



## The reality of Social Responsibility in Algeria's Private Company adopting ISO 26000: Case study of -NCA Rouiba-

واقع المسؤولية الاجتماعية في المؤسسة الجزائرية الخاصة المتبنية لمعيار الايزو 26000: دراسة حالة - أن.سي.أ. رويبة -

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### Abstract

This research addresses the reality of social responsibility in the Algerian private company adopting the ISO 26000 standard. It aims at scrutinizing the core concept of social responsibility, its principles, and issues, considered as the roots of socially responsible behavior, and then displays the phases of their integration into the administrative system of the Algerian private institution. It will rely on the analytical descriptive approach for the sake of attaining the main sought goal. It will also use the study case approach by highlighting the experience of NCA Rouiba company, which obtained the recognition of the implementation of the standard "ISO 26000", being an Algerian private company that adopted and embodied the social responsibility.

### Keywords

Social Responsibility (SR), ISO 26000, Project (SR.MENA), Program (SPRING), The NCA Rouiba Company.

JEL Classification Codes : M14, L32, O19, Q01.

الكلمات المفتاحية	الملخص
المسؤولية الاجتماعية، الإيزو 26000، مشروع برنامج مؤسسة أن.سي.أ. رويبة.	يعالج هذا المقال واقع المسؤولية الاجتماعية في المؤسسة الجزائرية الخاصة المتبنية لمعيار الايزو 26000، ويهدف إلى تحليل مفهوم المسؤولية الاجتماعية، مبادئها والقضايا التي تشملها باعتبارها أساس السلوك الاجتماعي المسؤول، وكذا رصد مراحل إدماجها في النظام الإداري للمؤسسة الجزائرية الخاصة. واعتمدنا في ذلك على المنهج الوصفي التحليلي، إضافة إلى استخدام منهج دراسة حالة من خلال عرض تجربة مؤسسة أن.سي.أ. رويبة كنموذج لمؤسسة جزائرية خاصة معترف بها من طرف المنظمة الدولية للإيزو بتبنيها وتطبيقها لإرشادات المواصفة القياسية للمسؤولية الاجتماعية.

تصنيف JEL: Q01, O19, L32, M14.

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## **I. INTRODUCTION:**

Since independence, the Algerian economy has undergone profound transformations in which several reforms have paved the way for a private sector-led economy. In light of the changing attitude of the Algerian authorities towards the importance of the private sector and the need to activate it is the axis of the development process, it is imperative to expand the view of private companies in their own right and not only in the economic dimension to go beyond the mere focus on maximizing profits, by adopting an effective strategy to integrate the principles and dimensions of social responsibility into its decisions, policies, and operations, as it has the right and duties towards society. As they get the advantage of the benefits to achieve their goals, they must in return contribute in solving the problems and meet the needs through the social practices imposed by the laws, which are governed by the deontology, in addition to those that stem from the extent of the company's sense and appreciation of the requirements of the society which is part of it. However, private sector companies alone cannot be expected to adopt the philosophy of social responsibility unless they are supported by both the government sector and civil society. In this context, the Algerian government has initiated efforts aimed at guiding the companies to reflect the concept of social responsibility. The government has passed laws and legislations that fall within the framework of protecting the environment, taking into account workers' rights, consumers' protection... It launched a program called (SPRING), with the aim of enhancing and consolidating governance in Algeria, in addition to the above, Algeria is one of the seven Arab countries that adopted the international standard of social responsibility, as part of its accession to the project (rs.mena).

Hence, the features of our problematic are highlighted. In this research, we will address it by answering the following main question: **What is the reality of adopting the culture of social responsibility in Algeria's Private Company?**

To answer this question, this study is divided into a theoretical part and a practical one. The theoretical part deals with the definition of social responsibility, the guiding standard (ISO 26000), and the international projects that allowed this modern administrative concept to be introduced into Algeria to build awareness of social responsibility and sustainable development concepts. In the practical part, the experience of the NCA Rouiba in terms of stages of integrating social responsibility is studied as well as the most important practices it has undertaken in this regard, seeing its relevance to the subject of the study in terms of belonging to the private sector on the one hand, in addition to being decorated for the implementation of the International Standard for Social Responsibility. The study is concluded with results of the adoption of social responsibility in (NCA Rouiba Company), and a number of important solutions to support the adoption and embodiment and spreading of the culture of social responsibility at the level of private sector companies in Algeria.

## **II. Previous Studies:**

**1- Karn Khira, “The reality and prospects for the adoption of social responsibility in the economic company :An Empirical Study on a sample of productive companies in the wilayas of Medea, Djelfa and Laghouat”**, PhD thesis, Commercial Sciences, University of Medea, 2017.

The study aimed at highlighting the reality of the adoption of social responsibility in the productive companies working in the wilayas of Medea, Djelfa and Laghouat”, through the study of: the level of the current implementation of the dimensions of social responsibility, adoption obstacles, encouraging incentives, pressure groups’ role (Consumer protection associations, environmental protection associations, and other civil society organizations), and future prospects for social responsibility in these companies. To achieve the objectives of the study 60 questionnaires were distributed to the executives of 17 productive companies, after statistically analyzing the data, the most important results following were: Companies apply economic and environmental responsibility at a high level, but the level of implementing the social responsibility is still average. and there is a set of obstacles before the companies for the adoption of social responsibility, particularly the lack of time as well as the lack of teachings regarding the definition of the concept and importance of social responsibility.

**2- Fellag Mohamed, “An applied study in Algerian economic establishments holding ISO 9000 certification”**, PhD thesis, Management Sciences, University of Chlef, 2014.

This dissertation explores the factor of sustainable competitive advantage of strategic CSR in Algerian Companies. In this regards, the areas of this study cover to CSR types, the motivations and drivers, strategic CSR activities and benefits and perception of CSR in Algeria. The findings will be analyzed by compare and contrast across personal and functional variables. The findings are possibly benefits to Algerians’ management in terms of understand the relation of CSR concept and sustainable competitive advantage so as to make decision to implement CSR in organization.

**3- Abdelnour Nadji, Amara Nadji, “Activating the role of social responsibility for the private sector in sustainable local development in Algeria”**, Scientific Article, Annals of the University of Guelma for Social and Human Sciences, No. 20, June 2017.

The study seeks to monitor and assess the reality of the social responsibility of the private sector institutions in Algeria and to know the extent to which institutions can be adopted and applied in paternship with the local administration to embody sustainable local development. Since the implementation of the economic reform measures 1990s in Algeria, the most important challenge to the private sector has been the embodiment of social responsibility at the locale level, especially after the reform of local administration and the amendment of local community laws. The private sector is responsible for contributing to improving the living conditions of the citizens and providing their needs; social security and health insurance, a adequate housing, employment and others social services. The level of social responsibility of the private sector at the local level has not yet reached what is required despite the economic incentives and legal tests; the reason for delaying the doption of social responsibility is due to factors sush as the recent emergence and development of the private sector, the concept of social responsibility is not crystallized as a concept among institution officials, consumer associations and professional institutions in pushing for the adoption and activation of social responsibility practices.

**4- Bahlouli Sarah, "Corporate Social Responsibility in Algeria: Empirical Study of Many Companies"**, Article in Roa Iktissadia Review, University Eloued, Algeria, Issue 09, December 2015.

The study aimed to find out the reality of the practice of social responsibility in the Algerian economic companies, and the extent of awareness of managers and directors of the concept of social responsibility and the extent of its application and the degree of adoption in the Algerian companies. The study was conducted on a set of economic companies that are active in all of the state of Setif, Bordj Bou Arreridj. Where the study form distribution frames this companies, and she came in the end that there is a lack of social responsibility as a concept in the company strategy under study while she found variation in the exercise of these companies of their responsibility social.

**5- Atil Ahmed, Dadene Abdelouahab, "The Notion and Concept of CSR in Algerian SMEs: Between a fuzzy perception and a controversial representation"**, Scientific Article, First international conference on the behavior of economic companies facing the challenges of sustainable development and social equity, University Ouargla, Algeria, 20-21 Nov, 2012.

The objective of this article is to study the perception of the concept of CSR in Algerian SMEs. Our approach is purely exploratory. It is based on a quantitative study carried out with 86 SMEs. The research results first allowed us to identify the perception of the concept of CSR. Then, to develop, according to the perception of the leaders, typologies of groups of SMEs. Finally, to propose an analysis scheme for these practices allowing a diagnosis of the environmental commitment of Algerian SMEs.

### **III. Theoretical Framework for Social Responsibility**

#### **1. Definition of Social Responsibility (SR):**

The concept of social responsibility was not clearly known at the beginning of the 20th century, as companies focused on maximizing their profits by all means, and with the increased criticism directed at this concept, there have been signs of companies adopting a role towards the society and the environment in which they operate. In this context, several studies and jurisprudence have emerged to define the concept of social responsibility, which has undergone substantial changes over time and is still known as developments with the development of society and its expectations.

The first to write on social responsibility is the American economist **John Maurice Clark**, who published his first article, entitled "**the changing basis in economic responsibility**" in 1916. In this research, he proposed expanding the scope of the company's responsibility to include the social dimension<sup>1</sup>.

This study was followed by another research by the founding father of social responsibility, **Howard Bowen** (1953), under the title "**Social Responsibility of the Businessman**", in his view: hundreds of companies have the authority to determine the course of citizens' lives in addition to other things. Thus, the social responsibility of the businessman may be one of the means to address many economic issues, he also believes that businessmen have a responsibility to follow policies, make decisions and carry out activities that are considered valid and useful in terms of goals and values in society<sup>2</sup>.

In his book “**An Introductory View of Management**” (1977), **Peter Drucker** dealt with social responsibility, where he defined Social Responsibility as the company’s commitment to the society in which it operates<sup>3</sup>. Despite this narrow definition of social responsibility, as a starting point for subsequent studies, the door opened wide to study the subject in different directions.

Another scholar, **Francklin Strier** (1979), wrote in an article in the “**Journal of Engineering Management**” where he noted that social responsibility represents society’s expectations of enterprise initiatives in their area of responsibility towards society and beyond the limit of compliance with the law in such a manner that does not harm the establishment of its basic functions to obtain an adequate return from its investment<sup>4</sup>.

**Holms** expressed his view of social responsibility as "an obligation of the company towards society in which it operates, by contributing to a wide range of social activities such as fighting poverty, improving health services, combating pollution, creating jobs, and solving the problems of housing, transportation, and others<sup>5</sup>.

**Philip Kotler and Nancy Lee** give the following definition: SR is a commitment to improving the welfare of society through discretionary business practices and institutional resource contributions<sup>6</sup>.

Accordingly, the different definitions of social responsibility activities are not mandated by the law but are voluntary commitments by the business organization through the selection of practices and the making of such contributions.

**Robbin's** view also put forward a view in which he highlighted the distinction between social responsibility and social response according to a range of dimensions, pointing out that the first is based on ethical considerations which focus on the ends of the goals in terms of long-term commitments, while the social response is only a practical response by different means to the changes and social events in the medium and near ranges.<sup>7</sup>

**Carroll** defined social responsibility as all decisions, philosophies, methods and administrative actions that consider the development and well-being of society as a prime goal, it is then a commitment of the business sector towards society, and that this commitment will work to maximize the positive effects of the activities of companies on society and reduce the negative effects of those activities to the greatest extent possible, he thinks that social responsibility is a concept that has four main dimensions: economic responsibility, legal responsibility, moral responsibility and voluntary responsibility.<sup>8</sup>

Carroll is, therefore, the first to give a comprehensive definition of social responsibility and the first to establish its theoretical fundamentals.

The concept of social responsibility has taken a new path, in a more comprehensive framework and shifted from a narrow concept, dealing with immediate environmental events, to a strategic goal that needs to be given great importance in long-term strategic planning. This view was confirmed by **Daft**, stating that social responsibility is the principal duty of the company’s direction regarding making important decisions and actions in a way that achieves the welfare and interests of society.<sup>9</sup>

Each one of the above definitions focused on a different aspect of SR, this variety in definitions reflects the fact that social responsibility is, in fact, a complex structure. In this field, researchers have pointed out that the concept of social responsibility is a concept whose exact dimensions have not yet been determined, both in terms of the extent to which it should be reached and in terms of the horizon from which it stems.<sup>10</sup>

## **2. ISO 26000, Guidance on social responsibility:**

The guiding standard (ISO 26000), which is a set of guidelines for social responsibility that gives companies and organizations recommendations to operate in a socially responsible manner, that is, to act ethically and transparently to contribute to good health and well-being of society, they are thus encouraged to adopt an attitude that goes beyond simply respecting the law, while knowing that the respect of the laws is a fundamental duty and an essential aspect of the social responsibility<sup>11</sup>.

The standard was launched in 2010 following five years of negotiations between many different stakeholders across the world. Representatives from government, NGOs, industry, consumer groups, and labor organizations around the world were involved in its development, which means it represents an international consensus. Its goal is to contribute to global sustainable development, by encouraging business and other organizations to practice social responsibility to improve their impacts on their workers, their natural environments and their communities.

The guidance provided in ISO 26000 is designed to be clear and instructive, even to non-specialists, as well as being objective and applicable to all types of organization, including big companies, small and medium-sized enterprises, public administrations, and governmental and non-governmental organizations, as well the standard does not contain requirements but guidelines; it does not lend itself to certification, unlike other well-known ISO standards. On the other hand, it makes it possible to clarify the notion of social responsibility, to help companies and organizations to translate principles and issues into effective actions based on international norms of behavior<sup>12</sup>. And, the Principles and Core Subjects of ISO 26000 are:<sup>13</sup>

- The Seven Key Principles, are:

1. Accountability.
2. Transparency.
3. Ethical behavior.
4. Respect for stakeholder interests (stakeholders are individuals or groups who are affected by, or have the ability to impact, the organization's actions).
5. Respect for the rule of law.
6. Respect for international norms of behavior.
7. Respect for human rights.

- The Seven Core Subjects, which every user of ISO 26000 should consider, are:

1. Organizational governance.
2. Human rights.

3. Labor practices.
4. The environment.
5. Fair operating practices.
6. Consumer issues.
7. Community involvement and development.

### **3. Social Responsibility in the Middle East and North Africa:**

All countries in the region have a great history and cultural heritage. They have outstanding natural and historical sites which are also renowned tourist attractions. Some of them possess significant natural resources and most of them have experienced sustained economic growth, even if it declined in the aftermath of the financial crisis. However, all of them face severe challenges in terms of social, economic conditions, this is compounded by severe environmental challenges, primarily in the form of general water scarcity, which is likely to be exacerbated by climate change. In the foreseeable future, climate change is expected to produce flooding in some areas and droughts in most areas, coupled with a significant reduction in agricultural yields .

Against this background, the SR MENA Project -which spanned four years (2011-2014)- aimed to take practical steps that would contribute to building or strengthening a civil society and to assist key players in the region (government, business, civil society groups and others) in addressing various challenges<sup>14</sup>, specifically in eight pilot countries: Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Tunisia, and Syria; (The implementation in Syria was interrupted when the NSB's ISO membership for this country was suspended in February 2014), funded by the Swedish International Development Cooperation Agency (SIDA), it was part of the implementation of the ISO Action Plan for Developing Countries, and the ISO Department for Development and Training Services (DEVT) was responsible for managing it in close collaboration with ISO members. The aim was to contribute to the implementation of a sustainable development strategy by effectively integrating the principles and practices of social responsibility (ISO 26000) into the MENA region, giving a central role to national standards bodies (NSB). And the concrete objective of the project was to develop local skills and capacities on ISO 26000 and its implementation to help organizations and companies apply the principles in their activities. It was also intended to facilitate the exchange of experiences and good practices on the application of the standard at the regional level among the partner countries.<sup>15</sup>

To achieve these objectives, selected companies were trained to integrate social responsibility and sustainable development into their strategies, policies, and operations and by supporting them through consultancy services provided by national and international experts. Over 8 000 staff members from 91 pilot companies received training and consultancy to raise their understanding of social responsibility and qualify them to implement SR approaches. The companies were, in turn, supported by 109 national experts who were specially trained in social responsibility issues throughout the project by international experts selected by ISO for this purpose.

The companies concerned span a broad range of types and sizes, from NGOs involved in providing education to the most disadvantaged segments of the population, too small manufacturing companies, banks, and public utility companies (e.g. water, sewage and electricity plants), to luxury hotels, specialized hospitals, and environmental protection agencies. Some of these companies rely

on public funding while others are privately owned and depend entirely on their own revenues. In addition to supporting these companies, public awareness events, training sessions, and dialogue with political and government officials were initiated to increase knowledge about, and experience in, social responsibility in the various countries. These events were attended by over 4 600 participants. In some countries, in particular, Egypt and Tunisia, the project seems to have had considerable influence on important national policies. This is evidenced by the fact that social responsibility principles and issues from ISO 26000 are referenced in Tunisia's new Constitution and governance framework as well as in Egypt's Sustainable Development Strategy 2030.<sup>16</sup> For Algeria, the main results of its adherence to the project are<sup>17</sup>:

- 16 Algerian experts received special training on social responsibility issues by international experts selected by ISO for this purpose.
- More than 250 employees in the companies that are involved in the project received training and consultations to increase their understanding and qualify them to apply the SR approach.
- The participation of 16 Algerian companies in this project in order to meet the standards set by the International Organization for Standardization, Only three companies (One public company and two private companies, among them NCA Rouiba company) received recognition of the embodiment of social responsibility in accordance with the ISO 26000 guidelines.

#### **4. Support for Partnership, Reforms and Inclusive Growth (SPRING Program):**

The EU-funded SPRING program was launched by the Ministry of Commerce under the P3A Implementation Program officially on 19 December 2013 and continued for five years until 18 December 2018, The agreement aims to support the Mediterranean Neighborhood Countries - including Algeria - to improve economic and political governance and support the world of media and civil society.<sup>18</sup> And as part of this program (SPRING), a project was launched to support the Algerian Institute for Standardization (IANOR) to encourage and assist companies in Algeria to take account of social responsibility by adopting the principles and areas of social responsibility of the standard ISO 26000, which was launched in January 2017 until 2018.<sup>19</sup>

At the end of this project, which lasted for 18 months, the following main results were achieved:<sup>20</sup>

- 10 Algerian experts have been trained and demonstrated their skills in ISO 26000, where they were responsible for the training of Algerian companies, and developed a national assessment manual for NA / ISO 26000.
- 14 diagnoses were carried out on (03) People's Municipal Assembly, (02) Public Industrial and Commercial Establishment, and (09) SME, thus achieving 93% of the initial goal.
- 13 of the 15 companies planned at the beginning of the project were able to build their capacity to adopt and use the ISO 26000 standard.
- Formulation of the Algerian Guide to the Evaluation of Social Responsibility in accordance with the NA / ISO 26000 standard, and it was activated by learners and experimental organizations and tested in (05) companies.



#### **IV. The experience of the “NCA Rouiba” company in the adoption of Social Responsibility**

In 1966, a family venture was established, called (Nouvelle Cannery d’Algérie) "The Algerian New Cannery", In a dynamic expansion, the company started the activity of fruit drinks in 1984. It was launched under the brand Rouiba in reference not only to the city where it is located but also as a symbol and acknowledgment of gratitude for the community surrounding the plant. In 1989, Rouiba made history by innovating and offering, for the first time in Algeria, pasteurized juices and packaged in aseptic carton packaging: It is the conservation Flash pasteurization, derived from the Louis Pasteur, who invented pasteurization, which better preserves the taste of fruits and vitamin “C” they contain.<sup>21</sup>

The company has continued to develop its expertise and experience in the food industry and was able to become one of the leading companies in this field in Algeria, with a turnover of 5,986,525 (in thousands of DA). It is looking forward to being among the top 10 companies in North Africa in this sector in 2030, by contributing to local development, selecting clean technology, training and developing human resources, contributing to the improvement of the business climate, meeting the highest standards...<sup>22</sup>

##### **2.1 Identification of Social Responsibility -in what is the company concerned-:**

###### **1. Shareholders:**

- Profitability.
- Dividends / Stock Exchange Shares.

###### **2. Employees:**

- Relationships and working conditions (Well being: Observatory).
- Freedom of trade unions and the right to bargain.
- Guarantee non-discrimination and the gender approach.

###### **3. Customers**

- Product safety
- Consumer's right to information

###### **4. Environmental responsibility**

- leftovers and wastes
- Recycling of packaging

###### **5. Professional community and value chain:**

- Development of advocacy and lobbying for the development of good SR practices
- Influence on the value chain of the product

###### **6. Community:**

- Youth and education

##### **2.2 The stages of the adoption of the Social Responsibility by the NCA Rouiba:**

The integration of social responsibility in the NCA Rouiba has gone through several steps, which will be summarized as follows<sup>23</sup>:

1. As a first step, the NCA Rouiba established a committee dedicated to the implementation of the Social Responsibility Guideline.
2. Development of project planning and interim deliverables.
3. Evaluation of the results of the first SR action plan developed during the 2012-2013 phase.
4. Review of the whole process after the analysis of the results of the project and launch of phase 2 in 2013-2014: work with the national expert on:
  - Review of the vision, mission, and values of the company.
  - Update strategic axes and declination of objectives into indicators.
  - Involvement of the social partner in the process.
  - Valorization of existing good practices.
  - Participation and communication during several meetings, seminars, awareness days, CSR-Algeria site, ...
  - Update of the SR action plan.

### **2.3 The main SR integration measures:**

#### **2.3.1 Focusing on the review of governance, systems, and procedures (1/5):**

##### **• Governance:**

- A formal commitment of the management in a sustainable development approach at the level of the board of directors, leading to the update of the vision and company policies.
- Creation of a position in charge of corporate governance at the company level.
- Evolution of the position of head of management systems towards the responsibility of the integrated system including the SR.
- Management commitment to implement public reporting and communication about Sustainable Development.

##### **• Systems:**

- The transition from a quality management system to an integrated management system based on ISO 9001, ISO 14001 ISO 22000 (integrated certification) and an SST dimension referring to OHSAS 18001.
- Integration of SR axes and objectives in the integrated management system.

##### **• Procedures:**

- Revision of the internal and external communication procedures.
- Revision of the recruitment procedure (disabled).

#### **2.3.2 Focused on Measurement - SR performance monitoring and reporting (2/5):**

- Upgrade the company's strategic scoreboard (CSS) in the framework of the SR MENA project with the integration of SR indicators.
- Integration of the Quality Management System (QMS) taking into account ISO26000 core issues and relevant areas of action.
- And especially at the level of management reviews.

- Preparation of a sustainability report based on GRI for the 2014 financial year.

### **2.3.3 Focused on the sphere of influence (3/5):**

- Active contribution of the leadership of NCA ROUIBA in the integration of the sustainable development stakes and the concept of SR, in the strategies and documents of public policies in particular: - The economic and social pact signed in 2015 by the tripartite (trade unions, employers' organizations, government).

- Active contribution to the explicit reference and recommendation of the use of ISO 26000 in the strategy documents of employers' organizations think tanks and NGOs to which NCA ROUIBA participates and in particular CARE (Circle of action and reflection around the company ) and AAPB (Association of Algerian Producers of Beverages).

### **2.3.4 Focused on the sphere of influence (4/5):**

- **internal communication and training:** Organization of several action training sessions on topics related to the integration of ISO 26000 into the company, such as corporate governance, sustainable development reporting, and the integration process of the management system.

- **External communication:** Participation in the promotion of the SR during national activities: Participation in 7 national events on sustainable development, SR and promotion of ISO 26000 (excluding the SR MENA project).

- **External communication:** Active participation in communication activities of the SR MENA project led by IANOR, such as the JNS and regional and international meetings on the project.

### **2.3.5 Focused on the sphere of influence (5/5):**

#### **- Participation in national SR initiatives including:**

\*A founding member of the Algerian Institute of Corporate Governance, HAWKAMA EL DJAZAIR, which aims to promote good practices of SR in Algeria.

\* The participatory website [www.rse-algerie.org](http://www.rse-algerie.org) launched in partnership between HAWKAMA EL DJAZAIR and the observatory of social responsibility "ORSE" (France). This site promotes the SR while being a tool for reporting and sharing best practices.

\* The draft code of ethics for beverage producers in Algeria through the APAB association, and the Algerian beverage label centered around consumer issues.

#### **- In the project: UNGC membership.**

### **2.4 Actions related to the strategic objectives:**

#### **Objective 1: Put in place a framework for social dialogue and the fight against discrimination**

- **Planned actions:** Provide a motivating professional environment for staff.

1. Establishment of a wellness observatory and motivation.
2. Creation of a KPI committee "Knowledge, Performance, and Innovation".

In a sense of constant questioning and continuous improvement, NCA-ROUIBA created an observatory named "Wellness & Motivation Observatory" with the aim of measuring through surveys, the general climate that characterizes the company, at a specific moment in its life. A KPI (Knowledge-Performance-Innovation) committee is created to process the results of the observatory and to follow the launched projects. The implementation of the observatory and the KPI committee was carried out following a diagnosis involving human resources, service management and employees in the form of interviews, meetings and working sessions. At the origin of this innovation, the conviction of top management that only the combination of talents, dialogue and innovation can contribute to improving the company's practices and that by integrating the principles of sustainable development and the concept of social equity. Therefore, the observatory is a source of information that is useful for the efficiency and the good functioning of the KPI committee. It has become the backbone of the system put in place to ensure the optimized management of human resources, in its strategic and operational dimensions.

**- Follow up to date:** An investment of **70 million dinars** for:

- A new system of remuneration;
- Global management system;
- Support of the health of the employees (management by the company of the care of the employees)
- Spaces of life of the employees.

**Objective 2:** Mitigate the environmental impact of the activity:

1. Mitigate the impact on climate change;
2. Master the management of wastes.

**- Achieved actions:**

✓ **Air Protection:** Investment of:

- **8 300 000 DZD** Elimination of CFC gases and protection of the ozone layer (Change of fluid).

- **1 900 000 DZD** Change of backup fuel (heavy fuel oil) by the less polluting gas oil: reduction of air pollution, but also the risk of pollution of soil and water.

✓ **Water Protection:**

Acquisition of a **6 520 000 DZD**, CIP station for the recovery of rinsing water.

These installations can, on the one hand, reduce the consumption of water and, on the other hand, avoid it being polluted.

Installation of an equalization tank for liquid discharges: 200m<sup>3</sup>, objective: dilution of discharges before evacuation to the sewerage network.

✓ **Waste management:**

Selective sorting of waste and recovery of 100% of waste + **6 million DA** per year.

✓ **Energy:**

Two studies conducted for:

- Energy compensation: Evaluation of the power of reactive energy compensation batteries.

- Condensate recovery: proposed recovery system that adapts to the plant's steam network configuration.

**- Follow up to date:**

- 58% of recovered and recycled waste goal for the next two years 70%.
- Regulatory control of installations: compliant.

**Objective 3:** Formalize good practices of involvement in local development and in society

1. Formalize objectives related to local development.
2. Establish communication and follow up on these actions.

**Examples of actions:** "40 Patronage actions, development, and donations identified for the year".

- Santa Cruz: Renovation of the Basilica of Santa Cruz in Oran (3 years of work).
- FIKRA: Citizens' initiative for young people - creator of initiative and positive reflection on the development of society (Realized February 2015).
- *Handicapé Moteur* Association: the company helps a disabled sports association of Basketball every year.
- Various associations of assistance to the underprivileged: Example the association Heart on the hand and Emiral association which offer meals to the homeless (each year).
- FIBDA: International Exhibition of Comics - an initiative to support development through art and especially the art of comics. We are a Gold sponsor of this event.
- Injaz El Arab: active participation in the development of youth entrepreneurship.

**- Follow up to date:**

- Budget per year 19 million DZD.
- Indicator: 25% progress.

**V. CONCLUSION:**

At the end of the study, it is possible to say that the companies must recognize the difference between charitable and humanitarian work and the concept of social responsibility. The first are practices that have nothing to do with the mission of the company and its strategic objectives. They are carried out individually and irregularly, while the second is part of the general policy of the company, and also projects that contribute to the country's social and economic development plans.

The NCA Rouiba and other private national companies that have received the International Organization for Standardization (ISO) recognition of the application of the ISO 26000 standard or are seeking to obtain it as official evidence of their conviction of adopting the SR approach as part of their policies and strategy, but they are few companies, which is reflected in turn on the lack of programs and practices of social responsibility in Algeria on the one hand, and the lack of the culture of smart giving to the other economic companies on the other. Most of the research and applied studies that dealt with this subject mentioned examples of companies in Algeria that carry out many important social activities, although it has not received ISO 26000 certification, these activities reflect the superficial concept of social responsibility, most of them revolve around seasonal charity works. In addition to the application of minimum social responsibility, i.e., to focus

on the economic and legal dimensions only; therefore, weak initiatives have no resonance in the business world because they are merely actual responses in the form of traditional programs and at specific times or events.

Therefore, Even though the most important trait of the private sector in Algeria is that the economic structure is mainly dominated by the private sector; where the private sector companies accounted for (98%) with a total of (915316) private companies from the total economic companies in Algeria, whereas the share of the public sector did not exceed (1.8%) with a total of (16718) public companies, but there is strong reluctance to adopt and embody social responsibility by the private sector companies in Algeria, due to many reasons, the most important of which are:

- The erroneous comparisons between the giant, medium and small companies in terms of the kind and magnitude of the social issues that they initiate, generate some frustration in some companies and may make others retreat completely from the adoption of social responsibility once thought of limited financial resources.
- Many companies consider that the adoption of programs within the framework of social responsibility is not within their competence, which would carry additional costs that hinder their economic role.
- The legal and regulatory framework of social responsibility is insufficient to induce private companies to adopt social responsibility.
- The scarcity of specialists and experts who supervise the social responsibility of companies.
- Absence of encouragement and incentives such as organizing competitions and awarding outstanding companies in the application of the social responsibility approach.
- Absence of the role of the media in raising awareness of the social role of companies, and praising successful models in this field.
- Lack of awareness and knowledge of social responsibility and its importance to company leaders.
- Lack of coordination and cooperation between the private sector and each of the actors (government sector and civil society) to achieve charitable projects based on an integrated institutional system that gives social responsibility practices the stamp of partnership, professionalism, and sustainability.

**- As for the most important results of the adoption of social responsibility in (NCA Rouiba Company):**

- Having a global vision of our social responsibility.
- Moving towards the notion of societal performance rather than towards one-off actions or the conformity approach of quality systems.
- Setting priorities in relation to the requirements and expectations of internal and external stakeholders.
- Improving commitment and motivation of staff.
- Effective waste management program through sorting, recycling, and recovery.
- Reducing greenhouse gas emissions.
- Decreasing water consumption and contamination

- Maintaining a continuous relationship with all stakeholders by ensuring effective communication.
- Improve participation and community outreach through donations and support to charities.
- Publication of the Sustainable Development Report in accordance with the Global Reporting Initiative (GRI) model.
- The main lesson learned from the ISO 26000 integration project is the need to develop a SR action plan and allocate the necessary resources.
- The company's use of the ISO 26000 Global Guidelines has helped it adopt a social responsibility approach in the right, accurate and deep manner, therefore the International Organization for Standardization recognized that it adopts and embodiment of social responsibility through:<sup>24</sup>
  - ✓ Strategy, policies, and processes.
  - ✓ Environmental performance.
  - ✓ Social and economic issues (the ones that have shown the least progress compared to previous areas).

## **VI. - Recommendations:**

In order to promote the embodiment of social responsibility in NCA Rouiba Company, especially the practices related with social issues, as well as to facing the obstacles that prevent the spread of a culture of social responsibility within private sector companies in Algeria, we provide the following important recommendations:

- One of the most important solutions that can help push the company to increase more attention to community practices, is to identify at least a targeted group of society to offer a program that contributes to development.
- To approach the leading companies in their embodiment of social responsibility to exchange experiences and knowledge, as well as to consult and cooperate with them to develop joint social projects of sustainable benefit.
- The company must link social responsibility practices to its financial capabilities and recognize the limits within which it must operate. It is important to start gradual programs to make them easier to implement and to ensure their success.
- Coordinating with civil society organizations to adopt programs that are actually emerging from the needs of society.
- The development of social responsibility can not be done internally only but also requires a collective dynamic of the organizations (sectors, regions) and the involvement of the Stakeholders.
- The organization of competitions and awards for outstanding companies in the application of the social responsibility approach as recognition and appreciation, and it contributes to creating a kind of competition between the companies to adopting and creativity in the implementation of programs.
- Support by the government, through incentives and tax privileges granted to companies that embody social responsibility.
- Disseminating and promoting the correct concepts and practices of social responsibility and areas of development that can be achieved, through the mass media and communication channels.

- Companies should communicate with the Algerian Institute for Standardization (IANOR), as the only governmental body that supports and encourages companies in Algeria to comply with the international standards of social responsibility, especially after the issuance of the National Guide for the Evaluation of social Responsibility in Algerian companies, in accordance with NA / ISO 26000.

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