevant to Social Responsibility were identified, measurements and follow up in progress.
- A report on achievement of SR indicators is almost finalized to be disseminated to WAJ stakeholders for validation.
- A procedures for problem reporting was established including corrective actions and tools to identify root causes and for preventive actions



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

Contracts of suppliers and contractors were amended to include;

- Ethical conduct.
- Respect of human rights.
- Labour practices conditions.
- Avoidance of dealing with entities engaged in anti-social activities.
- Avoidance of dealing with entities engaged in discrimination or forced or compulsory labor or child labor.
- Equality criteria.
- Sustainable procurement. 80 % of tenders includes sustainable procurement specs.



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

## Internal training/communication:

- One awareness session on SR was conducted.
- WAJ had organized a seminar on women rights in 2013 and 2014

## External training/communication:

- Two training courses on occupational health and safety were conducted for WAJ employees.
- One anti corruption awareness session for stakeholders was conducted.



## Our recommendations & lessons learned

**We recommend** other organisations to engage ISO 26000 in their activities since Jordan suffers from resources scarcity, and integrating social responsibility within the organization day to day work is the best tool towards sustainability.

**We learned** the importance of:

- Commitment to implement ISO 26000.
- Engagement of all employees.
- Prioritization of stakeholders and developing effective communication plan.
- SR strategy and SR KPIs integrated and consistent with the organization strategic business to direct it towards sustainability.

**Thank you for  
Your Attention**