



ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:



SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
TOWARDS A COMMON FUTURE

Prepared for:

Southern African Development Community & Standards Alliance





ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:



Session 1: Presentations from Lesotho, Malawi, and Zambia



Prepared for:

**Southern African Development
Community & Standards Alliance**



ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:

Session 2: Overview of ISO standardization

Prepared for:

**Southern African Development
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ISO



The International Organization for Standardization

ISO is a non-government organization and network of the national standards institutes of countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system

ISO acts as a bridging organization in which a consensus can be reached on standards and conformity assessment solutions that meet both the requirements of business and the broader needs of society, such as the needs of stakeholder groups like consumers and users

ISO Technical Management Board (TMB)



- Examines proposals for new fields of ISO technical activity, and addresses on all matters concerning the establishment and dissolution of technical committees
- Composed of 6 permanent members and 8 rotating members
 - Permanent members: AFNOR, ANSI, BSI, DIN, JISC and SAC (as of 2014)
 - Current rotating members: ABNT, BIS, BSN, KATS, NEN, SA, SABS and SCC

ISO and Principles of International Standardization*



- Transparency
- Openness
- Consensus and Impartiality
- Market Relevance and Effectiveness
- Coherence
- Development Dimension

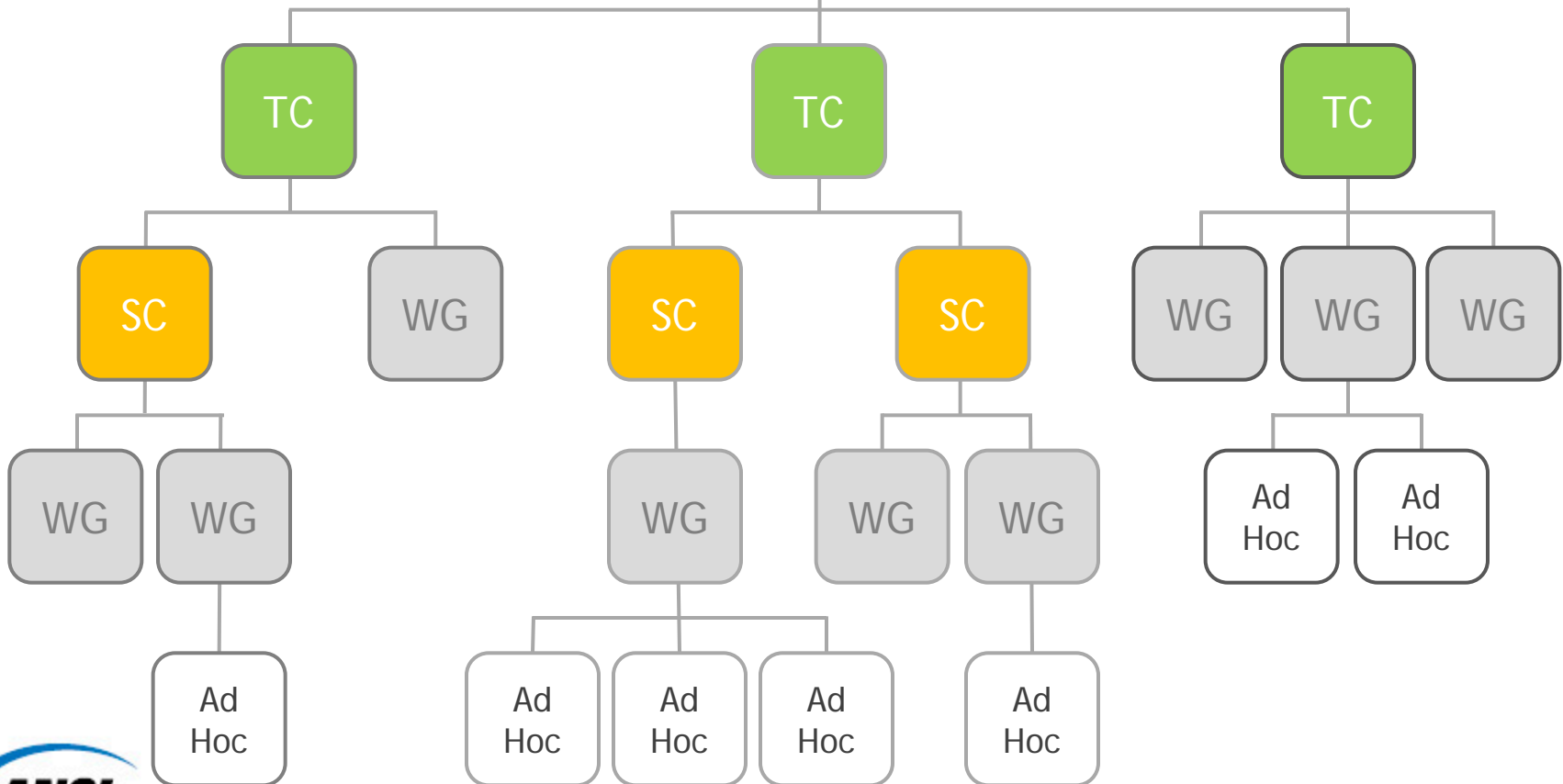
** explicit principles for the “development of international standards, guides and recommendations with relation to articles 2, 5 and Annex 3 of the WTO/TBT agreement”*

Establishment of a New ISO Committee

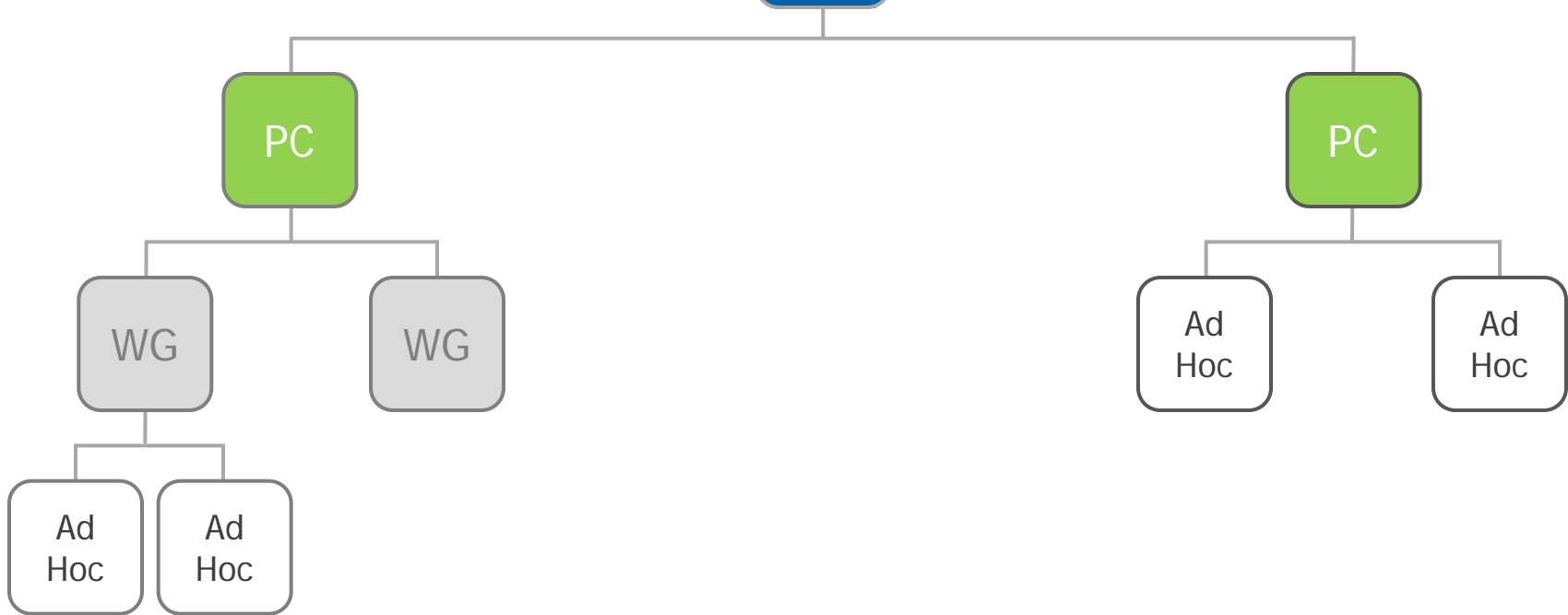


- Proposal for work in a new field of technical activity which appears to require the establishment of a new technical committee (or project committee) may be made in the respective organization by:
 - A national body
 - A technical committee or sub-committee
 - A policy level committee
 - The Technical Management Board
 - The Chief Executive Officer
 - A body responsible for managing a certification system operating under the auspices of the organization
 - Another international organization with national body membership

ISO Technical Committee Organizational Structure Options



ISO Organizational Structure Options



Technical Committees (TC)



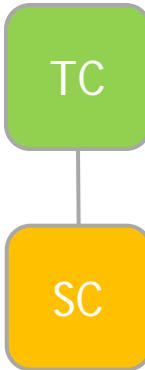
- Responsible for conducting technical work of ISO
 - Formed when new area of technical work is identified and if ...
 - a 2/3 majority of the ISO member bodies submitting votes in favor
 - at least five ISO member bodies express their intention to actively participate
 - Established by the Technical Management Board (TMB)
 - Determines title and scope
 - The scope defines the limits of the work of the TC
 - Assigns Secretariat (administrative organization)
 - Ratifies (endorses) selection of Chairman



Subcommittees (SC)



- Established and dissolved by the parent TC, subject to ratification by the ISO TMB
 - Responsible for progressing the technical activities of a more narrowly defined aspect of the TC's program of work
 - Title and scope defined by the TC
 - Within the scope of the TC
 - At least five members of the TC are willing to participate actively



Project Committees (PC)



- Responsible for conducting technical work of ISO
 - Formed when new area of technical work is identified and if ...
 - a 2/3 majority of the ISO member bodies submitting votes in favor
 - at least five ISO member bodies express their intention to actively participate
 - Established by the Technical Management Board (TMB)
 - PCs answer directly to the TMB
 - Determines title and scope
 - The scope defines the limits of the work of the PC
 - Created to develop one standard or a set of standards
 - **Unable to approve New Work**
 - Assigns Secretariat (administrative organization)
 - Ratifies (endorses) selection of Chairman



Working Groups and Ad Hoc Groups



- Created if necessary by TC or SC
 - Specifically defined focus
 - May be responsible for a single project or a grouping of related projects
 - Comprises restricted number of experts to assist project leader
 - Disbanded on completion of task
- Potential for Joint WGs between 2 committees if there is overlap



Secretariats



- Assigned by the ISO/TMB when new ISO committee is established
- NSB's should only accept an international secretariat when interested stakeholders are prepared to provide long-term support for the activity
- NSB's are officially recognized as the "Secretariat" and is accountable for effective administration of the position

Participation Options



■ Participating “P” Members

- Submit votes and/or comments on all matters coming before the committee
- Offer candidates for leadership positions
- Send delegations or accredited experts to meetings
- Can host meetings of the committee

■ Observer “O” Members

- Monitor the technical work
 - Has an opportunity to vote only at specific sMirror Committees within the standards development process
 - Has the option to attend meetings and to receive and comment on documents

Leadership Opportunities



- Committee Chairperson
 - Appointed by the Secretariat, but subject to endorsement by the proposed chairman's national body
- Conveners and Project Leaders
 - Appointed by the parent committee and confirmed by the national body

Secretariats



Benefits

- Establishes leadership in the technical sector
 - Selects the Chairman of the committee
 - Provides the management and administration of the committee
- Establishes a position of influence
 - Ensures management of the work program
 - Prepares meeting agendas
 - Provides interpretation of rules and procedures
- Provides easier access to leaders and stakeholders

Some fundamentals about the role the National Standards Bodies



- Provide platforms, rules, governance, methodologies, facilitation to manage standards development lifecycle, and distribute and maintain standards
- Receive requests for new projects
- Facilitate the participation (directly or indirectly) of parties who wish to have their voice heard
- Identify parties who would be interested in participating in the development of the standard.
- Engage stakeholders and convince them to participate
- The Standards Bodies provides the “platform for the pen”
– the stakeholders develop the content.

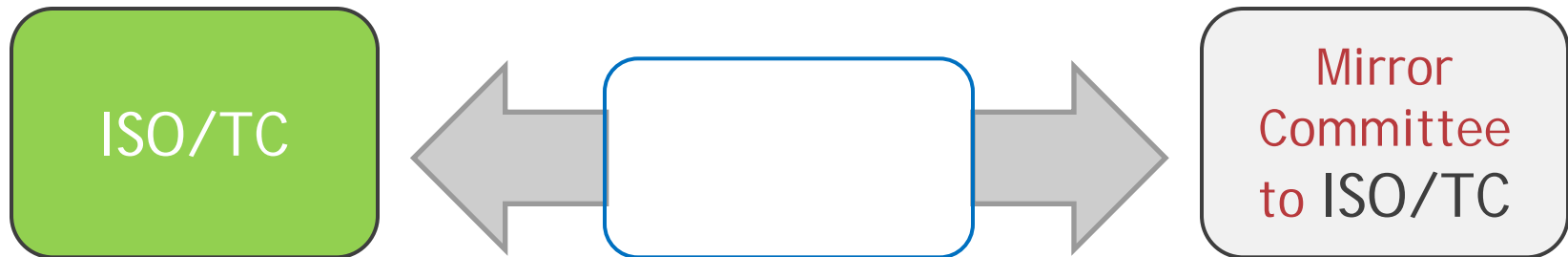


The ISO/TC - National Mirror Committee Relationship



ISO Technical Committee

International Mirror Committee



U.S. interested parties can engage in this activity and provide influence by participation:

- Establishing a Mirror Committee
- Nominating working group experts
- Sending delegates to ISO meetings
- Volunteering to serve as project leaders
 - Serving as committee officers

Twinning Agreements



- Arrangement between a developing country and developed country:
 - To improve the standardization infrastructures and capacities of developing countries
 - To increase the participation of developing countries in the governance and technical work of ISO
 - To promote the exchange of experience between members, optimize the use of resources through cooperation, and develop long-term strategic partnerships
- Twinning agreements can be established between TC/SC Chairs, TC/SC Secretaries, and WG Convenors, as well as between P-members
- U.S. Mirror Committee should understand the impact of such agreements and understand the respective role of each twinning partner



ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:

Session 3: Overview of ANSI Process for Participation in ISO

Prepared for:

**Southern African Development
Community & Standards Alliance**



SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
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Establishment & Accreditation of U.S. Mirror Committee



- The approval process of new work in ISO
- How ANSI determines its position on new work
- Formation of the U.S. Mirror Committee

ANSI ISO Council (AIC)



- Responsible for developing ANSI policy positions on issues exclusive to the International Organization for Standardization (ISO) as well as preparing ANSI delegations to the ISO General Assembly, ISO Council and ISO Technical Management Board (ISO/TMB)
- The AIC is the consensus body for all proposals for new fields of technical activity in ISO

AIC Decision Based on the Following



- The U.S. position shall be based on consideration of the following factors, as applicable
 - The need for such an international standards activity
 - Whether the proposed scope of activity is acceptable
 - Whether ANSI should offer to undertake the Secretariat
 - Whether there is sufficient indicated support from those U.S. national interested parties directly and materially effected to provide effective U.S. participation
 - If P-membership is approved, a U.S. Mirror Committee shall be formed

Mirror Committees: Coordinators of Input to ISO



- ANSI normally looks to the body that develops national standards in a particular standards area to serve as the *U.S. Mirror Committee*
- *The Mirror Committee Administrator* shall take responsibility for contacting U.S. national interested parties who might reasonably be expected to be, or who indicate that they are, directly and materially affected by the ISO committee's work, to solicit requests for membership on the U.S. Mirror Committee

Costs Associated with holding a Mirror Committee



- U.S. Mirror Committee Administrator
 - Direct expenses
 - Staff time
 - Office equipment and supplies
 - Meeting Logistics
 - Travel
 - Education and Training Opportunities

Mirror committees



- Role of the mirror committee is to formulate national positions
- all matters brought before the respective ISO/TC or SC
- If the NSB wishes to declare P-membership on a TC or SC, a mirror committee should be formed
- Mirror committees must follow the ISO's Directives and other rules.

ANSI Executive Standards Council (ExSC)



- ANSI Policy Committee administered by ANSI's Procedures and Standards Administration (PSA)
- Responsible for coordination of the overall national and international standards activities of the American National Standards Institute
- Acts on applications for accreditation from U.S. Mirror Committees and considers complaints against U.S. Mirror Committees

Why U.S. Mirror Committees are accredited



- Provides assurance that U.S. consensus positions have been developed in accordance with the relevant ANSI procedures
 - Requires compliance with globally accepted standardization principles, including *openness, balance, due process, and consensus*

Mirror Committee Administrator Assignment



- A U.S. Mirror Committee may be assigned to
 - an external organization
 - ANSI
- In either case, there shall be a three year commitment to cover all costs associated with serving as U.S. Mirror Committee administrator
- Assignment of multiple administrators shall be avoided wherever possible, but may be authorized under exceptional circumstances
 - Only one of the organizations shall be designated as the party with whom ANSI shall interface

**ANSI's ISO Team can often be the first point of contact relative to Mirror Committee Accreditation, but actual accreditation is through ANSI's PSA Department*

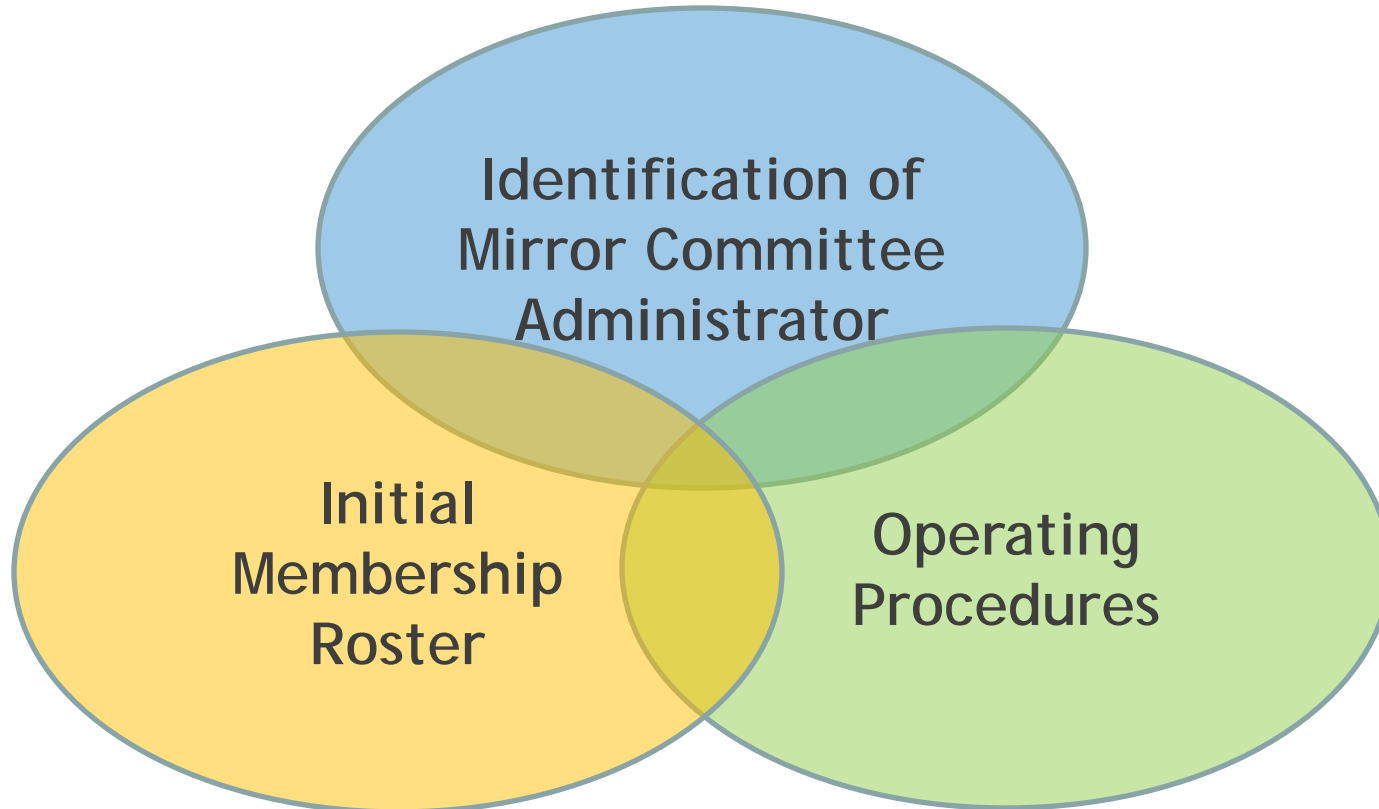
How the Accreditation Process Works



- Identification of need by stakeholders
- Preparation of the “accreditation package”
- Public review and comment via *Standards Action*
- Possible coordination with ANSI ISO Council
- Comment Resolution
- Final Approval by the Executive Standards Council (ExSC)

Note: In most cases, while accreditation is pending, the Mirror Committee may actively participate in ISO activities

The “Accreditation Package”



Membership



- An initial U.S. Mirror Committee membership list (organizations and their representatives) must be submitted with the application package. Members must satisfy the definition of U.S. National Interested Party (see *ANSI International Procedures*):
 - **U.S. National Interested Party:** One of the following entities directly and materially affected by the relevant standards activity:
 - an individual representing a corporation or an organization domiciled in the U.S. (including U.S. branch offices of foreign companies authorized to do business in one or more states as defined by the relevant State's Corporation law within the U.S.);
 - an individual representing a U.S. federal, state or local government entity;
or
 - a U.S. citizen or permanent resident.

Public Review



- A notice with regard to the application for approval of the U.S. Mirror Committee Administrator, the U.S. Mirror Committee membership list and accreditation of the U.S. Mirror Committee shall be published in [Standards Action](#) with a call for comment
 - Prompt consideration shall be given to the written views and objections of all participants, including those commenting on the listing in Standards Action
 - An effort to resolve all expressed objections shall be made, and each objector shall be advised of the disposition of the objection and the reasons therefore

What are the roles of the Mirror Committee?



- The U.S. Mirror Committee is responsible for formulating and advancing U.S. positions on all technical and/or administrative matters brought before the committee

Mirror Committee: Roles and Responsibilities



- Recommend registration of ANSI as a Participating (P) or Observing (O) member on an ISO technical committee or subcommittee or recommend a change in ANSI membership status on an ISO technical committee or subcommittee
- Initiate and approve U.S. proposals for new work
- Initiate and approve U.S. working drafts for submittal to ISO technical committees, or subcommittees (and, where appropriate, working groups) for consideration as committee drafts
- Determine the U.S. position on an ISO draft international standard, draft technical report, committee drafts, ISO questionnaires, draft reports of meetings, etc.
- Provide adequate U.S. representation to ISO technical committee or subcommittee meetings, designate heads of delegations and members of delegations, and ensure compliance with the ANSI “Guide for U.S. Delegates to IEC/ISO Meetings”

Mirror Committee: Roles and Responsibilities



- Determine U.S. positions on agenda items of ISO technical committee or subcommittee meetings and advise the U.S. delegation of any flexibility it may have on these positions
- Nominate U.S. technical experts to serve on ISO working groups
- Provide assistance to U.S. secretariats of ISO technical committees or subcommittees, upon request, including resolving comments on draft international standards, draft technical reports and committee drafts
- Identify and establish close liaison with other U.S. Mirror Committees in related fields, or identify ISO or IEC activities that may overlap the U.S. Mirror Committee's scope
- Recommend to ANSI the acceptance of secretariats for ISO technical committees or subcommittees
- Recommend that ANSI invite ISO TCs or SC to meet in the U.S.
- Recommend to ANSI U.S. candidates for the chair of ISO technical committees or subcommittees and U.S. conveners of ISO working groups

Mirror Committee Mirror Committee Responsibilities



- Organize the U.S. Mirror Committee and submit the accreditation package to ANSI
- Serves as the designated point of contact between ANSI and the U.S. Mirror Committee
- Serves as the primary administrative coordinator for all Mirror Committee operations, including:
 - arrangements for meetings
 - timely preparation and distribution of documents related to the work of the U.S. Mirror committee
 - maintenance of appropriate records
- Ensures active participation of Mirror Committee members on relevant actions

Mirror Committee Administrator Responsibilities



- Transmit to ANSI's ISO Team (isot@ansi.org):
 - U.S. proposals and positions, as developed and approved by the Mirror Committee
 - U.S. delegates lists for all international meetings
 - Invitations to host meetings
 - Nominations of U.S. WG experts
 - Notification of leadership changes

Operating Procedures



■ The “Relevant Procedures”

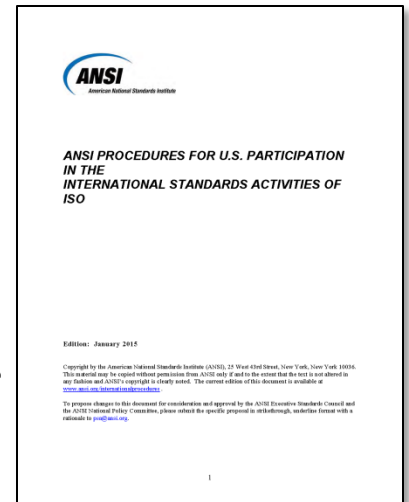
– ANSI Procedures for U.S. Participation in the International Standards Activities of ISO

- Annex A

Model Procedures for U.S. Mirror Committees (Optional, may develop its own)

- Annex B

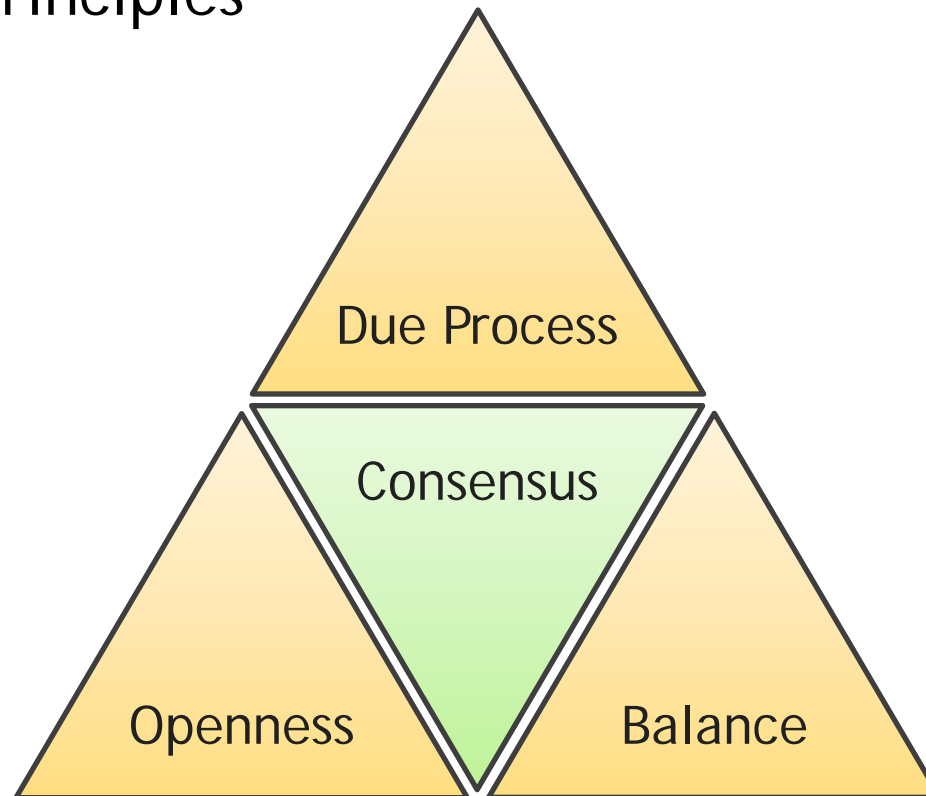
Criteria for the Development and Coordination of U.S. Positions in the International Standardization Activities of the ISO and IEC



Operating Procedures



■ Cardinal Principles



Right to Appeal



- All accredited U.S. Mirror Committees are required to have an appeals mechanism
 - Each Mirror Committee shall establish appeals deadlines and notify involved parties of such deadlines to ensure that the process can proceed in a timely manner
 - Each U.S. Mirror Committee Administrator shall forward to the ExSC upon receipt, a copy of any complaint concerning the manner in which the U.S. Mirror Committee is operating or the U.S. Mirror Committee administration is being conducted
 - Copies of the U.S. Mirror Committee Administrator response to the party lodging the complaint, and all subsequent related correspondence, shall also be sent to the ExSC



ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:

Session 4: Understanding the need for stakeholder engagement and engaging stakeholders in new ISO projects

Prepared for:

Southern African Development Community & Standards Alliance



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Stakeholder Engagement

Meaningful involvement of all affected parties is key

Effective engagement of all national members and members effectively engaging all stakeholders is the strength of the ISO system

... but could be its weakness if we don't do it well

Who is involved?



Stakeholder engagement in the development of ISO standards

BACKGROUND – PROCESS EVALUATION GROUP

Evolution of the ISO work program

ISO membership expanding

Changing stakeholder expectations and compelling challenges for ISO standards development processes

ISO/TMB forms Process Evaluation Group (PEG) to investigate ISO responsiveness to changing dynamics

Ultimate intent:

- To safeguard outcomes of the ISO system
- To promote the existing value, strength and authority of international standards and ISO processes
- To uphold the commitment to participation via national standards bodies and liaison organizations



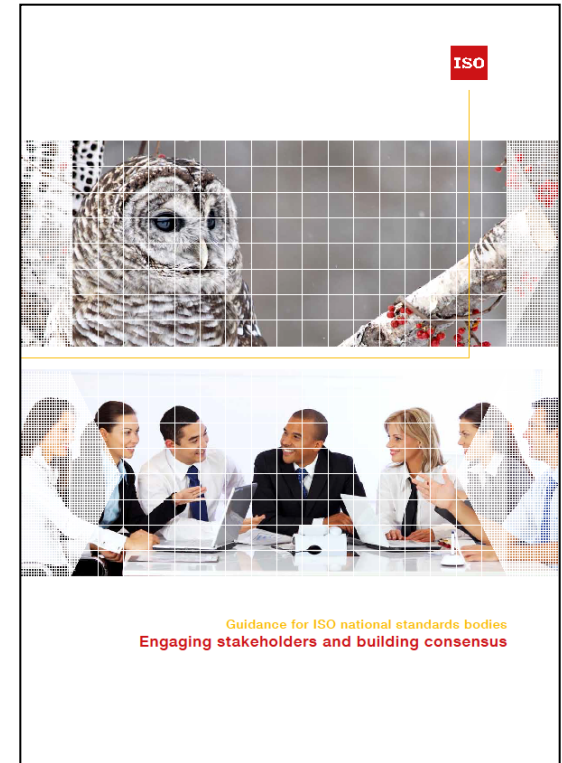
Stakeholder engagement in the development of ISO standards

PEG TASK 1

To examine processes for consensus decision-making and stakeholder engagement within NSBs and liaison organizations as such positions and comments may impact the credibility of resulting ISO standards.

Two guidance documents published at the end of 2010:

- Engaging stakeholders and building consensus
 - Guidance for ISO national standards bodies
- Engaging stakeholders and building consensus
 - Guidance for Liaison Organizations



We will use two definitions

stakeholder

individual or group that has an interest in any decision or activity of an organization

stakeholder engagement

activity undertaken to create opportunities for dialogue between an organization and one or more of its stakeholders , with the aim of providing an informed basis for the organization's decisions

Stakeholders want to be involved

Want to engage in credible and important standardization

Also have limited resources and can chose other projects / standards

Need to be convinced of the credibility and effectiveness of ISO international standardization and standards

Need to be engaged early and throughout

1. **STAKEHOLDER ENGAGEMENT – NEW ISO PROJECTS PRINCIPLES**

- Proposers indicate relevant stakeholders in the proposal
- Relevant stakeholders will vary between subjects
- NSBs are expected to inform and seek input from relevant stakeholders
- All relevant stakeholders should have equal opportunity
- NSBs must inform stakeholders as early as possible
- Engagement process should accommodate stakeholders needs
- NSB decisions on the proposal and on whether to participate must be based on stakeholder input
- Comments from NSBs should reflect national consensus

1. **STAKEHOLDER ENGAGEMENT – NEW ISO PROJECTS GUIDANCE**

- Engage stakeholders in a step-wise fashion:
 1. Identify potential national stakeholders
 2. Inform the stakeholders - What are standards? What is this project? How could it impact you? How will it be applied?
 3. Collect feedback from stakeholders
 4. Identify stakeholders willing to participate
- Develop a recommended national response to the proposal based on stakeholder input
- Engage stakeholders through many channels – postal service, email, press releases, teleconferences/webex meetings, web sites, social media – be proactive and flexible
- Consult with other NSBs for advice and best practices

Identify relevant stakeholders

Examples of questions:

- Who might be positively or negatively affected by the standard?
- Who is likely to express concerns about the standard?
- Who has been involved in similar standards in the past?
- Who can help the standard address specific impacts?
- Who would be disadvantaged if excluded from the engagement?
- Who in the value chain related to the standard is affected?
- Are there any new stakeholders since last time we did this activity?
- Have we discussed different levels: local, national, regional, international?
- Have we discussed different sectors: e.g. academia, business, labor, consumers, service, NGOs, government agencies?

2. Engaging for consensus

Do we understand and use the recommended method of decision making : "consensus"?

Consensus is a group decision, not unanimity or majority vote, no one has a veto.

How does the NSB develop robust national consensus positions?

What is consensus?

ISO/IEC Directives Part 1 defines it as:

“General agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments. Consensus need not imply unanimity” (3.2G1)

2. STAKEHOLDER ENGAGEMENT & CONSENSUS DECISION - MAKING ON ISO WORK PRINCIPLES

- The NSB determines and is responsible for its national process for developing its positions on ISO work
- Approaches or processes may vary and should continually be reviewed and improved, but any approach should be based on stakeholder engagement and consensus
- A description of how the NSB determines its national positions should be publicly available or provided to stakeholders on request
- Forming a new National Mirror Committee is a common and recommended approach, and at times other existing NMCs may need to be consulted
- Where possible, NSBs should rely on existing NMCs
- All national stakeholders have equal rights to engagement and consideration
- All stakeholders and participants should respect national consensus positions
- NSBs should have a procedure for dispute resolution and abstention as needed

2. **STAKEHOLDER ENGAGEMENT & CONSENSUS DECISION - MAKING ON ISO WORK GUIDANCE**

- Rely on the ISO definition of consensus: the aim of consensus is to balance relevant interests in order to maximize acceptance and application of the standard
- Arguments for and against existence of a standard are addressed at the project proposal stage, not throughout development of the standard
- NSBs should address and try to resolve all views expressed
- NSBs should keep a record of which national stakeholders were involved
- NSBs should communicate decided positions clearly to all stakeholders
- Appeals of NSB decision should be solved informally if possible
- Any formal appeal process should be fair, transparent and neutral
- Engage different means to establish consensus (postal service, email, press releases, teleconferences/webex meetings, web sites, social media) – be proactive and flexible
- Consult with other NSBs for advice and best practices



ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:

Session 6: Participating in ISO meetings

Prepared for:

**Southern African Development
Community & Standards Alliance**



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3. Participating in ISO meetings

How do we prepare and optimize efficient national delegations / national experts attending ISO meetings?



3. PARTICIPATION IN ISO MEETINGS PRINCIPLES

- National delegations / experts are appointed by NSBs
- Delegation / experts should be identified by the NMC or by equivalent means by the NSB
- All relevant stakeholders who are NMC members should be given fairly and equitable consideration to serve as a delegate or expert
- The NSB delegation should be composed to represent all aspects of the national position and comments
- All members of the delegation speak with one voice
- National experts to an ISO WG should be selected on the basis of their technical expertise

3. PARTICIPATION IN ISO MEETINGS GUIDANCE

- Delegates and experts should be selected from actively engaged NMC members
- Technical expertise, effective communications skills, funding and willingness to participate and provide continuity of participation over time are important
- Any funding mechanisms for delegates and experts should be fair and equitable to any who need funding support
- National delegations should select a head of the delegation
- Delegations and experts should know ISO rules/procedures, have access to relevant documents, and brief the NSB/NMC before/during/after the ISO meetings
- The NSB/NMC should try to be broadly represented by various stakeholders
- The national delegation should if needed request to consult with its NMC if new business is brought up at ISO meeting, before decision is taken
- Delegates and experts should know before the ISO meetings as to how much flexibility they have to negotiate on the national position as well as the positions of other NSBs



ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:

Session 7: Establishing and/or strengthening National Mirror Committees

Prepared for:

Southern African Development Community & Standards Alliance



SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
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Establishing and/or strengthening National Mirror Committees



- Discussion to include everyone identifying each of the countries goals in terms of participation in ISO We can discuss goals and actions plans to achieve those goals
- Q&A



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ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:



Session 9: ISO Information Technology Tools



Prepared for:

Southern African Development Community & Standards Alliance



ISO National Mirror Committees Training with Lesotho, Malawi, & Zambia:

Day 2 Wrap-up



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