Twinning Agreement template

# Instructions

These are instructions for completing the Twinning Agreement template. Note that there should be **one** Agreement per Twinning arrangement. The Agreement has to be signed in two originals – one for each of the signatories. The Lead partner must send a copy of the signed Agreement to the Technical Programme Manager (TPM) of the committee in question, within 3-months of the registration of the Twinning arrangement.

### A. Parties to the Agreement

The parties to the Agreement will have to be filled in when preparing the Agreement, as with all other parts in yellow. In this Agreement template, the Lead partner is referred to as ISO Member X and the Twinned partner as ISO Member Y.

### B. Details of the Twinning arrangement

Please complete the shaded box for the type of Twinning arrangement that is the subject of your Agreement and delete the others. The sections entitled "Specific objectives", "Responsibilities" and "Training" contain examples and suggestions **but these must be modified to fit the needs of the particular Twinning arrangement**. *If your* [*collaboration plan*](http://isotc.iso.org/livelink/livelink?func=ll&objId=17158771&objAction=Open&nexturl=%2Flivelink%2Flivelink%3Ffunc%3Dll%26objId%3D17158978%26objAction%3Dbrowse%26viewType%3D1) *includes these details, simply note “refer to collaboration plan” in these sections.* The section entitled "Prerequisites" is based on the ISO/IEC Directives, Part 1, and Consolidated ISO Supplement and may not be changed.

### C. Communication

This clause is a key provision of the Agreement, the implementation of which will greatly impact the success of the Twinning. Signatories are therefore encouraged to set the times and dates of quarterly meetings, where possible.

### D. Financial support

The template has been drafted with two possible options:

1. where no financial support is provided by the Lead partner to the Twinned partner, and
2. where the Lead partner is providing funding to the Twinned partner.

It is up to the parties to include the level of detail that they deem appropriate.

### E. Periodic review of the Agreement

This clause addresses the need to conduct annual reviews of the Twinning arrangement, which could lead to changes to the Agreement (for example extension, corrective actions, termination).

**NOTE:** Any changes to the Agreement (whether or not they arise from the annual performance assessment) should be reflected in an amendment, which becomes part of the Agreement. Amendments must be signed by all signatories to the original Agreement. Again, the Lead partner is responsible for sending a copy of the amendment to the TPM of the committee.

### F. Effective date, duration and termination

To come into force, the Agreement must be signed by all signatories. The duration of a Twinning arrangement can vary. The maximum duration is five (5) years.

### G. Post-Twinning agreement (next steps) (optional)

If the partners wish to make arrangements for what will happen once the Twinning Agreement has been terminated, they should set out their agreed terms here.

### H. Signature

The Agreement should be signed by the two Member bodies, as well as by the main individuals involved in the Twinning. These four individuals are referred to throughout the Agreement as the "signatories" and are equally responsible for ensuring that the terms of the Agreement are respected.

Twinning Agreement (the "Agreement")

# A. Parties to the Agreement

This Agreement is between ISO member X and ISO member Y for a Twinning at the   
Choose an item (dropdown) level in relation to ISO name of technical committee / subcommittee / working group. Both ISO member X and ISO member Y commit to actively participating in the Twinning arrangement and confirm that they will adhere to the [key principles](https://isotc.iso.org/livelink/livelink/fetch/-15620806/15620808/15623592/19802879/Revised_requirements_and_process_for_Twinning.pdf?nodeid=19803644&vernum=-2) of Twinning and the terms of this Agreement.

# B. Details of the Twinning arrangement

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| Clauses specific to Twinnings between Chairs and Vice-Chairs  1. General   This Agreement addresses the Twinning relationship between name, Chair of ISO name (hereafter “TC.XX”), referred to in this Agreement as the "Chair", and name, referred to in this Agreement as the "Vice-Chair".   1. Prerequisites   The Chair of an ISO technical committee is nominated by the secretariat of the technical committee and approved by the TMB. The same process is applied for Vice-Chairs under Twinning – the Vice- Chair’s qualifications (CV) are submitted along with the Twinning request form, for TMB approval. This process also applies to Twinned subcommittee (SC) Chairs.   1. Specific objectives   The specific objectives of the Twinning arrangement are to:   * Provide the Twinned partner with the skills and experiences needed to assume the position as committee or subcommittee chair in the future. * Strengthen the Twinned partner's ability to support other Chairs of committees and subcommittees held by ISO member X * (add any other objectives, as necessary)   The Twinning collaboration plan should contain metrics to measure the achievement of the objectives.   1. Responsibilities of the Vice-Chair   The Chair retains ultimate responsibility for the chairmanship of the TC.XX, as described in the ISO/IEC Directives, Part 1, and Consolidated ISO Supplement. However, the Vice-Chair must be delegated specific tasks by the Chair and he/she must have distinct responsibilities. The following responsibilities pertaining to the work of TC.XX are hereby delegated to the Vice-Chair:  *(Add/delete items from the below list, as necessary)*   * Carry out specific actions related to the standardization activities of the committee, such as organizing regional forums to promote the committee’s standardization activities * Monitor specific work items of TC.XX * Prepare/update the business plan in cooperation with the Committee Manager and Chair * Check whether the ISO deliverables developed by TC.XX properly take into account the needs of all Members * Chair all or parts of meetings, at the request of the Chair * …   The goal of this Twinning is to increase the involvement of the Twinned partner over time. For this reason, the above list of responsibilities will be reviewed by the parties during the periodic review addressed under **Clause E. Periodic review of the Agreement** below.  5. Training  To achieve the objectives set out in **3. Specific objectives** and to allow the Twinned partner to effectively carry out its delegated responsibilities, the Lead partner will provide training in the following areas:  *(Add/delete items from the below list, as necessary)*   * Leading effective meetings * Consensus building * Leading the management of projects in accordance with the project plan * …   **Note** that the means through which the training will be provided will be agreed between the signatories but it will primarily take the form of shadowing and regular exchanges between the Chair and Vice-Chair. The Chair and the Vice-Chair will be equally responsible for ensuring that these regular exchanges take place. See **Clause C. Communication** below. |

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| Clauses specific to Twinnings between Convenors and Co-Convenors  1. General   This Agreement addresses the Twinning relationship between name, Convenor of name and number of working group (hereafter "WG XX"), referred to in this Agreement as the "Convenor", and name, referred to in this Agreement as the "Co-Convenor".   1. Prerequisites   A working group reports to its parent technical committee or subcommittee through a Convenor, who is appointed by this parent committee ([ISO/IEC Directives, Part 1, 1.12.1](https://www.iso.org/sites/directives/current/consolidated/index.xhtml#_idTextAnchor067)). The same applies to the appointment of Co-Convenors. The candidate for Co-Convenor must be approved by the parent committee.  The signatories to this Agreement confirm that they have followed the above procedure for the appointment of the Co-Convenor.   1. Specific objectives   The specific objectives of the Twinning arrangement are to:   * Provide the Twinned partner with the skills and experiences needed to independently assume a working group convenorship in the future (i.e. without a Twinning arrangement) * (add any other objectives, as necessary)   The [collaboration plan](http://isotc.iso.org/livelink/livelink?func=ll&objId=17158771&objAction=Open&nexturl=%2Flivelink%2Flivelink%3Ffunc%3Dll%26objId%3D17158978%26objAction%3Dbrowse%26viewType%3D1) should contain metrics to measure the achievement of the objectives.   1. Responsibilities of the Co-Convenor   The Convenor retains ultimate responsibility for the convenorship of WG XX as described in the ISO/IEC Directives, Part 1; and Consolidated ISO Supplement. However, the following responsibilities pertaining to the work of WG XX are hereby delegated to the Co-Convenor:  *(Add/delete items from the below list, as necessary)*   * Monitor specific work items of the WG * Check whether the working draft(s) take(s) into account the needs of all Members * Convene all or parts of meetings of WG XX, at the request of the Convenor * Assist in the secretariat-related functions associated with the WG (e.g. document preparation, circulation) * …   The goal of this Twinning is to increase the involvement of the Twinned partner over time. For this reason, the above list of responsibilities will be reviewed by the parties during the periodic review addressed under **Clause E. Periodic review of the Agreement** below.   1. Training   To achieve the objectives set out in **3. Specific objectives** and to allow the Twinned partner to effectively carry out its delegated responsibilities, the Lead partner will provide training in the following areas:  *(Add/delete items from the below list, as necessary)*   * ISO/IEC Directives, Part 1, and Consolidated ISO Supplement * Leading effective meetings * Consensus building * Leading the management of projects in accordance with the project plan * …   The means through which the training will be provided will be agreed between the signatories, but it will primarily take the form of shadowing and regular communication between the Convenor and Co-Convenor. The Convenor and the Co-Convenor will be equally responsible for ensuring that regular communication takes place. See **Clause C. Communication** below. |

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| Clauses specific to Twinnings between Secretaries and Co-Secretaries  1. General   This Agreement addresses the Twinning between the secretariats of ISO member X and ISO member Y in relation to name and number of committee (hereafter “TC XX”). The points of contact for this Twinning arrangement are the Committee Manager of name of the Committee Manager for the committee in question, referred to in this Agreement as the "Committee Manager", and name of the point of contact in Twinned Member body, referred to in this Agreement as the "Co-Committee Manager".   1. Prerequisites   The secretariat of a technical committee is allocated to a Member body by the TMB. TMB approval is also required for the allocation of co-secretariats and the appointment of Co-Secretaries under Twinning (even in the case of a subcommittee secretariat, SC). The requesting Member bodies must submit a completed Twinning request form to the TMB secretariat ([tmb@iso.org](mailto:tmb@iso.org)), to seek TMB approval.  The Member body to which the co-secretariat has been allocated is responsible for appointing a qualified individual as Committee Manager.  The signatories to this Agreement confirm that they have followed the above procedure for the appointment of the co-Committee Manager.   1. Specific objectives   The specific objective of the Twinning arrangement are to:  *(Add/delete items from the below list, as necessary)*   * Provide the Twinned partner with the skills and experience needed to independently assume the role of Committee Manager in the future (i.e. without a Twinning arrangement) * Strengthen the Twinned partner's ability to support other secretariats held by ISO member X * …   The [collaboration plan](http://isotc.iso.org/livelink/livelink?func=ll&objId=17158771&objAction=Open&nexturl=%2Flivelink%2Flivelink%3Ffunc%3Dll%26objId%3D17158978%26objAction%3Dbrowse%26viewType%3D1) should contain metrics to measure the achievement of the objectives.   1. Responsibilities of the Co-Committee Manager   The Committee Manager retains ultimate responsibility for the secretariat duties for TC XX, as described in the ISO/IEC Directives, Part 1, and Consolidated ISO Supplement. However, the following responsibilities pertaining to work of TC XX are delegated to the Co-Committee Manager:  *(Add/delete items from the below list, as necessary)*   * Assist in the preparation of meetings of TC XX, including document preparation * Assist in the management of projects under the responsibility of TC XX * Replace the Committee Manager in regional and national meetings, as requested by the Committee Manager * Assume other duties of the Committee Manager on an ad hoc basis, as requested by the Committee Manager * Chair all or parts of meetings (e.g. preparatory meetings), as requested by the Committee Manager * Provide verbal reports at plenary meetings * Promote the committee in general and in particular at Co-Committee Manager's national level * Organize various committee-related activities * …   The goal of this Twinning is to increase the involvement of the Twinned partner over time. For this reason, the above list of responsibilities will be reviewed by the parties during the periodic review addressed under **Clause E. Period review of the Agreement** below.   1. Training   To achieve the objectives set out in **3. Specific objectives** and to allow the Twinned partner to effectively carry out its delegated responsibilities, the Lead partner will provide training in the following areas:  *(Add/delete items from the below list, as necessary)*   * Management of secretariats of international technical standardization bodies, including the use of IT tools (Livelink platform), * support to Chair and Convenors, * standards development procedures, * communication with the TMB, ISO Central Secretariat and committee national delegations, etc. * …   The main topics to be covered in the training process will be:  *(Add/delete items from the below list, as necessary)*   * Development of business plans * Management of secretariats * Role and responsibilities of participants in the different technical bodies * Development of International Standards, including document development and use of relevant IT tools * Development of other deliverables * Organization of meetings * …   To increase training opportunities, the Twinned partner is encouraged to attend meetings of other technical committees held by ISO member X.  The means through which the training will be provided will be agreed between the signatories, but it will primarily take the form of shadowing and regular communication between the Committee Manager and Co-Committee Manager. The Committee Manager and the Co-Committee Manager will be equally responsible for ensuring that regular communication takes place. See **Clause C. Communication** below. |

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| Clauses specific to Twinnings between P-Members  1. General   This Agreement addresses the Twinning between the P-Members of ISO member X and ISO member Y in relation to name and number of committee (hereafter “TC XX”). The points of contact for this Twinning arrangement will be name and name.   1. Prerequisites   It is left to the Member bodies concerned to determine the most effective way of implementing Twinning. This may include for example the P-Member sponsoring an expert from the Twinned Member body to participate in committee meetings or to act as an expert in a working group, or it may involve the P-Member seeking the views of the Twinned Member body on particular agenda items/documents and conveying those comments to the committee (though proxy **voting** is not allowed – the Twinned partner should submit their official position in writing to the committee secretariat in advance, in case it cannot attend a meeting).  A P-Member shall twin with only one other Member body in any particular committee.  The signatories to this Agreement confirm that they will comply with the above requirements.   1. Specific objectives   The specific objectives of the Twinning arrangement are to:  *(Add/delete items from the below list, as necessary)*   * Provide the Twinned partner P-Member with insight into, and knowledge of, the obligations of P-Members * Provide advice and good practice on the establishment of a national mirror committee and enhancing stakeholder engagement * Strengthen the Twinned partner P-Member's ability to support other P-Members held by ISO member X * …   The [collaboration plan](http://isotc.iso.org/livelink/livelink?func=ll&objId=17158771&objAction=Open&nexturl=%2Flivelink%2Flivelink%3Ffunc%3Dll%26objId%3D17158978%26objAction%3Dbrowse%26viewType%3D1) should contain metrics to measure the achievement of the objectives.   1. Responsibilities    * 1. **of the Lead partner P-Member**  * Alert the Twinned partner P-Member each time a vote must be cast * Share with the Twinned partner P-Member information relating to these votes and other positions that may be of interest * Explain to the Twinned partner P-Member the structure and working methods of TC XX * Explain how national consensus can be built * Share good practices on the establishment and running of a national mirror committee * Share good practices on stakeholder engagement * …   + 1. **of the Twinned country P-Member** * Participate actively in the work of TC XX * Share with the Lead partner P-Member information relating to votes and other positions which might be of interest * …   The goal of this Twinning is to increase the involvement of the Twinned partner P-Member over time. For this reason, the above list of responsibilities will be reviewed by the parties during the periodic review addressed under **Clause E. Periodic review of the Agreement** below.   1. Training   To achieve the objectives set out in **3. Specific objectives** and to allow the Twinned partner  P-Member to effectively carry out its delegated responsibilities, the Lead partner P-Member will provide training in the following areas:   * Roles and obligations of the P-Members in committee participation * Use of IT tools (e.g. electronic balloting, e-committees, etc.) * …   The means through which the training will be provided will be agreed between the signatories, but it will primarily take the form of shadowing and regular communication between two P-Members. The two P-Members will be equally responsible for ensuring that regular communication takes place. See **Clause C. Communication** below. |

# C. Communication

The signatories commit that regular communication will take place between the partners who will share with each other all relevant information needed to further the objectives of the Twinning arrangement (see B.3 above). All the parties involved in the Twinning arrangement bear an equal responsibility for ensuring that such communications take place. This will include sharing relevant e-mails, ballot information, meeting documents, etc.

In addition, the signatories agree that at least one meeting (whether physical or virtual such as through Zoom) will take place every three months. Signatories are encouraged to set the dates and times of such meetings in the collaboration plan.

# D. Financial support

The signatories agree to each bear the costs associated with their respective participation in the Twinning arrangement.

OR

ISO member X agrees to provide financial support in the amount of X (currency) to be paid as follows: include installments and dates of payments where relevant. The funds shall be used for the following purposes: examples: travel to committee/working group meetings, purchase/setting-up of IT tools, hiring of additional staff at the member body… ISO member X shall provide ISO member Y with quarterly/semi-annual/annual detailed reports of its expenditures, including receipts for any purchases.

ISO member Y may seek funding from outside sources provided that the acceptance of such funding does not result in any breaches to ISO rules and practices.

# E. Periodic review of the Agreement

The signatories agree to thoroughly review the success of the Twinning arrangement at least once a year. Success will be measured against the specific objectives detailed in **Clause B.3** and the collaboration plan established between the partners. The Twinned partners shall submit the Annual performance assessment form to the TPM of the committee by 31 December.

Any changes to this Agreement (for example corrective actions, termination) following a review under this clause, or for any other reason, will be reflected in an amendment. Following its signature by all signatories, the amendment will become an integral part of this Agreement.

# F. Effective date, duration and termination

This Agreement shall be effective as of Effective date of Agreement and shall remain in force for X years. Twinning

Either signatory can terminate this Agreement at any time and for any reason by giving the other signatory 30 days’ written notice. Prior to providing notice under this clause, the signatory intending to terminate the Agreement agrees to organize a meeting with the other signatory (either a physical or virtual meeting) to discuss its intention to terminate. The objective of the meeting will be to explore possible solutions to continue with the Twinning arrangement.

# G. Post-Twinning agreement (next steps) (optional)

The signatories agree to the following arrangement once the Twinning Agreement has been terminated: (define arrangement, if desired).

# H. Signature

To be valid, the Agreement must be signed by all signatories.

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| On behalf of ISO member X | On behalf of ISO member Y |
| **Full name**  Click here to enter text. | **Full name**  Click here to enter text. |
| **Title**  Click here to enter text. | **Title**  Click here to enter text. |
| **Place**  Click here to enter text. | **Place**  Click here to enter text. |
| **Date and signature**  Click here to enter a date. | **Date and signature**  Click here to enter a date. |

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| Choose an item (dropdown) | Choose an item (dropdown) from ISO member Y |
| **Full name**  Click here to enter text. | **Full name**  Click here to enter text. |
| **Title**  Click here to enter text. | **Title**  Click here to enter text. |
| **Place**  Click here to enter text. | **Place**  Click here to enter text. |
| **Date and signature**  Click here to enter a date. | **Date and signature**  Click here to enter a date. |