



INTRODUCTION

ITEM 01 Opening of the meeting

The Acting DEVCO Chair will call the meeting to order and invite the ISO President to give his opening address.



INTRODUCTION

ITEM 02 Welcome by the ISO President

The ISO President, Dr Zhang Xiaogang (China), will welcome the participants at the 50th DEVCO meeting.



FIFTIETH MEETING OF THE ISO COMMITTEE ON DEVELOPING COUNTRY MATTERS (DEVCO), SUNDAY 11 SEPTEMBER 2016, BEIJING, CHINA

DRAFT AGENDA

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INTRODUCTION

ITEM 4 Tabling of the minutes of the 49th meeting held in Seoul (Republic of Korea) on 15 September 2015

The text of the minutes of the 49th DEVCO meeting held in Seoul (Republic of Korea) on 15 September 2015, was circulated to the members on 3 November 2015.

The DEVCO secretariat did not receive any modifications to the minutes, included in **Annex**.

DEVCO ACTION

It is proposed to table the minutes of the 49th DEVCO meeting as presented



UNCONFIRMED MINUTES OF THE FORTY-NINTH MEETING OF THE ISO COMMITTEE ON DEVELOPING COUNTRY MATTERS (DEVCO)

Seoul, Republic of Korea, 15 September 2015

INTRODUCTION

Dr Lalith Senaweera, DEVCO Chair, welcomed delegates to Seoul and thanked the hosts, the Korean Agency for Technology and Standards (KATS) for their kind hospitality and excellent arrangements for the meeting. He invited the ISO President to deliver his welcome address.

ITEM 1 Welcome by the ISO President

1. Dr Zhang Xiaogang, ISO President, officially opened the 49th ISO DEVCO meeting at 09:00, on Tuesday 15 September 2015, at the Lotte Hotel in Seoul, Republic of Korea.
2. Highlighting some of the major technical assistance projects conducted under the current ISO Action Plan for developing countries, Dr Zhang stressed the need to ensure that funds would be available for the implementation of the next Action Plan (2016-2020).
3. The Chair thanked Dr Zhang Xiaogang.

ITEM 2 Opening remarks by the DEVCO Chair

4. Noting that the formulation of the next ISO Action Plan (2016-2020) is one of the key items on the agenda, the Chair invited members to participate actively in the afternoon working sessions and to provide feedback for the finalization of the Plan.
5. The Chair thanked the donor agencies for funding the implementation of the current Action Plan, and expressed the wish to see this support continued in the context of the next Action Plan (2016-2020).
6. The Chair informed the meeting that the DEVCO membership currently stands at 100 P-members and 50 O-members.

ITEM 3 Adoption of the agenda

7. The Chair proposed the agenda, asked delegates if there were any requested additions – none were submitted.
8. The agenda was adopted as presented.

ITEM 4 Tabling of the minutes of the 48th meeting held in Rio de Janeiro, Brazil

9. The Chair proposed to table the minutes, asked delegates if there are any objections – none were proposed.
10. The minutes of the 48th meeting were tabled.

ITEM 5 Matters arising from the minutes of the previous meeting

11. The Chair reported on the follow-up to the matters arising dealt by his advisory group, the DEVCO CAG. He noted that the CAG had reviewed the Action Plan KPIs, considered ways of building more synergies with DEVCO members providing technical assistance, and reviewed the feedback from the working sessions on the Action Plan 2016-2020 held in Rio de Janeiro, in September 2014.

ITEM 6 Update by the Acting ISO Secretary-General

12. The Chair gave the floor to Mr Kevin McKinley, Acting ISO Secretary-General.
13. Mr McKinley:
 - Presented the main elements of the ISO Strategy for 2020;
 - Emphasized the wide and transparent consultation process for its formulation;
 - Highlighted the important work undertaken by DEVCO for the formulation of the ISO Action Plan for developing countries 2016-2020;
 - Stressed the need to ensure that funds would be forthcoming for the implementation of the next Action Plan (2016-2020);
 - Noted the excellent satisfaction ratings for the activities conducted under the current Action Plan (2011-2015);
 - Informed members that further to the resignation of the Secretary-General, and of the former ISO Academy Director, the ISO Council would revisit the strategic direction for the Academy.
14. The Chair thanked Kevin McKinley.

ITEM 7 DEVCO Keynote Address

15. The Chair introduced the keynote speaker, Dr Ranyee Chiang.
16. Dr Chiang's presentation on *How International Standards impact developing countries: Clean cookstoves and clean cooking solutions* can be found on the ISOTC server.
17. Some key points:
 - Cooking goes back to when humans discovered the art of making fire but standardization on cookstoves and clean cooking solutions was undertaken only recently;
 - Open fires and rudimentary stoves have serious consequences on the health of 3 billion people, and a negative impact on the environment;
 - The work in ISO/TC 285 on cookstoves and clean cooking solutions illustrate how international standards can contribute to improving the lives of millions of people, particularly in developing countries;
 - DEVCO members are strongly encouraged to participate in the work of ISO/TC 285 on cookstoves and clean cooking solutions.
18. The Chair thanked Dr Chiang for her excellent presentation.

ITEM 8 Report on the implementation of the ISO Action Plan for developing countries 2011-2015, including reports by the CASCO and COPOLCO secretariats

19. The Chair informed the delegates that item 8 was for noting and would not be discussed in detail.
20. The Chair referred delegates to the activity report in the working documents starting on page 17. He also invited members to consider the list of activities carried out under each objective (output) of the ISO Action Plan for developing countries 2011-2015 on pages 25 to 41.
21. The Chair thanked the CASCO and COPOLCO secretariats for their activity reports.

ITEM 9 Reports by DEVCO members on technical assistance to developing countries

22. The Chair informed delegates that item 9 was for noting and would not be discussed in detail.
23. The Chair referred delegates to the reports in the working documents starting on page 62.
24. The Chair noted that many DEVCO members contribute to the implementation of the Action Plan by providing support to developing countries at the bilateral, regional or international levels. Sharing information on these activities allows ISO and DEVCO to identify synergies and to avoid a duplication of efforts.
25. The Chair thanked the members having submitted a report.

ITEM 10 Panel discussion on capacity building projects implemented under the ISO Action Plan for developing countries 2011-2015

26. Mr Damian Fisher, panel facilitator, introduced the topic and the panelists:
 - Dr Hassan Abdel Magied, EOS Chairman, Egypt
 - Mr Tak Leong Cheong, SRING Director (Standards), Singapore
 - Mr Win Khaing Moe, MSTRD CEO, Myanmar
 - Dr Bernardo Calzadilla-Sarmiento, Director, Trade Capacity Building Branch, UNIDO
27. The aim of the panel discussion was to share successful technical assistance activities carried out under the ISO Action Plan for developing countries 2011-2015:
 - Dr Magied reported from the Egyptian perspective on the implementation of the ISO/Sida project on the update of ISO 26000 on Social Responsibility in the Middle East and North Africa (MENA SR);
 - Mr Tak Leong Cheong and Mr Win Khaing Moe discussed the benefits of the partnership between SPRING and MSTRD for building the capacity of the ISO member in Myanmar;
 - Dr Calzadilla-Sarmiento gave an overview of UNIDO's programmes for strengthening the national quality infrastructure in developing countries, and of the collaboration with ISO, existing and possible, between the two organizations.
28. The presentations are available on the ISOTC server.

29. The delegate from Tunisia commented on the positive impact of the SR MENA project in her country, and the timeliness of the publication of the ISO 26000 standard for the battle against corruption and the promotion of good governance in the post-revolution Tunisia.
30. The delegate from Burundi regretted the discontinuation of the SR project in his country and expressed the hope to see the project relaunched in the near future.
31. The delegate from Sweden spoke in favour of concrete measures to increase the coordination of technical assistance activities in order to maximize the benefits for the recipients as well as the donor organizations.
32. Damian Fisher thanked the panelists for their presentations and the audience for their active participation. He noted that in the framework of the new ISO Action Plan (2016-2020), ISO members and partner organization will have the opportunity to further engage in capacity building and institutional strengthening activities in developing countries.

ITEM 11 Presentation of the afternoon’s working sessions on the next ISO Action Plan for developing countries (2016-2020)

33. Mr Daniele Gerundino, Acting ISO Academy Director, explained the rationale behind the revised structure of the draft ISO Action Plan 2016-2020, submitted to DEVCO members for consideration.
34. He explained that the revised document follows a logical structure, and uses terminology that is common to donor agencies and partner organizations, likely to provide funding for the implementation of the Plan.
35. Mr Gerundino also noted that the revised draft Action Plan 2016-2020 now includes a description of activities, criteria to be followed for its implementation as well as guidance for the monitoring and evaluation of the Plan.

ITEM 12 Additional feedback in view of the finalization of the draft ISO Action Plan for developing countries 2016-2020

36. The four breakout sessions scheduled in the afternoon were:
 - Group 1 – Desired results of the ISO Action Plan for developing countries 2016-2020 (APDC)
 - Group 2 – Identification of the types of activities of the APDC 2016-2020
 - Group 3 – Needs assessment and implementation of the APDC 2016-2020
 - Group 4 – Monitoring and evaluation of the APDC 2016-2020

ITEM 13 Reporting back from the working sessions on the ISO Action Plan for developing countries 2016-2020

37. Presentations:
 - Group 1** – Mrs Léna Dargham presented the outcome of the discussions on the desired results of the Action Plan 2016-2020. Stressing the fact that the Action Plan is actually a strategy document more than an action plan, her group highlighted the following:
 - The outcomes as presented correspond to member expectations, and will contribute to the overall impact;

- The outputs reflect the needs of members, and are concrete and measurable;
- Clarification is needed on how standards are linked to the other pillars of the NQI;
- Outcome 1: align national standardization policy with regional policy, promote economic benefits of standards with policy makers;
- Outcome 2: stress the importance of promoting standardization at all levels in the education system;
- Outcome 3: include the need to enhance competencies of NSB staff;
- Outcome 4: small and micro businesses to participate more fully in standardization;
- Outcome 5: mechanisms and a clear definition of roles and responsibilities is needed for efficient coordination between organizations and development projects.

38. The Group's presentation is available on the [ISOTC server](#).

Group 2 – Mr Hiroo Wakai presented the outcome of the discussions on the identification of the types of activities of the APDC 2016-2020. Priorities were identified as follows:

- Stakeholder engagement, education on standardization, capacity building through training of trainers;
- Regional cooperation, extension of the sponsorship programme, development of IT tools, including e-learning platforms;
- Engage governments, share best practice at the regional level, develop a national standardization strategy.

39. The Group's presentation is available on the [ISOTC server](#).

Group 3 – Mrs Eve Gadzikwa presented the outcome of the discussions on the needs assessment and implementation of the Action Plan 2016-2020. She highlighted the following:

- For assessing needs a bottom up approach is preferred;
- Consider multiple sources for assessing needs of ISO members in developing countries (NSBs, stakeholders, regional organizations, ISO events, etc.); take into account national gap analyses, and overall programme evaluations;
- The current needs assessment process is not visible with members;
- Consider creating a project portal for members to submit project proposals to ISO;
- Clarify criteria for member classification, and how regional balance can be achieved;
- Include donors as key partners for the implementation of development projects.

40. The Group's presentation is available on the [ISOTC server](#).

Group 4 – Mr Carlos Amorim presented the results from the discussions on monitoring and evaluation of the Action Plan 2016-2020. The discussions highlighted the following points:

- The selection of indicators for the evaluation of projects (and the Action Plan) is key;
- Align KPIs used at the national level with those used for monitoring the Action Plan;
- A template for reporting on projects should be developed by ISO;
- Active contribution by NSBs to the monitoring and evaluation work is indispensable;
- Strong cooperation with regional organizations is recommended;
- Independent, 3rd party evaluations are valuable.

41. The Group's presentation is available on the [ISOTC server](#).

42. The Chair confirmed that the DEVCO CAG would further examine the outcome of the discussions. The feedback from the members would be considered alongside with other inputs for the finalization of the Action Plan 2016-2020.
43. The ISO Central Secretariat, in close collaboration with the DEVCO CAG, will have the task to prepare the final draft Action Plan 2016-2020 and submit it to DEVCO members for approval by electronic vote, before the end of the year. Once approved by DEVCO members, the Action Plan will be submitted to the ISO Council for endorsement.

ITEM 14 Date and place of the next meeting

44. The Chair informed the members that the 50th DEVCO meeting will be held on 20 September 2016, in Beijing, China, followed by the ISO General Assembly, scheduled to take place from 21 to 23 September 2016.

ITEM 15 Any other business and resolutions

45. The Chair gave the floor to the Secretary to read out the resolutions.
46. The Secretary read out the resolutions, which can be found on the ISOTC server.

ITEM 16 Closure

47. The DEVCO chair thanked the members for their active participation, and the secretariat for a meeting well prepared.

INTRODUCTION

ITEM 5 Matters arising from the minutes of the previous meeting

The 49th DEVCO meeting resolutions were reviewed by the DEVCO Chair's Advisory Group (CAG) in September 2015. The follow-up action on DEVCO resolution 08/2015 is highlighted in italics (see next page). Other resolutions were for noting and did not require any specific follow-up action.

DEVCO resolution 01/2015

thanks the ISO President, Dr Xiaogang Zhang, for his inspiring message and for reminding members how critical the continued support by donor agencies is for the implementation of the *ISO Action Plan for developing countries 2016-2020*.

DEVCO resolution 02/2015

thanks the Acting Secretary-General, Kevin McKinley, for his update on developments at ISO, for giving clarity to the ISO Strategy and discussions in DEVCO, including the *ISO Action Plan for developing countries 2016-2020*.

DEVCO resolution 03/2015

thanks Dr Ranyee Chiang for her excellent presentation,

invites developing country members to participate in the work of ISO/TC 285 on Cookstoves and Clean cooking solutions,

recommends that members promote this exemplary case of international standardization work as a model to be replicated in other areas of importance to developing countries.

DEVCO resolution 04/2015

thanks the DEVCO Chair for his presentation on the results of the *ISO Action Plan for developing countries 2011-2015*,

recognizes that the experience acquired in the implementation of the *ISO Action Plan for developing countries 2011-2015* represents a solid basis for the activities to be carried out under the *ISO Action Plan for developing countries 2016-2020*,

expresses concern for the decline in the volume of technical assistance provided to developing countries since 2014,

and concurs with the message of the DEVCO Chair regarding the efforts needed to secure funding to support the implementation of the *ISO Action Plan for developing countries 2016-2020*,

thanks the Swedish International Development Cooperation Agency (Sida), the Swiss State Secretariat for Economic Affairs (SECO), the Finnish Ministry for Foreign Affairs, and the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) for providing financial support for the implementation of the *ISO Action Plan for developing countries 2011-2015*,

also thanks the members that contribute to the Funds-in-trust in support of the implementation of the *ISO Action Plan for developing countries*,

thanks the CASCO and COPOLCO secretariats for reporting on activities of interest to developing countries included in annexes 2 and 3 of the DEVCO working document 08/2015.

DEVCO resolution 05/2015

thanks members for reporting on technical assistance and training activities contained in DEVCO working document 08/2015,

recognizes the need for members to continue sharing information on the implementation of development projects in order to avoid the duplication of effort and to maximize the use of available resources.

DEVCO resolution 06/2015

thanks the panellists, Dr Hassan Magied (EOS), Mr Tak Leong Cheong (SPRING) and Mr Khaing Moe Win (DRI) for their interesting presentations on capacity building projects implemented under the *ISO Action Plan for developing countries 2011-2015*,

also thanks Dr Bernardo Calzadilla-Sarmiento, United Nations Industrial Development Organization (UNIDO) for his valuable contribution to the discussions,

congratulates Mr Damian Fisher (SA) for facilitating the panel session.

DEVCO resolution 07/2015

thanks the Acting ISO Academy Director, Mr Daniele Gerundino, for his presentation,

notes with appreciation the work done by the Chair's Advisory Group (CAG) and the ISO Central Secretariat to review the terminology and structure of the draft *ISO Action Plan for developing countries 2016-2020*.

DEVCO resolution 08/2015

thanks Mrs Léna Dargham (LIBNOR), Mr Hiroo Wakai (JISC), Mrs Eve Gadzikwa (SAZ) and Mr Carlos Amorim (ABNT) for chairing the working sessions on the finalization of the *ISO Action Plan for developing countries 2016-2020*,

also thanks Dr Gevorg Nazaryan (SARM), Mr Tak Leong Cheong (SPRING), Dr Mkabi Walcott (SLBS) and Mr Damian Fisher (SA) for facilitating the working sessions on the next *ISO Action Plan for developing countries*,

requests the Chair's Advisory Group (CAG) to ensure that the additional feedback provided by members is taken into account for the formulation of the final version of the *ISO Action Plan for developing countries 2016-2020*.

The Action Plan for developing countries 2016-2020 was approved by the DEVCO members with 72 votes in favour, none against and 8 absentions. In total 80 votes were cast out of a possible 98. It is to be noted that this was the first time that DEVCO members voted on ISO's Committee Internal Balloting system (CIB).



INTRODUCTION

ITEM 6 Update by the acting Secretary General

The Acting Secretary General, Mr Kevin McKinley, will give an overview on the latest developments at ISO.

DEVCO ACTION

DEVCO members are invited to
note/comment the information presented



KEYNOTE ADDRESS

ITEM 7 Sustainable development goals, standards and developing countries

The 2016 DEVCO keynote address will be delivered by Joakim Reiter (Sweden), Deputy Secretary-General of UNCTAD.

Joakim Reiter took up the position of Deputy Secretary-General on 1 April 2015. Mr. Reiter, who has held high-level diplomatic positions as a representative of his country, has extensive experience in trade negotiations and wide-ranging expertise in trade and development and in dealing with multilateral organizations.

Immediately prior to joining UNCTAD, Mr. Reiter was the Deputy Director General at the Ministry of Foreign Affairs of Sweden, heading the Department for International Trade Policy. In that role, he oversaw the formulation of Sweden's policies and priorities with respect to, inter alia, trade and investment issues, trade related technical assistance and corporate social responsibility, as well as the World Trade Organization (WTO), the Organization for Economic Cooperation and Development (OECD), UNCTAD and the European Union's bilateral and regional trade negotiations. He also represented Sweden on the OECD Trade Committee.

From 2011 to 2014, Mr. Reiter held the position of Ambassador and Permanent Representative of Sweden to the WTO in Switzerland, where he also served as chair of the WTO bodies on services (2012), goods (2014) and trade policy reviews (2013), as well as the Working Party on the accession of Liberia. Mr. Reiter was Minister Counsellor and Head of the Trade Section at the Representation of Sweden to the European Union in Belgium from 2008 to 2011. In this capacity he represented Sweden in the Trade Policy Committee of the Council of the European Union, which he chaired during the Swedish Presidency in 2009.

Mr. Reiter was born in Sweden in 1974 and is a graduate of the London School of Economics (Master of Science, Economics), United Kingdom of Great Britain and Northern Ireland, and Lund University (Master of Arts, Political Science), Sweden. He has authored academic articles, as well as a book on different trade, investment and financial issues.

DEVCO ACTION

DEVCO members are invited to note/comment the information presented

ISO ACTION PLAN FOR DEVELOPING COUNTRIES

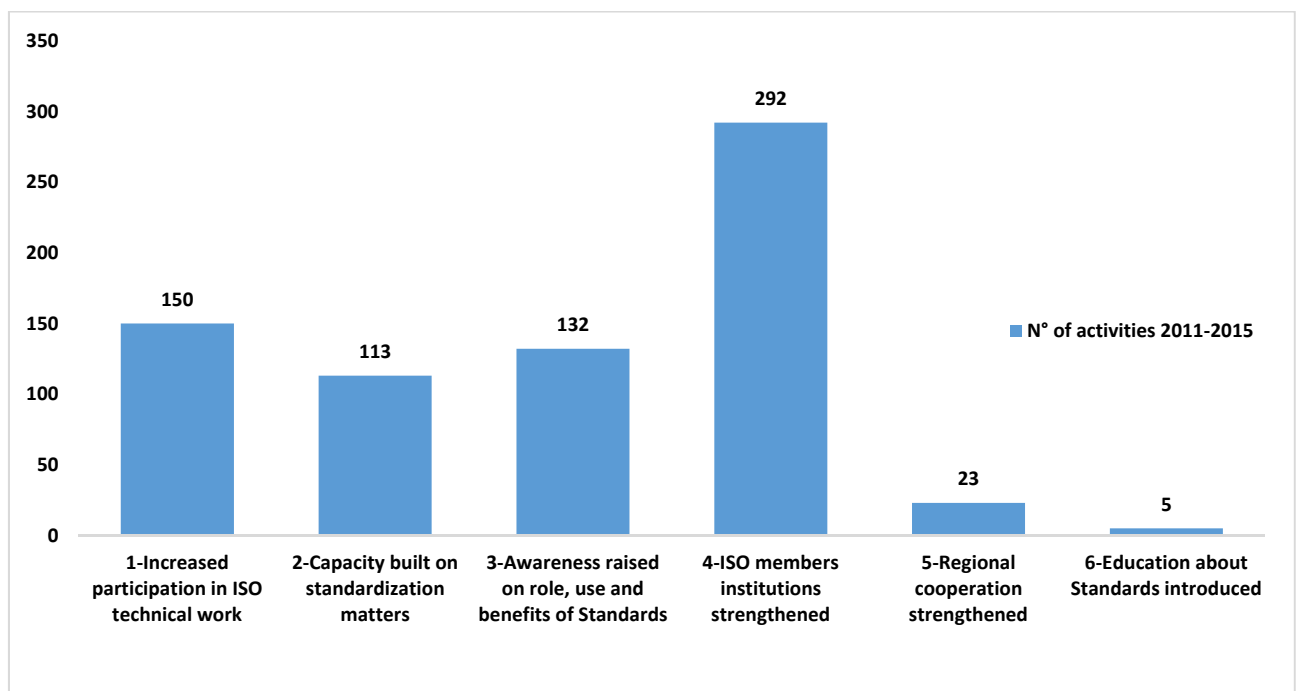
ITEM 8 Lessons learned and results from the implementation of the Action Plan 2011-2015

1 Overall results

The implementation of the ISO Action Plan for developing countries 2011-2015 was completed in December 2015. Technical assistance and training activities were delivered under the following objectives:

1. Increased participation in ISO technical work
2. Capacity built in standardization and related matters for ISO members and their stakeholders
3. Awareness improved on the role and benefits of International Standards and their use. International standards are therefore increasingly used
4. ISO members in developing countries strengthened at institutional level
5. Regional cooperation strengthened
6. Introduction of the subject of standardization as part of educational curricula initiated

During this five-year period, **717 activities** were carried out, representing an increase of 61% compared to the number of activities implemented under the first Action Plan (during 2006-2010). Nearly **20 000 members and stakeholders** from **120 ISO members** took part in the activities, representing an increase of 47% in participation. A total of **kCHF 11 930** was spent in development assistance, not including the operational costs borne by the ISO Central Secretariat. The chart below shows the distribution of activities carried out by objective.



2 Lessons learned

As for the previous Action Plan (2005-2010), an independent evaluation of the implementation of the Action Plan 2011-2015 was conducted. The purpose of the evaluation is to assess whether the activities were carried out according to the principles of relevance, efficiency, effectiveness, sustainability and impact. The conclusions of the evaluation are positive and a number of recommendations were formulated in the final report. The report is available from the DEVCO secretariat.

The conclusions and recommendations were given careful consideration by the DEVCO CAG and taken into account for the design of the Action Plan 2016-2020.

3 Action Plan for developing countries 2016-2020

The implementation of the Action Plan 2016-2020 started in January 2016. The Plan is structured around an impact (long-term vision), a key outcome (overall result), and five outcomes (changes or benefits), defined as follows:

1. Standardization has a recognized, effective role in support of public policies
2. National standards bodies' strategic capabilities strengthened
3. National standards bodies' capacity strengthened at the operational and technical levels
4. Increased involvement of ISO developing country members in international standardization
5. Coordination and synergies with other organizations and among projects implemented

Technical assistance and training activities to be carried out are focused on achieving the above outcomes. An annual work plan is established in response to needs expressed by members in developing countries and in light of future developments foreseen by ISO in areas that are of interest to them.

The main sources for capturing needs and requirements for standardization and related matters are the annual DEVCO meetings and break-out sessions, and the needs assessment surveys conducted with DEVCO members.

ISO continues to benefit from donor support for the implementation of the Action Plan. A five-year agreement was recently signed with the Swedish International Development Cooperation Agency (Sida) to support the implementation of the Action Plan 2016-2020. Funding from Sida is also available in support of regional activities such as the MENA STAR project.

Additional sources of funding are actively being sought and discussions with other donor agencies and partner organizations are progressing well.

The ISO Council has allocated funds in support of developing country programmes and contributions by ISO members to the Funds-in-Trust continue to be an important resource.

DEVCO ACTION

DEVCO members are invited to note/comment the information presented

ISO ACTION PLAN FOR DEVELOPING COUNTRIES

ITEM 9 Guidance for the monitoring and evaluation of the ISO Action Plan 2016-2020

Action Plan for developing countries 2016-2020

With the Action Plan 2011-2015, ISO has completed a second 5-year cycle of its programme in support of developing countries. The scope and extent of activities have significantly expanded compared with the first cycle and ISO has gained significant experience, improved the understanding of developing country member needs, along with its technical assistance and training services.

The Action Plan 2016-2020, developed through an inclusive process (including dedicated sessions at the DEVCO meetings in 2014 and 2015) and the active contribution of a large number of ISO members from developing countries, was approved by DEVCO and endorsed by Council at the end of 2015.

The Action Plan 2016-2020 sets new and ambitious targets to be achieved by ISO and its developing country members. The Plan also has a high-level, aspirational goal, aligned with current trends and notably the United Nations Sustainable Development Goals which set the scene for the Post-2015 Development Agenda that reads *Contribute to economic development, social progress and the protection of the environment in developing countries*.

However, as clearly reflected in the structure of the new Action Plan, we need to focus our attention on the outcomes defined in the Plan, and understand well how achieving these can contribute to the overall impact of the programme. Also, identifying a suitable set of indicators that can support effective and relevant monitoring and evaluation is key to this effort.

Monitoring and evaluation of the ISO Action Plan 2016-2020

ISO has in place an established and reliable system (in terms of inputs, project management, and monitoring) to support the implementation of the programme and to evaluate *activities and their immediate results*.

However, the reason for the existence of the programme has to do with its *outcomes and impact* i.e. the changes and improvement in performances or conditions of the organizations and communities targeted by the programme.

Being able to monitor and evaluate performance at this level is probably the key challenge concerning all development programmes. Therefore a significant effort has been made to address these aspects in the formulation of the new version of the Action Plan and the management of its implementation.

In a nutshell, the directions followed by ISO in this area are outlined below:

- The elements of the existing monitoring system, which cover primarily the activity and output levels, have been maintained and refined. They provide valuable information about the target groups covered, participation at activities and customer satisfaction. Actions are underway (e.g. through notifications, refinement of the IT tools and personal

contacts) to ensure high-level response rates from the participants in Action Plan-related activities and to allow the possibility of capturing extended qualitative feed-back

- A new set of indicators, focused on the evaluation of outcomes, has been developed and compiled in the Log frame matrix of the Action Plan 2016-2020
- The monitoring and evaluation system for the new indicators is being implemented: it comprises a combination of tools (templates and checklists; and associated IT tools supporting data capturing) and organizational measures, associated to the execution of a certain set of activities as well as to regular interactions with the NSBs of the beneficiary countries of the Action Plan 2016-2020.

This session

A presentation from ISO/CS will provide specific information about:

- the approach followed for monitoring and evaluation of the Action Plan 2016-2020
- the tools developed by ISO/CS to support the process
- the tasks that NSBs benefiting from the implementation of the Action Plan are expected to perform

The presentation will be followed by an open discussion covering these items.

DEVCO ACTION

DEVCO members are invited to note/comment the information presented



PANEL SESSION

ITEM 10 Leveraging partnerships in the delivery of development programmes

Background

The ISO Action Plan for developing countries 2016-2020, aligned with the ISO Strategy 2016-2020, was approved by DEVCO in December 2015. The Action Plan determines the technical assistance and training activities to be implemented during this five-year period. It is structured around an impact (long-term vision), a key outcome (overall result), and five outcomes (changes or benefits) defined as follows:

- Outcome 1: Standardization has a recognized, effective role in support of public policies
- Outcome 2: National standards bodies' strategic capabilities strengthened
- Outcome 3: National standards bodies' capacity strengthened at the operational and technical levels
- Outcome 4: Increased involvement of developing country members in international standardization
- Outcome 5: Coordination and synergies with other organizations and among projects implemented

Panelists

The following speakers will be joining the panel session:

- Dr Bernardo Calzadilla-Sarmiento, Director, Department of Trade, Investment and Innovation, United Nations Industrial Development Organization (UNIDO)
- Mrs Cécile Fruman, Director, Trade & Competitiveness, World Bank Group (WBG)
- Mr Lauro Locks, Counsellor, Trade and Environment Division, World Trade Organization (WTO)
- Dr Marion Stoldt, Head of Technical Cooperation Physikalisch-Technische Bundesanstalt PTB

The speakers will present the approaches and policies of their respective organization in support of developing countries, and discuss current and future technical assistance programmes, identifying existing or potential opportunities for synergies in the context of the implementation of the ISO Action Plan for developing countries 2016-2020.

DEVCO ACTION

DEVCO members are invited to participate in the discussions



BREAK-OUT SESSIONS

ITEM 11 Presentation of the afternoon break-out sessions

Since first organized at the 38th DEVCO meeting held in September 2004, the DEVCO break-out sessions have been instrumental in fulfilling DEVCO's mission to provide a forum for the exchange of information and best practice on issue faced by developing countries. Over the years, these interactive sessions have significantly helped identify needs and requirements of ISO members in developing countries and provided valuable guidance for the design and implementation of the ISO Action Plan for developing countries.

The themes from the break-out sessions were selected by the DEVCO Chair's Advisory Group, based on suggestions formulated by DEVCO members through the survey questionnaire circulated at the 49th DEVCO meeting held in Seoul (Republic of Korea). These are the following:

- Break-out 1 - Financial sustainability of national standards bodies in developing countries – adopting the right business model to succeed
- Break-out 2 - How to develop and implement a national standardization strategy
- Break-out 3 - Enhancing developing country participation in international standardization through twinning, partnerships and other means

The sessions will run in parallel from 14:00 to 15:30 and feature presentations by members from developed and developing countries. CAG members will chair the sessions and report back on the outcome of the discussions at the DEVCO plenary meeting resuming after the afternoon coffee break at 16:15. A preliminary programme is included in **Annex 1**.

To give focus to the discussions and help member prepare their active participation a background paper for each of the break-outs is included in **Annexes 2, 3 and 4**.

DEVCO ACTION

DEVCO members are invited to attend the break-out group of their choice and to participate actively in the discussions



50TH MEETING OF DEVCO, SUNDAY 11 SEPTEMBER 2016, BEIJING, CHINA
BREAK-OUT SESSIONS FROM 14:00 TO 15:30

<p>Break-out 1 Function Hall A (starting at 14:00)</p>	<p>Break-out 2 Function Hall B (starting at 14:00)</p>	<p>Break-out 3 Function Hall C (starting at 14:00)</p>
<p><i>Financial sustainability of national standards bodies in developing countries – adopting the right business model to succeed</i></p>	<p><i>How to develop and implement a national standardization strategy</i></p>	<p><i>Enhancing developing country participation in international standardization through twinning, partnerships and other means</i></p>
<p><u>Chair</u> Eve Gadzikwa, Director General SAZ (Zimbabwe) and member of DEVCO CAG</p> <p><u>Expert/Facilitator</u> Martin Kellermann, Consultant</p> <p><u>ISO/CS support</u> Sari Rajakoski, Programme Manager, Development and training, ISO Academy</p>	<p><u>Chair</u> Gevorg Nazaryan, Deputy Director SARM (Armenia) and member of DEVCO CAG</p> <p><u>Expert/Facilitator</u> Daniele Gerundino, Acting Director, ISO Academy</p> <p><u>ISO/CS support</u> Pamela Tarif, Head, Membership</p>	<p><u>Chair</u> Damian Fisher, Senior International Development Manager SA (Australia) and member of DEVCO CAG</p> <p><u>Expert/Facilitator</u> Martin Chesire, Programme Manager, Development and training, ISO Academy</p> <p><u>ISO/CS support</u> Caroline Leserre, Project Manager, Membership</p>
<p>Members are invited to contribute to the discussions from the floor</p>	<p><u>Speakers</u></p> <p>Masego Marobela, Managing Director (BOBS)</p> <p>Jai Hun Park, Director, International Standards Division (KATS)</p> <p>Otgonbayar Zagdragchaa, Head of standardization and technical regulation department (MASM)</p>	<p><u>Speakers</u></p> <p>Mark Bagabe, Director General, Rwanda Standards Board (RSB)</p> <p>Joseph Tretler Jr. VP International Policy ANSI</p> <p>Osvaldo Petroni, Director of Standards, IRAM</p> <p>Pascale Mienville, Head, International Cooperation, AFNOR</p> <p>Yasukazu Fukuda, Director, International Standardization Division, JISC</p>
<p>15:30 – 16:15 Coffee/tea break</p>	<p>15:30 – 16:15 Coffee/tea break</p>	<p>15:30 – 16:15 Coffee/tea break</p>

BACKGROUND PAPER FOR BREAK-OUT SESSION 1:

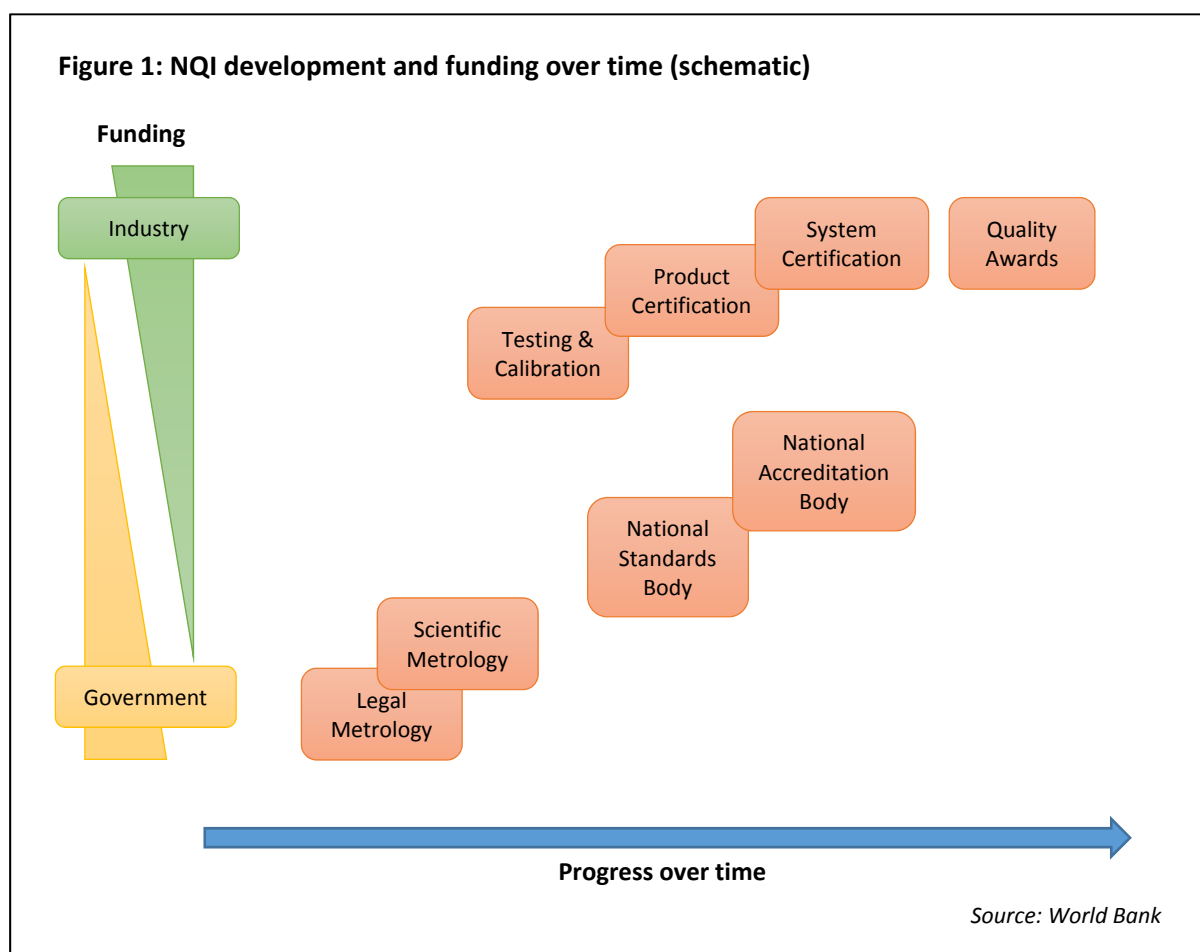
THE FINANCIAL SUSTAINIBILITY OF NSBs

It has been more than five years since the ISO publication *Financing NSBs: Financial stability for National Standards Bodies* was developed. Since then the challenges for NSBs in smaller economies have increased as the world trading system developed and public and private standards have become more important for countries that wish to export more in order to improve their socio-economic development. Some of the most important challenges are discussed in more detail below.

This background paper needs to be read in conjunction with the above ISO publication and follows the numbering of the same. The content of the ISO publication will not be repeated.

1 Organizational forms

Not much has changed in this area. In smaller economies many NSBs are still public entities in some shape or form – the notion of private sector national standards bodies has not found much favour. It is also debatable whether private sector NSBs would be sustainable in smaller economies. A typical development of the quality infrastructure in OECD countries is shown in the figure below. It can be seen that the government has to provide the bulk of the funding for metrology, standards and even accreditation before the industry has developed to the extent that it can shoulder the funding of the conformity assessment services in the longer term.



DISCUSSION TOPICS: Where are we in relation to the development stage of the NQI in our respective countries, and do we have the time to follow the natural progression as depicted in Figure 1? If we do not have the time to develop organically, how can we compress the development curve to ensure we remain a relevant NSB in our respective economies that need to enhance their export performance for socio-economic development?

2 Sources of revenue

2.1 Core funding versus commercial income

Many NSBs in smaller economies are largely dependent on government funding. Anecdotal evidence suggests that this funding is continuously under pressure as government finances have to service a myriad of important needs. Further evidence suggests that this funding is utilised to finance the recurrent costs, e.g. salaries. The notion of core funding, i.e. funding for the “good for country” activities of the NSB, has not been implemented widely. This means that the government funding is to some extent not allocated to specific services of the NSB. The result is that it is not so easy for the NSB to argue its case for continued or increased government funding. However, if core funding concept is introduced, then the commercial services of the NSB should be able to be self-funding, i.e. it is more difficult to subsidise them.

DISCUSSION TOPICS: Why has the notion of core funding not found widespread acceptance? What are the difficulties to implement such an approach? Has the core funding approach been discussed with government sources in your country, and what was the response?

2.2 Government funding

This element is closely related to the previous topic. It is a common lament from NSBs that government funding is not adequate to provide for all the services the government expects it to provide, especially to the SME sector. Good fiduciary responsibility would suggest that a lump sum provision every year is due to be less effective in securing the long-term funding commitment from government. Much better fiduciary responsibility means that the NSB clearly indicates to government what services the funding is for, and what has been done with the funding of the previous financial year, i.e. quantify the benefits to the country.

The question that needs to be asked however, is whether the government or line ministry really understands what the “good for country” services are that the NSB must provide in order to support industry and the regulatory environment. Again, anecdotal evidence would suggest that the discussions with the government on finances centres largely on what was provided in the previous year, and how can the government squeeze the funds in the following year. NSBs therefore apply for a budget that is much higher than actually needed because it is known that only a smaller percentage will be approved.

DISCUSSION TOPICS: What are the experiences of the NSBs in gaining an understanding from government sources as regards the necessity to provide for long-term funding for the “good for country” activities of the NSB? Does any government demand an account of what was achieved, qualitatively and quantitatively, with the funds of the previous financial year before the new budget is approved? If not, why not?

2.3 Subscription or national membership fees

This source of funding seems to be largely ignored in smaller economies. The question is whether it is a source that has been contemplated by NSBs in smaller economies.

2.4 Document sales

The world has moved towards the electronic media in no small way. Hence, if the NSB wishes to sell standards and related documents it has to do so through the internet. On the other hand, in many smaller economies, industries (especially the SME sector) does not have ready access to the internet. Another challenge is that the NSBs as a government entity has to utilise the governmental portals or internet services, and these are not always conducive to the sale of documents paid for by credit or debit card over the internet.

A related issue is the propensity of many NSBs still to publish national standards in hard copy, and print a couple of thousand copies. These then sit on the shelves of the NSB, unsold after three or five years, and have to be trashed if the standard has been subject to major revisions. This is major waste of funds, not only the documents that have to be trashed, but also a drain on the annual budget. In some cases, leading to approved standards not being made available due to lack of funds for printing. This state of affairs is a violation of one of the principles of good standardization practices that standards should be made available as quickly as possible once approved.

Print-on-demand systems are relatively easy to establish. In principle all that is need is a server dedicated to the standards which should be in PDF format to ensure proper printing, a decent printer to print both sides of the paper and a binding machine. The question is why such print-on-demand systems are not in wide spread use, and why many NSBs wish to install high volume, expensive equipment that will never be fully utilised.

A related challenge for all of the above is the fact that many of the older standards are only available in hard copy, i.e. electronic versions do not exist. Few, if any NSBs in smaller economies have a programme in place to digitise these standards as quickly as possible, whereas more entrepreneurial NSBs have hired technical college students over holidays to retype the relevant standards *en masse*.

The pricing of standards is another issue that needs to be considered. It is common practice that NSBs in smaller economies sell standards at much lower prices than what for example an original ISO standard would cost. In many cases this has become common practice, without specific strategic objectives actually informing such practices.

DISCUSSION TOPICS: What are the challenges that your NSB is facing to provide all the national standards electronically, especially over the internet? Have you embarked on a dedicated programme to digitise remaining hard copy standards, and what is your experience in this regard? How have you dealt with the challenge that SMEs do not have reliable access to the internet, yet are in dire need of purchasing national standards? Is there a strategic objective approved by the Council/Board on the pricing of standards? What would be a reasonable annual income that can be expected from the sale of national standards in a smaller economy?

2.5 Conformity assessment services

Conformity assessment services are provided by many public and private sector entities all over the world. This is where the money is to be made in the standardization and technical regulation domain. Hence, the competition is getting fiercer, especially as multinational conformity assessment service providers enter the market. They are frequently accredited whereas the NSB is not, and they market their services as being acceptable in the international or world markets. This is a hard act for NSBs to follow. In the first place, governments are under real pressure to open the conformity assessment services for technical regulation to all technically competent service providers, i.e. accredited. Secondly, NSB find it very hard to gain accreditation for all their conformity assessment services due to

many factors. Thirdly, NSB are not well known outside of their own country, hence international markets are to some extent difficult to penetrate.

In more sophisticated common markets there is a move to separate standards development from conformity assessment services, mostly for financing reasons, i.e. the governments do not wish to subsidize conformity assessment services. In smaller economies the latter frequently leads to vehement protests from the private sector that the playing field is not level, i.e. they cannot compete with government subsidized entities.

On the other hand, the multinationals are frequently too expensive for the SME sector, as few of them will entertain the notion of low cost service delivery for this sector. In this case the NSB can provide a useful alternative to the SME sector if the services are accredited. A complicating factor in all of these issues is the fact that many NSBs in smaller economies have a perceived monopoly on the testing of products that fall within the scope of mandatory or compulsory standards. The moment this perceived monopoly is liberalized, the income of the NSB may be seriously compromised.

DISCUSSION TOPICS: Is the notion that NSBs should provide conformity assessment services still relevant in a modern, export orientated economy? How can a NSB in a small economy compete with the multinational conformity assessment service providers? How do you best serve the needs of the SME sectors without compromising the long-term financial sustainability of the NSB, nor distort the market place with subsidized conformity assessment services?

2.6 Metrology

The main issue for NSBs that also provide metrology services, be they just calibration or even being the custodian of the national measurement standards, is a question of funding. With appropriate funding, the establishment and maintenance as well as the necessary inter-laboratory comparisons, can be provided for to ensure that the national metrology system is appropriately linked to the international system through the country's recognized Calibration and Measurement Capabilities (CMCs).

2.7 Accreditation

Few NSBs in smaller economies provide accreditation services. Where they do, it is a remnant of an earlier dispensation that needs to be rectified. If accreditation is provided by the NSB, it cannot provide conformity assessment services as this would be a blatant conflict of interest. The possibility of regional accreditation services has not been explored by many.

2.8 Training services

There is a difference between training and consultancy. Consultancy is not allowed if any of the services of the NSB are to be accredited. But, many NSBs in smaller economies are charged by their governments to help in developing industry, i.e. provide consultancy. It is important that the NSB therefore provides training services, but steers clear of consultancy. Experiences in this regard would be useful discussion topics.

2.9 Consultancy services

See 2.8 above.

2.10 Mandatory standards

The involvement of some NSBs in mandatory or compulsory standards is probably the area where the most challenges are experienced. In the past, governments provided NSBs with the mandate through their legislation to implement mandatory standards, even though the approval of such standards is vested in the relevant Minister. The NSB generally established a system of pre-market approval of

products falling within the scope of mandatory standards. This entailed inspection and testing of batches for imported products, and frequently the mandatory application of the national product certification mark for local manufacturers.

This system of mandatory standards is seen as a conflict of interest by many of the larger trading partners. The NSB is considered to be given a licence to extract rent through a levy system or through mandatory product certification without being subject to market forces. It is noteworthy that many NSBs in smaller economies are obtaining in the region of 80% of their annual budget through such schemes. Furthermore, NSBs are considered to develop standards that can be promulgated as mandatory standards only, and neglecting to overall standardization needs of the country.

The pressures to change this system to a more open technical regulation regime are growing as smaller countries wish to conclude trade agreements with the larger common markets such as the EU. However, such changes have serious consequences for both the government and especially the NSBs that are mandated to implement mandatory standards. These include the following:

- The annual budget of the NSB would be seriously compromised if the system of mandatory standards combined with a levy system or mandatory product certification is changed into a more open technical regulation system.
- It is not a given that the NSB would be able to compete for the lucrative conformity assessment services in the technical regulation domain because they are frequently not accredited and their service delivery is not on the same level as those of the private sector entities.
- The regulatory activities of the NSB have to be separated and placed in independent regulatory agencies, and where these do not exist they have to be established.
- Changing the pre-market approval system to a market surveillance system requires new skills in risk assessment in which regulatory agency personnel have to be trained.
- The government has to find the funds to pay for the market surveillance activities of regulatory agencies which previously was funded through levies.

DISCUSSION TOPICS: Is the system of mandatory standards inherently incompatible with the WTO TBT Agreement requirements? Have you experienced pressures in your country to change the mandatory standards system to a more open technical regulation system? Where do these pressures come from? Have you separated (or are in the process of doing so) the implementation of mandatory standards from the NSB? If so, where have you placed this responsibility? Have you found a way of safeguarding the financial sustainability of the NSB once it loses its mandate to implement mandatory standards?

3 Conclusion

NSBs in smaller economies are subject to the forces of change in world markets over which they have little control. The challenge is to not only survive these changes, but actually prosper within this changed environment. The family of NSBs within ISO is a unique opportunity to share good experiences, and in this way strengthen the national standardization systems of its members. The discussions during the break-out session are an opportunity to do so, and should be utilised to the full.

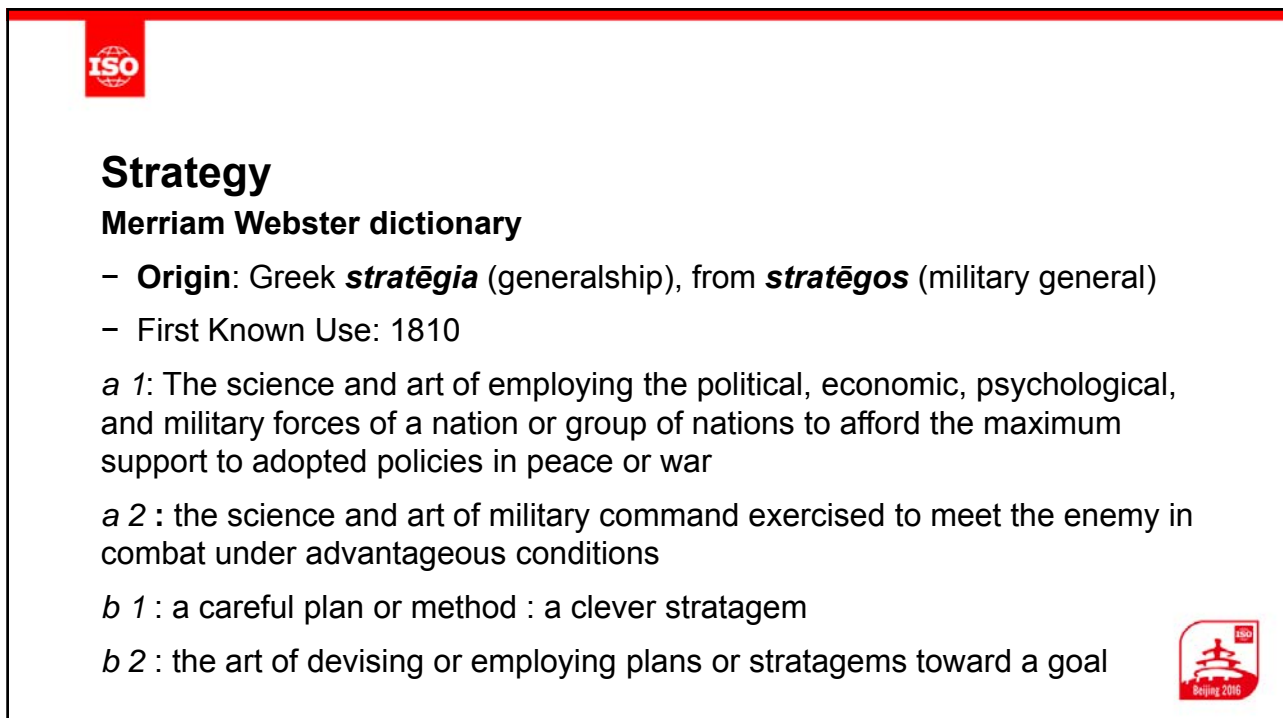
The end.

A banner for 'ISO week in China' featuring a red and yellow background with a stylized pagoda on the right. The text is in white and black. The ISO logo is in the top left, and a 'Beijing 2016' logo is in the top right.

ISO week in China
39th ISO General Assembly

50th DEVCO Meeting – Break-out 2
How to develop and implement a National Standardization Strategy

Daniele Gerundino
ISO Academy Director
Beijing, China, 11 September 2016

A slide with a white background and a red border. It contains the ISO logo in the top left and a 'Beijing 2016' logo in the bottom right. The text is in black.

ISO

Strategy

Merriam Webster dictionary


- **Origin:** Greek *stratēgia* (generalship), from *stratēgos* (military general)
- First Known Use: 1810

a 1: The science and art of employing the political, economic, psychological, and military forces of a nation or group of nations to afford the maximum support to adopted policies in peace or war

a 2: the science and art of military command exercised to meet the enemy in combat under advantageous conditions

b 1: a careful plan or method : a clever stratagem

b 2: the art of devising or employing plans or stratagems toward a goal





Strategy

Encyclopedia Britannica

«Theory and conduct of **strategy** have traditionally been distinguished from **tactics** in the following ways:

- **strategy** deals with the entire theatre of war and the use of battles to **win war**, whereas
- **tactics** are concerned primarily with the use of troops and equipment to **win battles**, and the handling of troops on the battlefield»



Corporate (or Organizational) Strategy

- Is the direction an organization takes with the objective of **achieving business success in the long term**
- The development of a corporate strategy involves establishing the **purpose and scope of the organization's activities** and **the nature of the business** it is in, taking the environment in which it operates, its position in the marketplace, and the competition it faces into consideration

“Corporate strategy” in current strategy management practice is usually associated to the actions a company takes to **gain competitive advantage** (Lowell L. Bryan and Claudia I. Joyce, Mc Kinsey)





National Standards Body strategic capabilities

- Essential to set directions aiming to achieve long term success for the Organization
- Competencies and forward looking attitudes are required to cover a variety of key aspects, including:
 - Developing and executing the **National Standardization Strategy**
 - Ensuring effective **stakeholder engagement**
 - Evaluating and demonstrating the **benefits of standards** (to the country, the various category of stakeholders and individual organizations)
 - Securing adequate **sources of revenue** and other key resources to the Organization
 - Designing and implementing effective **marketing and communication**
 - Building and developing relationships with **higher education**



NSB strategic capability

All the elements constituting the NSB strategic capability indicated in the previous slide, are addressed by ISO in the framework of the Action Plan for developing countries 2016-2020, under “**Outcome 2**”, “**NSBs’ capacity strengthened at the strategic level**”

Stakeholder engagement



Financing NSBs



Developing a National Standardization Strategy



Benefits of standards



Education about standardization





National Standardization Strategy

- This Breakout group is focused on the **National Standardization Strategy** – a fundamental element for the NSB and the other actors interested and involved in standardization in any country
- Please note that the “National Standardization Strategy” does not coincide with the “NSB strategy”, although the two are clearly connected

The NSB Strategy concerns the Organization

The NSS is the standardization strategy of the country and it is primarily focused on establishing priorities for standardization linked to national priorities (economic, social, environmental).

Differently from the NSB’s strategy, depending on the chosen approach, it may deal with several organizations involved in the national standardization system and with issues concerning all of them.



Why a National Standardization Strategy? (1)

- Standardization brings significant benefits*, contributing to economic development and social progress
- However, developing and disseminating standards is a complex and costly proposition, requiring the deployment of scarce human and financial resources

** = At least this is what ISO and NSBs contend, along with an increasing number of researchers and private and public sector leaders. Significant studies and communication materials have been developed to demonstrate this assumption*





Why a National Standardization Strategy? (2)

1. Clear **identification of the priorities** to be addressed (through a rigorous and open process) and development of a **sound implementation plan**: they allow to direct the available resources to **meet the most important needs**
2. The NSS development process is an exceptional opportunity to **reach-out to decision-makers**, to **key stakeholders** and, sometimes, to the media and general public



Developing a National Standardization Strategy (1)

- The development of a NSS can be done in various ways. In general, however, the following aspects should be considered:
 - Analysis of **available data and documentation** from **qualified sources** (e.g. National development plan, if available; socio-economic data from national statistics, industry associations, think tanks, etc.) to be performed by the NSB*
 - Consultation with **key stakeholder groups**, capturing their overall perspective and specific recommendations





Developing a National Standardization Strategy (2)

- Selection, by an appropriate representative body, of the **standardization priorities** to be addressed in the given timeframe, along with the **modalities to be pursued** (national/international, participation/adoption)
- Identification of **other priority issues** to be addressed in the framework of the NSS (e.g. financing, public/private sector relationships, responsibilities and partnerships among SDOs, key services to be provided to standards developers and users, etc.)
- Development of the **NSS implementation plan**, including in particular, a **multi-year standards work programme**



Implementing the National Standardization Strategy (1)

For the development and execution of the NSS Implementation Plan different approaches can be followed – however, the following elements are usually covered

- Work programme
 - Indication of the priority areas to be addressed over the given timeframe (usually 5 or 3 years)
 - Selection of the work items to be covered on an annual basis (annual **standards work programme**; updated every year)
 - Clear identification of key stakeholders to be involved in relation to the various areas/work items – and actions to be undertaken to promote/expand their engagement in standards work
 - Definition of the criteria to be used to determine the **standards development options** (i.e. *adoption of existing international standards or other types of standards; participation in international standardization projects; development of national standards*)





Implementing the National Standardization Strategy (2)

- Multi-year budget
 - Estimate of resources (human and financial) needed to support the annual standards work programme, including resources provided by the NSB and by other parties (stakeholders involved in standards development, government funding covering specific projects or areas of activities, etc.)
 - Estimate of resources required for other activities linked to the NSS (e.g. communication and outreach)
 - Risk management: evaluation of key risks associated with the implementation of the programme (with particular attention on their financial impact) and of the approach to address them
 - Mutual, iterative revision of the work programme and of the budget, to ensure a balanced approach and the sustainability of the implementation



Implementing the National Standardization Strategy (3)

- Key indicators
 - Identification of a set of relevant and manageable indicators to monitor progress with the implementation and evaluate results achieved (intermediate and final)
- Responsibilities
 - Clear allocation of roles and responsibilities for the activities included in the plan – these may involve NSB's staff, as well as external organizations and individuals (e.g. SDOs, government entities or associations to which the NSB has delegated particular subject areas; company experts or government representatives having the lead on particular projects)
 - Mechanisms to ensure efficient and effective functioning of delegated responsibility (the NSB remains accountable)





Speakers of the breakout session

- Masego Marobela, Managing Director (BOBS)
- Jai Hun Park, Director, International Standards Division (KATS)
- Otgonbayar Zagdragchaa, Head of standardization and technical regulation department (MASM)

The speakers are expected to describe their views, the experience of their organizations, lessons learnt and possible suggestions to other NSBs, in relation to the issues outlined in this presentation.



ANNEX

- The following slides provide some additional information on one of the important issues addressed in the development of National Standardization Strategies (“defining priorities”)
- A simple model that is proposed in the framework of the ISO workshop “Developing National Standardization Strategy”





Defining priorities for standardization

- This is certainly one of the key aspects (possibly “the” key aspect) of the NSS
- NSBs can follow a simple and structured approach to define priorities – the following slides provide an outline

This and several other aspects re: NSSs are addressed in the ISO workshop “Developing National Standardization Strategy”



Defining priorities for standardization: four dimensions to be considered

- **Economic importance of an industry sector:**
 - economic weight of sector
 - role in export trade / imports
- **Social importance:**
 - impact on health and safety
 - role in employment
 - environmental impact
- **Expected future needs** based on national development plans/policies
- **Stakeholder views** regarding the need for particular standards (within each sector)

- **NOTE:** Examples of industry sectors are: textiles, electrical and electronic engineering, petrochemicals, banking, education.
- Sectors may be in the areas of agriculture, extractive industries, manufacturing or services.





Defining priorities for standardization: four dimensions to be considered

- To assess **socio-economic priority** of a sector/field/subject, the different aspects that contribute to its importance and urgency (such as economic and social importance and role in national development plans) are assessed.
- Importance can be quantified for each aspect using a ranking system which facilitates the subsequent combination of the different aspects.
- We apply the following ranking system:
 - Rank 1 – very important and urgent
 - Rank 2 – highly important
 - Rank 3 – moderately important
 - Rank 4 – of secondary importance
 - Rank 5 – not important
- The different ratings are combined into an overall socio-economic rank in a matrix



Economic and social priorities for standardization (example)

Sector	Field/ Subject		Economic importance		Social importance	Role in future plan	Overall rank = average of 4 preceding columns	Remarks
			local	export				
Chem. & Petroleum	Petroleum	Generally	1	1	2	2	1.5	
		Specific subject: LPG cylinders	2	2	1*	1	1	
Food	Generally		1	5	2	2	2.5	
Textiles	Generally		1	2	3	3	2.3	
Phosphates	Generally		2	2	5	3	3	
Tourism	Generally		2	2	3	2	2.3	
Pharma- and Health care equipment	Health care equip.	Generally	5	4	2	2	3.3	
		Specific subject: Needles	2	N/A	1	1*	1	
Tobacco	Generally		3	3	5	5	4	
Environment	Generally		3	3	1	1	2	

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Assessing stakeholder priorities

- Stakeholders should then be consulted to capture their perspective about fields or subject of highest priority – with justification
- Stakeholders that cooperate closely with NSB should be surveyed first:
 - NSB’s Council members
 - NSB’s technical committees and sub-committees (including representatives of organizations actively involved in TC/SC work)
 - Industry and professional associations cooperating with NSB
 - Interested Government agencies
 - Consumer associations
 - Regional entities/zones
 - Selected companies
 - NGOs
- Other interested (or potentially interested) stakeholders, such as medium and large companies and other important organizations, should also be invited to indicate their needs, which can be classified by sector



Example: Stakeholder needs and priorities (1)

Sector	Field	Subject	Priority	Proposer
Chemical, Petroleum & Plastics	Plastics	PE film	2.3	Plastic Products Co.
	Petroleum	LPG cylinders	1	Fire department
Food	Canned fruit	Diced pineapple in syrup	1.8	Universal Fruit Co.
	Frozen food	Frozen crab	1.4	General Fisheries
Textiles	Mixed-fibre fabrics	Non-crease treatment	3.2	Modern Textiles Co.
Mineral ores	Phosphate ore	Enriched ore	3.6	Technical committee 32
Tourism	Quality in hotels	Customer complaints	2.1	Ministry of Tourism
Medical and Pharma	Medical equipm.	Needles	1.4	Ministry of Health
Tobacco & T. Products	Cigars	Determination of tar content	1.8	Technical committee 45
Environment	Environmental management	Forest management	1.8	Ministry of Environment

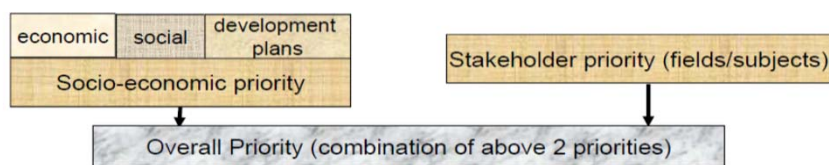
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Combining socio-economic and stakeholder priorities

- From the previous analysis, two sets of data are produced:
 - 1. Priority ranking derived from economic and social data**
 - 2. Priority ranking expressed by stakeholders**
- The two priority ranking are then combined to generate an overall priority ranking



NOTE – Examples for fields are: Cables and wires, compressors, edible oils, textile fabrics, concrete, canned fruits, plastics, etc.

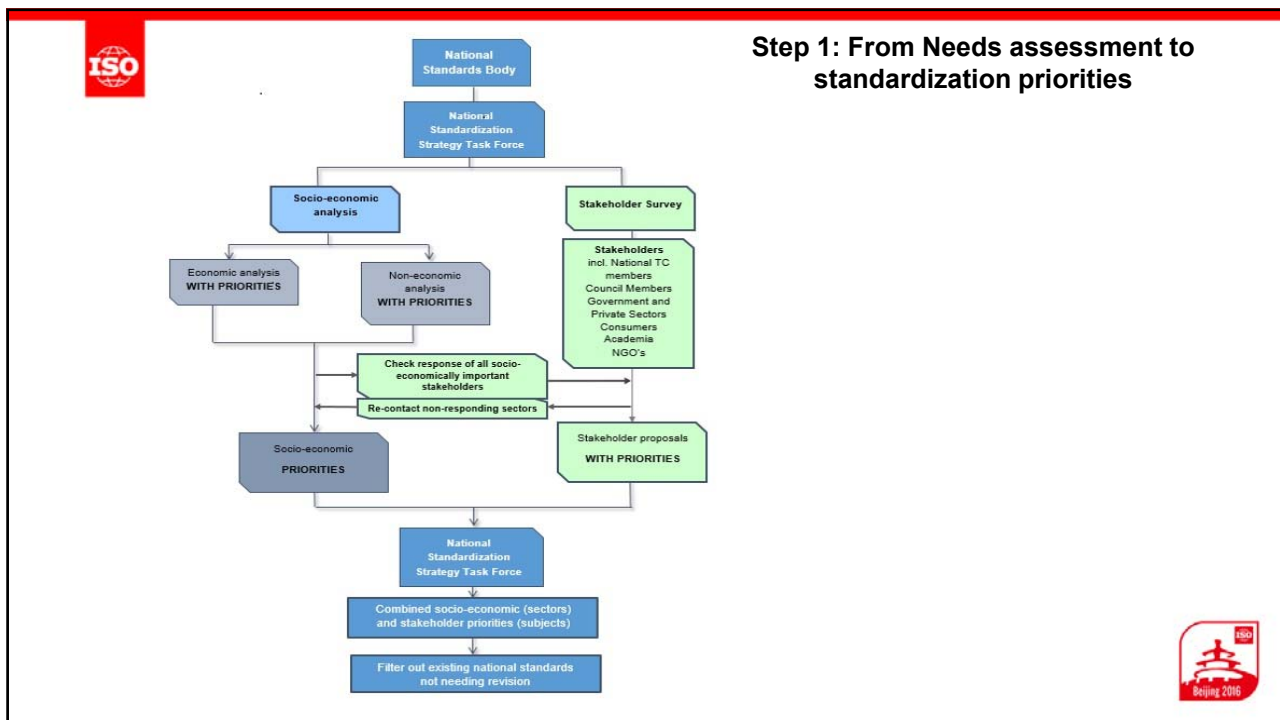


Consolidation of results

- The list of items (at the level of aggregation considered appropriate) and their priority ranking are then reviewed and consolidated by the body responsible for the process (in the following slide we have indicated a “National Standardization Strategy Task Force” – but it can be any other body deemed appropriate in the given context)
- If needed, further iterations with specific stakeholders can be undertaken, prior to finalize the results

Of course, any item referring to existing standards for which revisions are not needed, should be deleted from the list





Following steps

Standards development options

- The list of consolidated items should then be carefully evaluated: in particular, by considering information available from ISO, IEC, ITU, other intergovernmental organizations (e.g. Codex), regional standards organizations, and major SDOs (relevant to the NSB's fields of interest) concerning **published standards and standards projects**
- This comparison should be used as a basis to carefully define the standards development options concerning the work items in the list (national development, national adoption, active participation in international standardization, monitoring of international standardization)



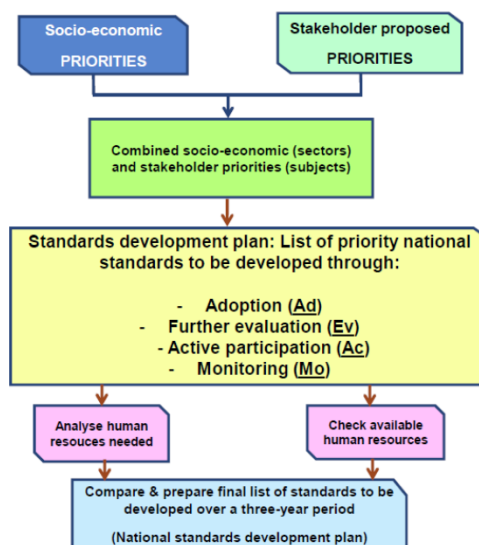
Following steps

Workplan and budget

- The standards development plan outlined through the previous step, needs to be complemented by a workplan, including a clear estimate of the allocation of resources
- These are normally steps following the completion of the NSS and the standards development plan. However:
 - The NSB has the key responsibility of allocating human and financial resources to support the implementation of the plan and
 - Stakeholders, and especially key stakeholders, need to commit as early as possible experts' time and, if needed, financial resources (e.g. to cover travel costs) to secure the successful implementation of the plan



Step 2: From standardization priorities to a national standards development plan



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Background paper for break-out 3: Enhancing developing country participation in international standardization through twinning, partnerships and other means

Introduction

At the end of 2015, there were more than 230 technical committees and over 500 subcommittees in ISO dealing with a variety of standardization subjects. However, the involvement of developing countries in ISO's technical work continues to vary greatly and participation remains a significant challenge to many of them.

Some of the challenges faced by National Standards Bodies (NSBs) include: identifying and involving appropriate national stakeholders and experts, the scarce resources at their disposal to cover the cost of engaging in international standardization work; and in other cases, the capacity to prioritize areas of important national interest and relevance justifying the engagement in ISO's standardization activities.

A key outcome the *ISO Action Plan for developing countries 2016-2020* is “increased involvement of developing country members in international standardization” (Outcome 4). ISO intends to address this area of improvement by supporting the participation of developing countries in technical work and promoting projects for new standards of specific interest to developing countries.

It is recognized that an increased participation in international standardization by developing countries in areas of national priority is a significant enabler for a country's integration in the global market and for the development and implementation of measures of public utility. In addition, international standards are important and effective instruments to establish and promote good practices, health, safety and environmental protection measures, which are especially relevant for developing countries.

This background paper highlights two mechanisms (amongst others) available from ISO to support participation of developing countries in ISO's technical work. During the break-out session, invited speakers will provide practical examples of how they took advantage of such mechanisms. In particular, presentations will be given on different perspectives covering twinning and members' use of ISO's sponsorship programme.

During the discussions, participants will also be invited to raise questions, to generate ideas, and to bring out other practical examples for DEVCO members to consider and debate, possibly leading to new ideas for enhancing developing country participation in the technical work of ISO.

Mechanisms for supporting enhanced participation in ISO technical work

A key responsibility of NSBs with regard to participation in ISO technical work is summarized in the Fundamental Principles of the ISO System (1999): “*For the ISO work in which they choose to participate, ISO members are expected to organize national consultation mechanisms, according to their national needs and possibilities, which prepare national positions that reflect a balance of their country's national interests...*”

To be able to effectively participate in ISO's technical work a NSB needs to be able to perform a number of tasks. For example, in new standardization areas, some of the tasks may involve establishing an appropriate national committee (to mirror the ISO committee) which involves identifying and engaging relevant stakeholders. For existing standardization areas, besides having an appropriate national mirror committee, the main tasks or activities of the NSB concern the support of national mirror committees (NMCs) and their participation in ISO's technical committees, performing all the relevant administrative and facilitative functions required.

In addition, a NSB acts as the source of knowledge on ISO procedures and rules, and it is responsible for training its delegates or experts to represent effectively national positions in ISO committees. This requires to be able to help NMCs to achieve consensus and prepare national positions, to select the appropriate delegates to participate in ISO meetings, to coach them on how to behave in and contribute to international meetings, on how to perform content-related activities (e.g. drafting or commenting documents) as well as formal tasks (e.g. casting a vote).

Where representatives of a member are involved in leadership roles, such as TC/SC Chair, Secretary, WG convenor or project leader, additional activities have to be performed.

Finally, NSBs can act as hosts for a meeting: this is a great opportunity to build relationships with experts from other countries and to invite observers from key national stakeholders but requires additional resources and skills.

In what follows, we describe two mechanisms available from ISO to support participation of developing countries in ISO's work.

Twinning arrangements

The twinning concept was developed to allow a member body in a “developing country” to enter into an arrangement with another member body of a “developed country” that is in a position to share its knowledge and expertise.

The intention is to increase the number of participations and leadership roles played by developing countries in the ISO standards development process, increasing their knowledge and experience, and allowing them to capture the benefits of such positions, ensuring at the same time that the technical bodies concerned will receive the expected and appropriate level of service.

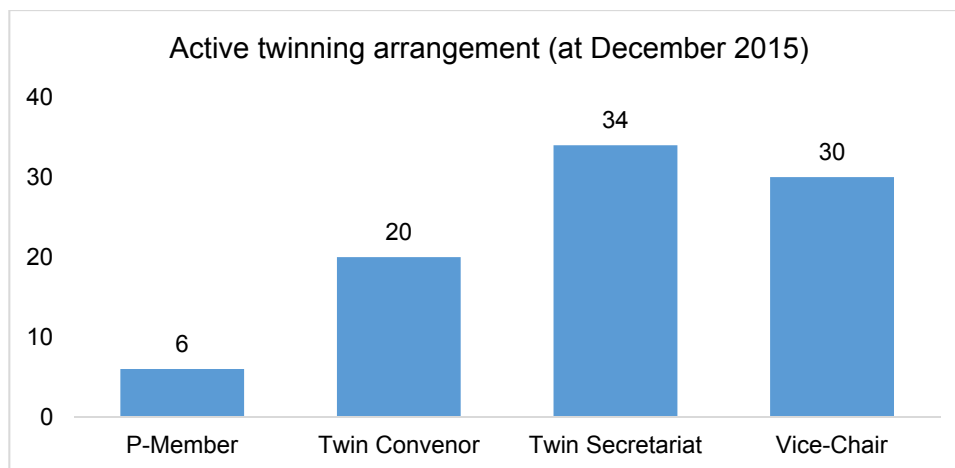
In general terms, the aims of the twinning arrangements are:

- 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

There are 4 different types of recognized twinning arrangements:

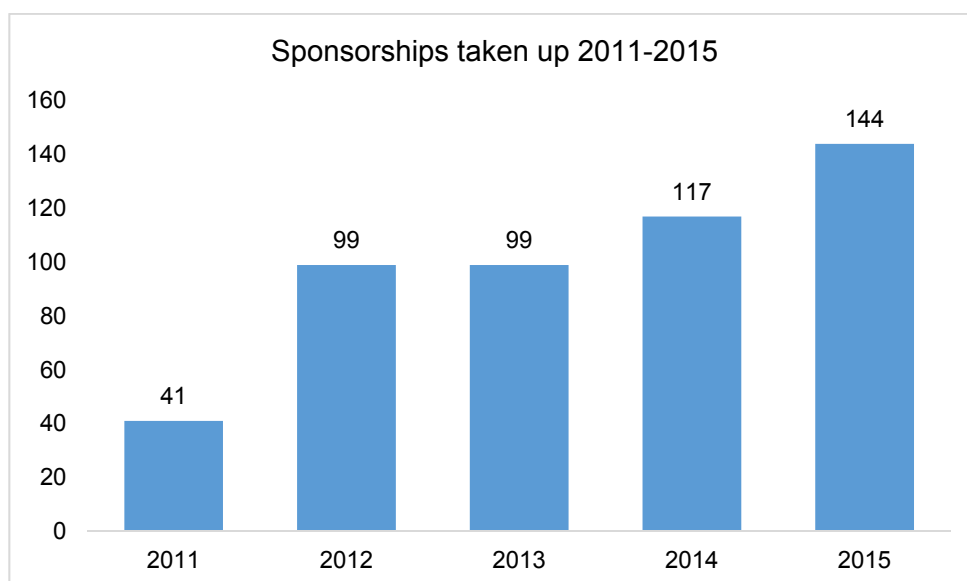
1. **P-member** – Allows members to gain specifically targeted experience related to the work of a committee at the international and national levels
2. **Convenors and Co-Convenors** – Opportunity to gain the skills and experience needed to assume the convenorship of a WG
3. **Chairs and Vice-Chairs** – Learn the skills and responsibilities to assume the chairmanship of a committee or subcommittee
4. **Secretaries and Co-Secretaries** – Learn the skills and responsibilities needed to assume the role of a committee secretary

At the close of 2015, there were a total of 90 active twinning arrangements as summarized in the table below.



ISO sponsorship programme

Since the late 1990s, ISO, through members' in-kind contribution to the Funds-in-Trust, has been able to make available sponsorships for developing countries to attend ISO meetings at all levels (TC/SC/WG) With efforts undertaken under the ISO Action Plan for developing countries 2011-2015, over 500 individual sponsorships were provided to developing countries (see chart below). The ISO sponsorship programme has evolved from providing ticket only subsidy, to fully covering costs associated with the attendance at an ISO technical committee meeting (option introduced at the end of 2014).



Today and under the ISO Action Plan for developing countries 2016-2020, the sponsorships have been enhanced and focus on three different types:

1. Sponsorships selected by members: these are available to all ISO developing country members based on their selection of national priority areas. The sponsorship is aimed at **increasing participation in ISO technical committees**.
2. Project sponsorships: this type of sponsorship is aimed at strengthening the participation of developing countries, and increasing the quality of the participation at the various stages in the standards development process. These sponsorships require ISO/CS to coordinate with the respective ISO technical committees, subcommittees or work groups, to ensure that participants to specific standards projects are supported through the provision of feedback and, where possible, mentored. Element considered essential for the sponsorship comprise having an effective representation of national stakeholders, the continuity and relevance of sponsored

participants' contribution, and the ability to introduce and support national positions. This is a newly revamped programme that should be fully in place from 2017.

3. Joint sponsorships and workshops: this is also a new programme that has been designed to allow experts designated by NSBs to participate in awareness seminars held prior to ISO technical committee meeting, covering subjects consistent with the scope of work of the TC. The focus of the sponsorship programme is on new standards projects of particular interest to developing countries, in line with the *United Nations Sustainable Development Goals 2016-2030*.

In general, for all the 3 types of sponsorships, ISO's developing country members should fulfil the following pre-requisites:

- be a P-member in the specific committee or group for which the sponsorship is being requested;
- have a national mirror committee in place, or plans to establish one on the subject;
- demonstrate that the candidate nominated for the sponsorship plays a role within the relevant national mirror committee;
- ensure that the candidate nominated reports back to ISO on his or her attendance as well as to the relevant national mirror committee.

Sponsorships are not available for any developing country member who has assumed a leadership position in a specific committee or group, such as a twinned chair or co-chair, secretary or co-secretary, convener or co-convener.

In addition, as a result of the new rights pilot programme, a Council initiative aimed at helping ISO correspondent and subscriber members participate actively in ISO standards development work (in up to five ISO technical committees), ISO correspondent and subscriber members are also eligible for all the three types of sponsorships indicated above, provided they are P-members in the first instance and they make significant efforts to establish appropriate national mirror committee in due course.

Points for discussion at the break-out session:

- Are we (NSBs) making good use of available mechanisms and opportunities to enhance participation in ISO's technical work?
- Any success stories or lessons learned that can be shared?



REPORTING BACK AND CLOSURE

ITEM 12 Reporting back from the break-out groups

The session chairs will report on the outcome of the discussions held within the three break-out groups as follows:

1. Eve Gadzikwa for Group 1 on *Financial sustainability of national standards bodies in developing countries – adopting the right business model to succeed*
2. Gevorg Nazaryan for Group 2 on *How to develop and implement a national standardization strategy*
3. Damian Fisher for Group 3 on *Enhancing developing country participation in international standardization through twinning, partnerships and other means*

The DEVCO CAG will further review the outcome of the discussions at its meeting to be held on 12 September 2016 and decide on any required follow-up action.

DEVCO ACTION

DEVCO members are invited to note/comment the information presented



REPORTING BACK AND CLOSURE

ITEM 13 Date and place of the next meeting

The 51st DEVCO meeting will be held on Tuesday 19 September 2017, in Berlin (Germany), followed by the 40th ISO General Assembly, planned to take place from Wednesday 20 to Friday 22 September 2017.

DEVCO ACTION

DEVCO members are invited to note the information presented



REPORTING BACK AND CLOSURE

ITEM 14 Any other business (and resolutions)
