



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



Case Study

Country: Egypt

Organization: Domina Coral Bay Hotel, Resort, Spa & Casino



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

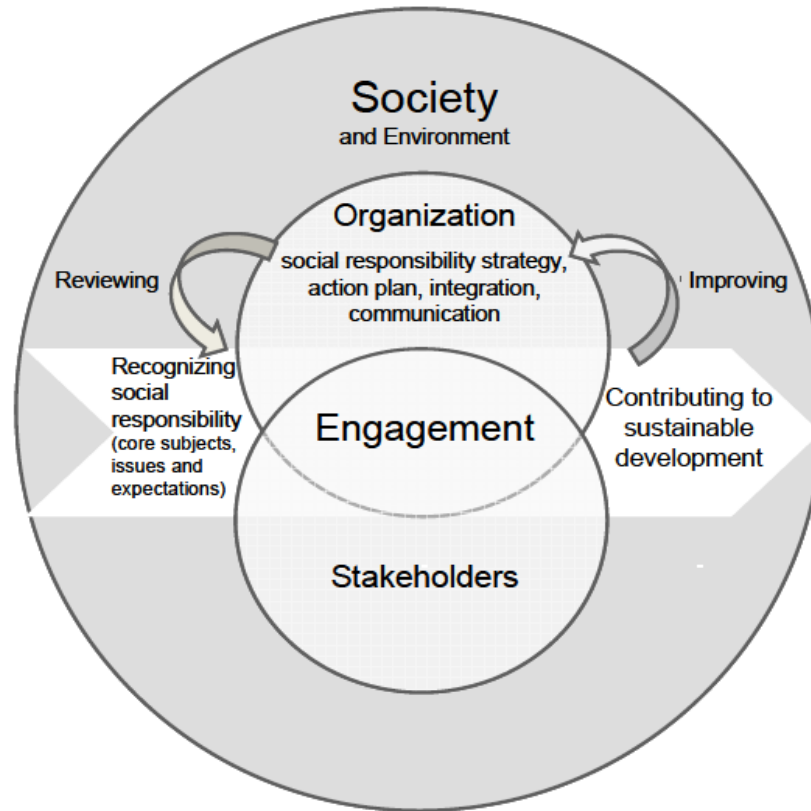
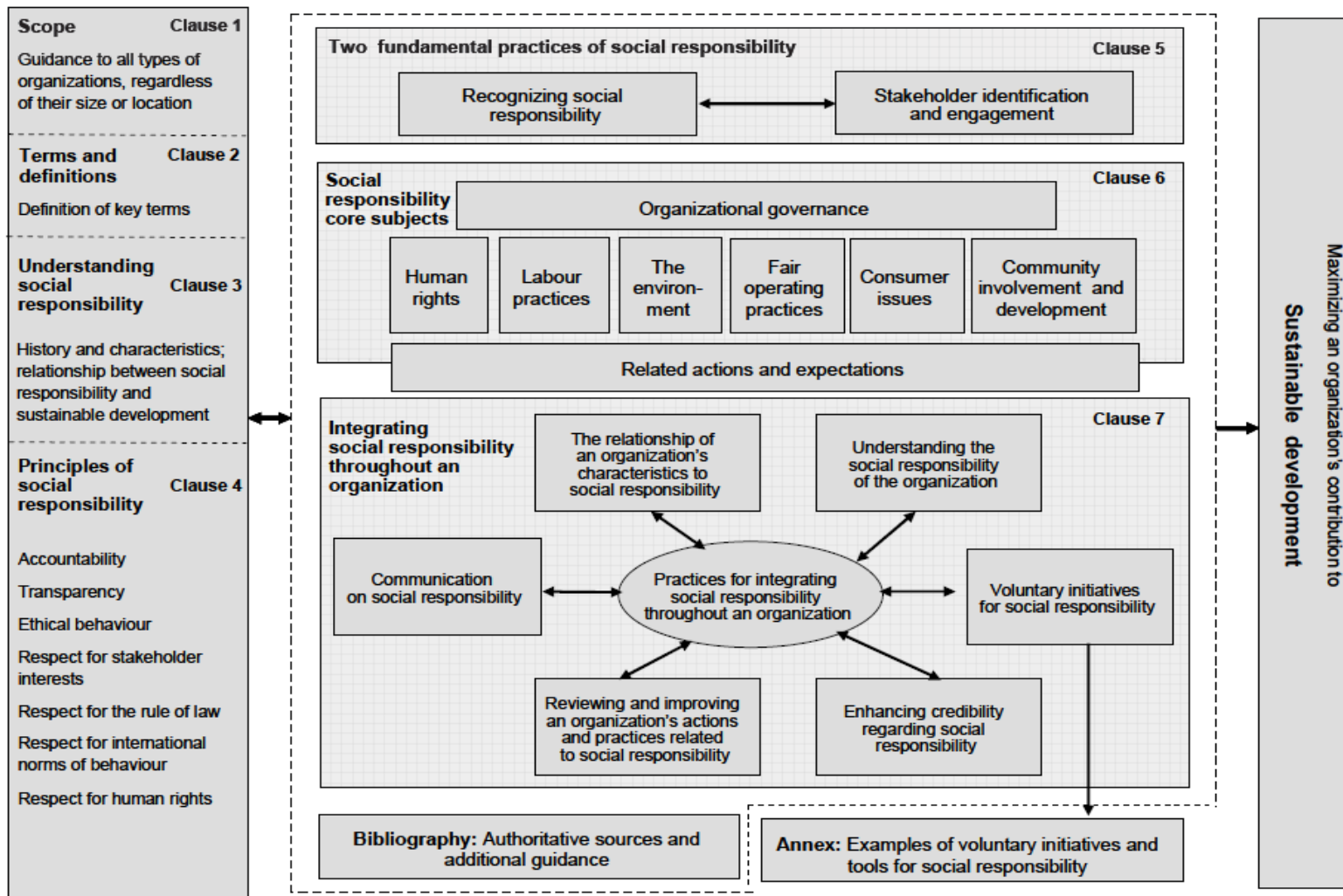


Figure 4 — Integrating social responsibility throughout the organization

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 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



Domina Coral Bay Hotel, Resort, Spa & Casino

- **Type of organization:** Company
- **Main activities:** Services
- **Location:** Sharm El Sheikh , South Sinai – Egypt
- **Number of employees:** 1600
- **Website:** www.dominacoralbay.com
- **Website related to social responsibility/ sustainable development**
<http://www.dominacoralbay.com/eng/all-inclusive-sharm.html>



How we used ISO 26000:2010

Our organization is a service company that offers human beings unique, often intangible, experiences. Services are provided to human beings by human beings. People are the main component of our organisation and they are also the main factor of any society. We consider people as our guests; either those who provide the services i.e. employees (inner guests), or those who receive the services i.e. tourists (outer guests from all over the world). We have used ISO 26000 as follows:

1. ISO 26000 with its 7 principles & core subjects is being used since 2013 as an added value tool to support our sustainable strategic vision, mission and plans to guarantee success, continual progress and advanced steps that positioning us at a secure distance ahead of our competitors.
2. Forming a special committee at DCB Hotel called the “ISO 26000 Team” to coordinate with the IE & NEs to implement & integrate ISO 26000 throughout the Hotel and to ensure the sustainability of its outcomes.



How we used ISO 26000:2010 (cont.)

3. Developing a promising stakeholder engagement plan based on the AA1000 Stakeholder Engagement Standard 2011 as follows:
 - Identification and prioritization of internal & external stakeholders based on their influence/impact and interest.
 - Stakeholder engagement through periodic meetings, training programs, and consultations via e-mails, questionnaires & social media.
4. Drafting the Action Plan on ISO 26000 based on the shortfalls identified in the gap analysis for principles and core subjects.
5. Prioritising the material issues in the Hotel based on their significance and relevance in order to identify the priorities of actions to be implemented within the Action Plan.
6. Identifying the links between most material issues and stakeholder(s) concerned.
7. Identifying the initial/final results (KPIs) from implementing each action along with its impact on the 3 aspects of Sustainability i.e. social, economic and environmental.
8. Reviewing the actions taken by the Hotel to ensure that these actions have realized the intended results and objectives.



Our vision and mission

Before using ISO 26000, our vision and mission were:

- **Our vision**

“To be the premium classy resort in Egypt”.

- **Our mission**

“We are committed to provide our guests unique hospitality services with memorable experiences and to behave ethically and contribute to economic development while improving the quality of life of our teamwork.”

After joining the ISO SR MENA Project and using ISO 26000, our vision & mission have been modified to reflect our commitment to sustainability:

- **Our Vision**

“To be the most sustainable and social responsible resort in Egypt”.

- **Our mission**

“We are committed to provide our guests with unique hospitality services and memorable experiences, to behave ethically to exceed our guests’ expectations, and to engage positively in developing a better community”.



Our values and policies

Our values (DCB values; what emerges, what links and guides DCB people)

- Accountability, transparency, ethical behaviour, efficiency, loyalty, empowerment, integrity, trustworthiness, honesty, coherence and fighting corruption.

Our main policies

- Health Insurance base for all employees even trainees and foreign staff (No casual employees).
- Exceeding the percentage defined by the government regarding hiring employees with disabilities
- Building capacities of staff through training and following up the recent methods and tools to guarantee self-development.
- Respecting competitors and cooperating with them in fields of training and employees development.
- Transparency regarding profits and the fair share of benefits.

Changes made during the project

- Though our practices were based on complete transparency and accountability, ISO 26000 inspired us to add them verbally in our values, policies & Code of Business Conduct like having more open door policies and management periodic meetings with all staff.



Stakeholders Matrix

Power ↑	LOCAL AUTHORITIES (MINISTRIES, RED SEA PORTS, CITY COUNCIL, DUTY FREE SHOPS, GOVERNORATE, REAL ESTATE OFFICE, LABOR OFFICE & OUTSIDER SERVICE BODIES)	GUESTS OWNER BOARD OF DIRECTORS
	LOCAL COMMUNITY (BEDWIN) BANKS & INSURANCE COMPANIES MEDIA (PRESS- SOCIAL MEDIA- SEMINARS)	EMPLOYEES CERTIFICATION BODIES & TESTING LABS SUPPLIERS THIRD PARTIES (TRAVEL AGENCIES, SHOPS, DIVING, CAISNO, HEALTH CARE AGENCY, CHEMICALS CO., SPA, AGRICULTURE, DISCO, LIMOUSINE & WATER SPORTS) COMPETTITORS
		Interest →



Our Stakeholders(cont.)

Our External /Internal Stakeholders

- After using ISO 26000, we have identified more accurately our stakeholders based on AA1000 Stakeholder Engagement Standard 2011.
- Internal & external stakeholders were prioritized based on their influence/impact and interest.
- Understanding that stakeholders are the essential equation in any formula of success, we have engaged them through many actions to participate efficiently in our sustainability strategy to guarantee success and improvement, and we have used the 7 core subjects to well-fit each to do the assigned role.

Examples of how stakeholders are being engaged

- Periodic meetings of top management and the employees, governmental authorities' representatives, suppliers and indigenous communities.
- Publishing Code of Business Conduct to be accessible and signed by all employees.
- Internet announcements for the new projects and events.
- Consultations via e-mails, questionnaires and social media.



Top Management's Periodic Meetings with Different Stakeholders



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

The most 3 material issues related to the hotel were identified based on the nature of our business and practices and our stakeholders and their prioritization:

- **Labour Practices**

- ✓ Conditions of work and social protection
- ✓ Human development and training in the workplace.

- **Environment**

- ✓ Prevention of pollution.

- **Consumer Issues**

- ✓ Protecting consumers' health and safety.



Our revised strategic targets based on the most significant issues

Strategic Target 1: Clear lifelong education and training development for internal & external communities' members

- Engage in training 15% of the total tourism labour in Sharm El-Sheikh using the internet websites and internet TV channels (at least 10 hrs/person/month during the next 5 years).

Strategic Target 2: Sustainable use of resources & prevention of pollution

- Reduce 25% of water & 30% of electricity consumption (Per Capita; inner and outer guests of their average use)
- Use 15% of the leftover food to serve starvation and the needy.
- Use the solar energy to replace 30% of diesel fuel (plans are under studies and researches)
- Double the sewage treatment plant (As a normal growth of our business: from 1600 rooms to 5000 rooms in the upcoming 7 years)
- Waste management: Our waste management plan is to handle 30% in the next 5 years and we started already to deal with 15% with the Egyptian Food Bank. (we expect that the Food Bank will use from 9% to 10% out of the 15% due to their concepts. We are hopeful to reach with them the 15% upon a near mutual understanding and cooperation, then with more experience we will reach the 30% usage of our waste in 5 year time, maybe more hopefully).

Strategic Target 3: Increase community involvement and development

- Establish a Health Clinic to support local community as an addition to health care establishments in the region - fully equipped clinic with complete health care clinics & IC unit - services are against symbolic payment (for locals) to support the spirit of participation.



Actions related to the strategic targets (1/3)

Target 1

Clear lifelong education and training development for internal & external communities' members.

Planned actions

1. To establish a new training laboratory room with full educational equipment (computers, TVs, internet, ...etc).
2. To develop internet training website to serve the domestic tourism labors.

Follow up so far

- Follow up on the implementation by the Sustainability team and General Manager. The internet connection is fixed, LED 32 TV & 2 laptops are furnished, 6 desktop computers will be added to serve the laboratory that hosts 14 employees at a time. Also, training programs will be aired to employees' rooms by the end of 2015.
- Follow up on the implementation by the Sustainability team and to management



Actions related to the strategic targets (2/3)

Target 2

Sustainable use of resources & prevention of pollution.

Planned actions

1. Using the electronic saving power key cards technology in all rooms. Sprinkler & Micro irrigation for 6000 square metre of landscape.
2. New advanced water taps and flushing toilets dispensers to save water in 421 rooms (The rest is going on – in process).
3. Using garbage bins with different colors for better classification. (10 sets around the hotel premises)
4. Using 15% of the leftover food to serve starvation and the needy in collaboration with the Egyptian Food Bank.

Follow up so far

- Monthly electricity consumption : 2280 kw/room/month (electricity consumed monthly per operation is included).
- Daily water consumption: 1.5 cubic meter/room/day (water consumed daily per operation is included).
- Field visits reports.
- Follow up on the implementation by the sustainability team & top management.



Actions related to the strategic targets (3/3)

Target 3

Increase community involvement and development.

Planned actions

1. Adding two more tribes to participate in the weekly desert dinner in the security field and trades. (23 persons; females & males with different age categories). No children allowed unless participating in social occasions.
2. Establishing a Health Clinic to support local community as an addition to health care establishments in the region - fully equipped clinic with complete health care clinics & IC unit - services are against symbolic payment i.e. LE 15.00 per person (fees of entrance for locals) to support the spirit of participation.

Follow up so far

- Follow up on the implementation by sustainability team & sales and marketing team.
- Agreements signed: 5 agreements signed with suppliers so far.



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

1. Reviewing and modifying the Hotel's Vision, Mission and Policies to reflect its commitment to SR & sustainability.
2. Reviewing and integrating environmental values and issues into Code of Business Conduct.
3. Revising and modifying purchasing and contracting policies with suppliers to include ISO 26000 principles and issues.
4. Reviewing the Hotel's existing values to add new ones that align with ISO 26000 principles and issues, adding definitions to each value (specify the meanings to all stakeholders and each one's part in it).
5. Changing the Hotel's slogan into “More Sustainable Village” .
6. Engagement with all our stakeholders even our competitors.
7. Reviewing the Code of Business Conduct based on ISO 26000's 7 principles & core subjects to be followed up by all our stakeholders.



**We always participate in any community service or activities
Sharm El-Sheikh Clean-up Day – Aug 2014**



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

- We have used the gap analysis to identify the shortfalls in respect of ISO 26000's principles and core subjects.
- We have prioritized the material issues in the Hotel based on their significance and relevance in order to identify the priorities of actions to be implemented within the action plan on ISO 26000.
- We have identified the results (KPIs) from implementing each action along with its impact on the 3 aspects of sustainability i.e. social, economic and environmental.
- We have developed a plan for monitoring our SR performance to ensure that these actions have realized the intended results and objectives.
- We have developed a Communication Plan on our SR performance including meetings and dialogue with stakeholders, website information, posters and public events.



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

We have:

- Held several periodic meetings with our key suppliers to raise awareness on ISO 26000 and the benefits resulting from its implementation before modifying the contracts between us and them to make sure that they will be committed to SR and SD.
- Made an initiative to exclude the breakage budget from the 12% of service charge deducted from employees. We could reach an agreement with the Egyptian Ministry of Manpower and make this initiative binding to other hotels in South of Sinai in favour of the working staff.
- Made another initiative to divide the 12% of service charge equally between all employees whether in direct or indirect contact with guests since previously it was divided as 60% & 40% respectively. Also, an agreement has been reached with the Ministry and so other hotels in Sinai have applied this system.

The Official Presidential Publication published our initiative and agreement to exclude the breakage budget from the 12% of service charge deducted from employees. We reached an agreement with the Egyptian Ministry of Manpower and made this initiative binding to other hotels in South of Sinai in favour of the working staff.

This has given us the leading attitude and classified us as a transformative organization that is followed even by other counterparts regarding the Social Responsibility.

وزارة القوى العاملة والهجرة

اتفاق عمل جماعى

إنه فى يوم الثلاثاء الموافق ٢٠١١/٧/٥ تم الاتفاق بين :

أولاً - فندق دومينا كورال باى - شرم الشيخ ، الكائن مقره شرم الشيخ ،
 ويمثله فى هذا الاتفاق السيد/ ياسر محمد محمد العبد مفضلاً عن الفندق بموجب التفويض
 المؤرخ ٢٠١١/٧/٤ (طرف أول)
 ثانياً - النقابة العامة للعاملين بالسياحة والفنادق ، الكائن مقرها ٩٠ شارع الجلاء -
 القاهرة ، ويمثلها قانوناً السيد الأستاذ/ محمد هلال الشرقاوى - رئيس النقابة العامة
 للسياحة والفنادق . (طرف ثان)

تمهيد

لما كانت النقابة العامة للعاملين بالسياحة والفنادق منوطاً بها حماية حقوق العمال
 ورعاية مصالحهم ،

ولما كانت المادة الأولى فقرة (٨) من قانون العمل رقم ١٢ لسنة ٢٠٠٣ ،
 قد اعتبرت النسبة المثوية التى يدفعها العملاء مقابل الخدمة فى المنشآت السياحية
 فى حكم الوهبة التى تعتبر جزءاً من الأجر ،

ولما كانت المادة الأولى من القرار الوزارى رقم ١٢٥ لسنة ٢٠٠٣ بشأن توزيع حصيلة
 مقابل الخدمة فى المنشآت الفندقية والسياحية قد نصت على : «مع عدم الإخلال بأى نسب
 أفضل للعاملين يحددها النظام الأساسى للمنشأة أو العقد الاجتماعى توزع الحصيلة الكلية
 لمقابل الخدمة على الوجه الآتى :

(٨٠٪) من الحصيلة الكلية للعاملين بالمنشأة .

(٢٠٪) من الحصيلة الكلية للمنشأة مقابل الكسر والفقد والتلف» .



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

- To engage internal and external stakeholders in various SR activities and improve communication through:
 - Periodic meetings and different social activities.
 - Sending e-mails.
 - Developing questionnaires to measure extent of their satisfaction and get acquainted with their expectations/needs.
- We established an educational laboratory to encourage learning through electronic media and computers (self-studies) that will be a seed to establish Domina Training TV channel to serve the internal community
- We plan to increase the no. of our trained internal stakeholders (esp. employees) to use our well equipped facilities to host more technical, soft skills and language trainings (local & international instructors.)
- We plan to develop internet training website to serve the domestic tourism labours.



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

- We always participate in any community service or activities with other hotels in Sharm El-Sheikh e.g. Clean-up Day.
- We have coordinated with the Egyptian Food Bank to use the Hotel's leftover food to eliminate hunger, to support local communities in South Sinai territory and to encourage other sister hotels to take us as a role model as we are the pioneers in Sinai in this respect.
- 2 successful initiatives were made with the Egyptian Ministry of Manpower in favour of the tourism labours to:
 - ✓ Exclude the breakage budget from the 12% of service charge deducted from employees, and to be applied by other hotels in South of Sinai.
 - ✓ Divide the 12% of service charge equally between all employees whether in direct or indirect contact with guests since previously it was divided as 60% & 40% respectively, and to be applied by other hotels in South of Sinai.

مناورنا للقضاء على الجوع = < =

برامجنا للقضاء على الجوع = < =

شركائنا في القضاء على الجوع = < =

معاونة الجوع = < =

أسئلة شائعة = < =

اتصل بنا = < =

متبقي للقضاء على الجوع 2020

06 01 07
سنة شهر يوم

في ناس، الجوع بالنسبة لها إختيار و في ناس بالنسبة لها إجبار

تبرع الان مع بنك الطعام المصري

اشترك بقائمتنا البريدية

اشترك

اشترك جمعيات

لكل الجمعيات التي ترغب في الإشتراك، برجاء الدخول على هذا الرابط لتحميل إستمرار الشروط وإستيفاء الأوراق...

اشترك الآن

7 سنوات للقضاء على الجوع

مشوار بدأناه من 7 سنين و مكملين كمان 7 سنين، هدفنا القضاء على الجوع في عام 2020 بالتعاون مع كل من يهمه أمر من بات جائعاً على أرض مصر

تبرع الآن



**Al Ahram Institution for Tourism – Winter trainees
Dec. 2014**



Fully equipped Medical Centre - All specialties are included



The Organic Farm





Our recommendations & lessons learnt

1. We recommend other organizations to:
 - Apply and integrate ISO 26000 principles and core subjects throughout their policies, strategies and practices as a tool that has proven a great success in any sustainable strategy embraced by any organization; company, NGO, educational institution or even governmental body.
 - Increase their internal and external stakeholder engagement and communication on their SR activities.
2. We learnt that any project will not achieve its business goals with success unless embracing the 7 principles & core subjects of ISO 26000. Such tool will guarantee a proven success with sustainability.