**ISO Committee
on Developing Country Matters
(DEVCO)**

47th meeting

Saint Petersburg, Russian Federation
16 September – 17 September (morning) 2013

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Working documents

FORTY-SEVENTH MEETING OF THE ISO COMMITTEE ON DEVELOPING COUNTRY MATTERS (DEVCO)

16 September – 17 September (morning) 2013, St Petersburg, Russian Federation

DRAFT AGENDA – Day 1 (09:00-17:30)

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Group 2: Enhancing the NSB role in the national quality infrastructure of developing countries (chair Carlos Amorim)

Group 3: How NSBs in developing countries reach out to national players (including government, local authorities, stakeholders) to apply ISO standards in emergency preparedness and incident management? (chair Anthea Ishmael)

DRAFT AGENDA – Day 2 (09:00-13:00)

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ITEM 4   **TABLING OF THE MINUTES OF THE 46th DEVCO MEETING HELD IN SAN DIEGO, USA, 16-17 SEPTEMBER 2012**

The text of the minutes of the 46th DEVCO meeting held in San Diego, USA, 16-17 September 2012, was circulated to the members on 12 February 2013.

Editorial errors pointed out by BOBS (Botswana) and SCC (Canada) were corrected and the confirmed minutes made available on the ISO/DOC server.

DEVCO ACTION   DEVCO is invited to note the above

ITEM 5   MATTERS ARISING FROM THE MINUTES OF THE 46th MEETING HELD IN SAN DIEGO, USA, 16-17 SEPTEMBER 2012

The decisions taken by DEVCO at its 46th meeting were reviewed by the DEVCO Chair's Advisory Group (CAG) in September 2012. Any follow-up action taken by the Secretariat is noted under the text of each resolution *(in italics).*

DEVCO RESOLUTION 1/2012

Item 6 – "From standards taker to standards maker – How should developing countries face the challenge?"

DEVCO,

thanks the ISO Secretary-General for his interesting presentation that clearly shows that the current situation regarding developing countries' participation in ISO work needs to change,

invites members from developing countries to articulate the challenges they face in this area,

encourages members to consolidate their strategy for participation in ISO work and secure wide national support,

suggests that this issue be reviewed by the DEVCO plenary every year to assess progress,

requests the DEVCO CAG to include a presentation by the ISO Secretary-General on the agenda of the 47th DEVCO meeting.

Progress relative to the participation of developing countries in ISO technical work is reflected on the chart below.

Evolution of developing country participation in ISO technical work
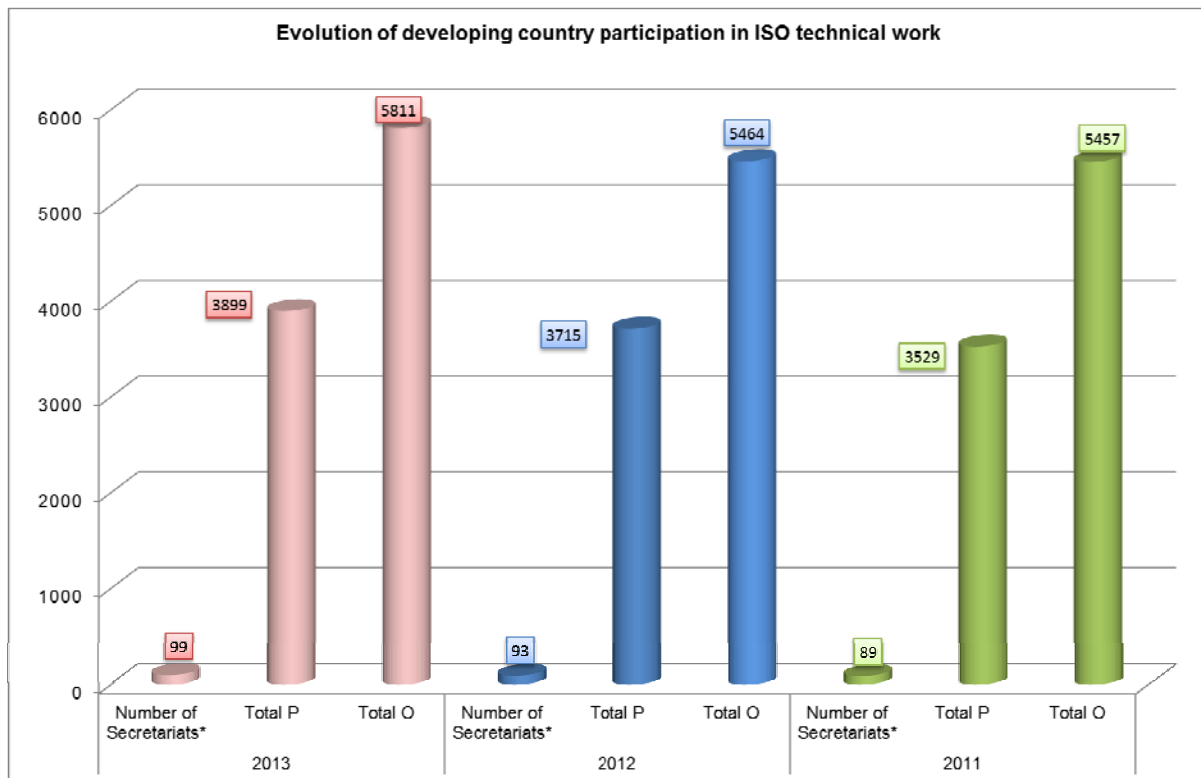
DEVCO RESOLUTION 2/2012

Item 7.1 – Report by the DEVCO Secretary on the implementation of the *ISO Action Plan for developing countries 2011-2015*

DEVCO,

<u>takes note</u> of the report presented by the DEVCO Secretary on the implementation of the *ISO Action Plan for developing countries 2011-2015,*

also <u>takes note</u> of the Evaluation Report on the *ISO Action Plan for developing countries 2005-2010* presented by the DEVCO Secretary,

<u>request</u> the DEVCO Secretary to provide an update at the next DEVCO meeting on the progress in implementing the recommendations formulated in the Evaluation Report on the *ISO Action Plan for developing countries 2005-2010,*

<u>thanks</u> the Swedish International Development Cooperation Agency (Sida) for providing continued financial support for the implementation of the *ISO Action Plan*

also <u>thanks</u> Sida (Sweden) for funding the project on the Uptake and Use of ISO 26000 on Social Responsibility in the Middle East and North Africa,

<u>expresses sincere appreciation</u> for the continued support by DIN (Germany) for the implementation of the *ISO Action Plan,*

<u>thanks</u> the Swiss State Secretariat for Economic Affairs (SECO) for providing funding for the implementation of the *ISO Action Plan,*

<u>welcomes</u> the funding agreement signed between ISO and the German Federal Ministry for Economic Cooperation and Development (BMZ) one week before this meeting and <u>thanks</u> BMZ for supporting the implementation of the *ISO Action Plan.*

A progress report on the implementation of the recommendations formulated in the Evaluation Report on the ISO Action Plan for developing countries 2005-2010 is included in the DEVCO Secretary's report under agenda item 7.

DEVCO RESOLUTION 3/2012

Item 7.2 – Activities implemented between August 2011 and July 2012

DEVCO,

<u>thanks</u> the following ISO members for hosting in their countries technical assistance and training activities carried out under the *ISO Action Plan for developing countries*:

ABENOR (Benin)	ISRM (TFYR of Macedonia)
ABNT (Brazil)	JSMO (Jordan)
ANOR (Cameroon)	KATS (Republic of Korea)
ANTT (Gabon)	KEBS (Kenya)
ASN (Senegal)	LIBNOR (Lebanon)
AZSTAND (Azerbaijan)	MASM (Mongolia)
BIS (India)	QS (Qatar)
BNSI (Barbados)	RBS (Rwanda)

BPS (Philippines)

BSN (Indonesia)

BSTI (Bangladesh)

DGSM (Oman)

DSM (Malaysia)

EOS (Egypt)

FASONORM (Burkina Faso)

GSA (Ghana)

HZN (Croatia)

IANOR (Algeria)

ICONTEC (Colombia)

IMANOR (Morocco)

INDECOPI (Peru)

INNORPI (Tunisia)

INTECO (Costa Rica)

SABS (South Africa)

SARM (Armenia)

SASMO (Syria)

SLBS (Saint Lucia)

SLSI (Sri Lanka)

SSMO (Sudan)

STAMEQ (Viet Nam)

TISI (Thailand)

UNIT (Uruguay)

UZSTANDARD (Uzbekistan)

DEVCO RESOLUTION 4/2012

Item 7.3 – Funding of technical assistance by ISO members

DEVCO,

<u>expresses</u> sincere thanks to the following ISO members having contributed to the Funds-in-Trust during the period August 2011 to August 2012,

AFNOR (France)

ANSI (United States of America)

DIN (Germany)

ICONTEC (Colombia)

ISS (Serbia)

JISC (Japan)

KATS (Republic of Korea)

NEN (Netherlands)

NSAI (Ireland)

NSI (Namibia)

SFS (Finland)

SN (Norway)

UNIT (Uruguay)

<u>strongly encourages</u> all members to make a contribution to the Funds-in-trust,

<u>thanks</u> members in developed and developing countries for providing speakers and technical expertise for the implementation of activities under the *ISO Action Plan.*

DEVCO RESOLUTION 5/2012

Item 7.4 – Assessment of the impact of activities implemented under the *Action Plan for developing countries*

DEVCO,

thanks members for supporting the impact assessment process by providing their feedback on the activities carried out under the *ISO Action Plan*,

and reminds members of the importance for ISO to be able to report to donors on the impact of the activities so that funding can be secured for the implementation of the *ISO Action Plan,*

notes that DEVCO CAG monitors the response level from beneficiary countries and recommends actions in case when there is a lack of response.

DEVCO RESOLUTION 6/2012

Item 7.6 – Technical assistance dispensed by DEVCO members

DEVCO,

takes note of the reports on technical assistance provided by members at the bilateral level,

thanks these members for the additional effort made in providing the reports in a new format as recommended by DEVCO CAG,

recognizes the contribution of these members to the implementation of the ISO Action Plan for developing countries,

encourages these members to continue supporting members in developing countries needing assistance, including twinning and partnerships.

DEVCO RESOLUTION 7/2012

Item 7.7 – DEVCO member satisfaction survey

DEVCO,

takes note of outcome of the satisfaction survey conducted at the 45th DEVCO meeting held in September 2011,

invites the DEVCO CAG to review the feedback from the 46th DEVCO meeting in preparing the agenda for the next DEVCO meeting.

The Chair's Advisory Group (CAG) established the draft agenda for the 47th DEVCO meeting in March 2013. The themes selected for the break-out groups and panel sessions are based on the suggestions formulated by DEVCO members through the survey questionnaire of the 46th DEVCO meeting, held in San Diego.

DEVCO RESOLUTION 8/2012

Item 6.8 – Report by CASCO

DEVCO,

<u>thanks</u> CASCO for the informative report on matters of interest to developing countries,

<u>welcomes</u> Mr. Lane Hallenbeck, the new CASCO Chair and re-iterates its collaboration towards addressing the needs of developing countries,

<u>welcomes</u> the idea that CASCO is considering to develop a brochure targeted at regulators on the need for a harmonized approach to conformity assessment activities,

and <u>notes</u> that conformity assessment continues to be a priority area for technical assistance to developing countries.

DEVCO RESOLUTION 9/2012

Item 6.9 – Report by COPOLCO

DEVCO,

<u>thanks</u> COPOLCO for the informative report on matters of interest to developing countries,

<u>thanks</u> COPOLCO for encouraging its members to work closely with DEVCO representatives in national standards bodies for the purpose of identifying national training and technical assistance needs and,

<u>notes</u> the efforts by COPOLCO to reinforce the participation of developing countries in ISO technical work.

DEVCO RESOLUTION 10/2012

Item 8 – DEVCO keynote presentation

DEVCO,

<u>thanks</u> Mr. Juan Carlos Castilla-Rubio for his interesting and informative presentation on the role of standards in fostering innovation,

<u>notes</u> that there is indeed a considerable increase in the amount of data collected on resource use and depletion,

<u>agrees</u> that there could be much scope for developing international standards to enhance measurement in order to improve collaboration, interconnectivity and integration with the objective of bringing innovation and solutions to global challenges,

<u>encourages</u> members to establish collaborative relations with national and international scientific organizations so as to identify critical needs.

DEVCO RESOLUTION 11/2012

Item 9 – Panel session 1 – Access to standards for everyone – Commercial aspects of ISO's intellectual property

DEVCO,

<u>thanks</u> the panelists Mr. Carlos Amorim ABNT (Brazil), Mrs. Evah Oduor KEBS (Kenya), Mr. Virat Aja-Apisit TISI (Thailand) and Mr. Saoud Al-Khusaibi DGSM (Oman) for their active participation,

and <u>thanks</u> Mr. Nicolas Fleury (ISO) for chairing the session,

<u>encourages</u> members to promote the sale and use of ISO standards and consider the specific needs of academia, small and medium enterprises and other groups so as to best address them within the rules of ISO POCOSA,

<u>invites</u> members to closely work with the Marketing, Communication and Information unit at the ISO/CS in order to discuss innovative solutions so to make ISO standards available as widely as possible,

<u>requests</u> ISO/CS to

- Reinforce the promotion of the objectives of ISO POCOSA to members;
- Increase the assistance to members in understanding the elements in ISO POCOSA, in particular the rights and obligations of members;
- increase the frequency of the ISO training course on marketing and promotion of standards, and develop associated support such as slides, explanation brochures, dedicated web sites, videos, etc.
- look at the possibility for implementing a helpdesk services on sales, marketing and exploitation of intellectual property.

<u>recommends</u> that members continue to promote the use of ISO standards as an important driver for business.

Following the discussions at DEVCO 46, the ISO/CS reviewed the content of the training course on Marketing and Promotion of Standards to better highlight member rights and obligations in the new ISO POCOSA 2012. The first training sessions were delivered in Romania in November 2012, and in Peru in July 2013.

Dedicated regional training sessions on ISO's copyright and commercial policies were delivered in February 2013 in Bahrain for the Gulf countries, and in June 2013 in South Africa for ISO members in the region.

The ISO/CS is currently working on the preparation of sections of ISO Connect to contain support and training materials on ISO POCOSA and on the sales of standards in general. These sections will include an implementation guide to ISO POCOSA 2012 which will also be produced in the form of a brochure.

Concerning the implementation of a helpdesk service on sales, marketing and exploitation of intellectual property, this is currently being discussed within ISO/CS in the context of the improvement of customer services offered by the Central Secretariat. Contact points will be indicated on ISO Connect as soon as available.

DEVCO RESOLUTION 12/2012

Item 11   Reporting from the discussion groups

DEVCO,

<u>thanks</u> Mr. Carlos Amorim, ABNT (Brazil) for chairing the session and reporting to DEVCO on discussion group 1 - *Strengthening national standards bodies in developing countries – Enhancing governance structures and market relevance,*

<u>thanks</u> Mr. Damian Fisher SA (Australia) for chairing the session and reporting to DEVCO on discussion group 2 – *Road traffic safety management - Using ISO standards for improving safety outcomes in developing countries,*

<u>thanks</u> Dr. Lalith Senaweera SLSI (Sri Lanka) for chairing the session and reporting to DEVCO on discussion group 3 – *What steps should developing countries take to prioritize their needs and increase their participation in current or future technical work - how can ISO further facilitate?*

<u>thanks</u> the speakers Mrs. Léna Dargham LIBNOR (Lebanon), Mrs. Rosario Uría (INDECOPI) Peru, Mr. Gevorg Nazaryan SARM (Armenia), Ms. Siti Raikhan Aina Bogal DSM (Malaysia), Dr. Sadhvir Bissoon SABS (South Africa), Ms. Yang Jieming, Shanghai Institute of Standardization, China, Mr. Pankaj Agarwala, IAS, Government of India, Mrs. María Zulema Vélez Jara ICONTEC (Colombia), Mr. Virat Aja-Apisit TISI (Thailand) for their contribution to the discussion groups,

also <u>thanks</u> the experts and facilitators Mr. Graham Holloway, ISO Consultant, Mr. Peter Hartzell, Secretary ISO/TC 241 and Mr. Stefan Tangen, Secretary ISO/TC 223 for writing the background papers and for contributing to discussions,

<u>requests</u> the DEVCO Chair's Advisory Group to take note of the recommendations put forward by each of the groups,

also <u>requests</u> that discussion groups be organized at the 47th DEVCO meeting to be held in September 2013.

DEVCO RESOLUTION 13/2012

Item 12 – Panel session 2 – "Is there value to assess an NSB's performance in standardization against best practices? What should these practices be? And who should assess?

DEVCO,

<u>thanks</u> Mr. Ivan Krstic ISS (Serbia) for chairing the session,

<u>thanks</u> the panelists Dr. Sadhvir Bissoon SABS (South Africa) and Mr. Ljupcho Davchev ISRM (TFYR of Macedonia) for their participation,

also <u>thanks</u> Mr. Rob Steele, ISO Secretary-General for facilitating the discussions

<u>takes note</u> that members cannot operate in closed national and inward-looking systems as their proficiency as ISO members is critical for the integrity and global relevance of the ISO system as a whole,

<u>encourages</u> members to consider adopting formal mechanisms for verifying that they adhere to best practices,

recommends that ISO/CS considers working on a guidance for members to implement best practices and providing training based on such guidance.

DEVCO RESOLUTION 14/2012

Item 13 – Panel session 3 – How can regional and sub-regional organizations support their members' involvement in ISO technical work? Experiences from regions on harmonization based on ISO standards

DEVCO,

thanks Mr. Barama Sarr ASN (Senegal) for chairing the session,

thanks the panelists Mrs. Kory Eguino (COPANT), Dr. Nabil Molla (GSO), Mr. Leandri Kinabo (SADC), Mr. Mensan Lawson-Hechelli (ECOWAS), Mr. Winston Bennett (CROSQ) and Mr. John Wilson, The World Bank, for their participation,

also thanks Mr. Beer Budoo, Director, Development and Training Services, ISO Central Secretariat and DEVCO Secretary for facilitating the discussions,

expresses its appreciation to all the regional and sub-regional organizations with whom ISO has established relations for their interest in collaboration,

trusts that regional and sub-regional efforts will be maintained in training and capacity-building in order to increase participation in ISO technical work by ISO members from these regions,

recommends that regional and sub-regional organizations use ISO International Standards as far as possible for intra-regional and international trade,

supports the approach for ISO/CS to consider undertaking joint training and capacity-building activities with regional and sub-regional organizations where possible.

SPECIAL DEVCO RESOLUTION

DEVCO,

thanks Dr. Bambang Setiadi chairing DEVCO in 2010 and for the term of office 2011-2012,

expresses gratitude for his commitment to increasing the effectiveness of the DEVCO meetings,

and wishes him much success in his future endeavors.

ITEM 6   ISO UPDATE BY THE SECRETARY-GENERAL

Further to the DEVCO resolution 1/2012 requesting that a technical update be included on the agenda of the 47th DEVCO meeting, Mr Rob Steele, ISO Secretary-General will present an overview on the latest developments at ISO of interest to developing countries.

DEVCO ACTION   DEVCO members are encouraged to ask questions after the presentation

ITEM 7   **REPORT BY THE DEVCO SECRETARY ON THE IMPLEMENTATION OF THE ISO ACTION PLAN FOR DEVELOPING COUNTRIES**

1. ISO Action Plan for developing countries 2011-2015

Implementation of the new *ISO Action Plan for developing countries 2011-2015* started in 2011 with the objective of achieving the following outputs:

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*

2. Activities implemented between August 2012 and July 2013

The Action Plan is administered by the Development and Training Services (DEVT) unit at the ISO Central Secretariat (ISO/CS) and monitored by the ISO Committee on developing country matters (DEVCO) and its Chair's Advisory Group (CAG).

In past years, a technical assistance request questionnaire was sent to members to ask for their needs for assistance by ISO under the *Action Plan for developing countries*. The response rate has been consistently poor during the last 3 years, with the number of countries responding ranging from 30 to just over 50.

As of 2014, a new and more targeted approach will be implemented with the support of the DEVCO CAG, whereby, instead of using a questionnaire, member needs will be defined through the needs assessment exercise of the Institutional Strengthening (INS) programme, the feedback collected from the Good Standardization Practice (GSP) courses and the Setting of National Standards Strategies (SNSS) programme.

In addition, feedback from the Stakeholder Engagement workshops and the regional ISO CEO forums will be used to establish the programme of technical assistance for next year. It is the ultimate objective of ISO to ensure that all technical assistance provided contribute to a longer-term improvement plan elaborated by our members, noting that the courses and programmes mentioned above aim at precisely assisting our members to have this holistic view.

Annex 1 lists the technical assistance projects and training activities implemented between August 2012 and July 2013. An overview of the activities carried out according to the 6 outputs of the Action Plan is provided in pages 2 to 8.

2.1. Increased participation in ISO technical work

A. Sponsorships and physical participation

ISO supports the involvement of developing countries in the technical work performed by ISO technical committees (including project committees), subcommittees and working groups. By participating at these three levels, developing countries ensure that their interests are taken into account and, in so doing, contribute to strengthening ISO's global relevance.

A major step was taken at the March 2013 Council meeting to encourage greater participation by developing countries in ISO technical work. Indeed, in accordance with Council Resolution 03/2013, correspondent and subscriber members may participate - during 2014 and 2015 only - in up to five (5) technical committees, subcommittees, project committees or working groups as P-members, with normal rights to speak and vote in these committees, and no change to their membership fees or other rights. The Membership unit in ISO/CS is compiling the list of members who wish to become P-members and organising specific training on ISO IT tools and ISO rules.

Seventy-nine sponsorships were provided to delegates from developing countries to participate in ISO technical committees, such as ISO/TC [1] 20, 34, 163, 176,197, 207, 217, 223, 248 as well as CASCO WGs 21 35 and 37.

B. e-participation and more effective leadership

There is a need for more effective performance in leadership and other roles dealing with standardization. Thus, regular training sessions were organized in Geneva at ISO/CS for members from developed and developing countries. During the period under review, three sessions of the *ISO Secretaries' Week* course were organized for ISO TC/SC secretaries, secretary support teams and WG convenors. In total, 35 individuals, holding ISO/TC secretary, secretary support or WG convenorship positions, from 10 developing countries have attended the ISO Secretaries' sessions. Two courses on *eServices for MBUAs (Member Body User Administrators)* were also organized in Geneva.

ISO web conferencing (WEBEX) accounts for national work have been provided free to Member bodies and Correspondent members in developing countries. These countries already had access to WEBEX for ISO-related international work to enable them to participate more.

An *ISO Secretaries' Week* session was provided for DSM (Malaysia) in August 2012 on a cost-recovery basis.

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[1] *ISO/TCISO/TC 20 Aircraft and space vehicles*
ISO/TC 34 Food products
ISO/TC 163 Thermal performance and energy use in the built environment
ISO/TC 176 Quality management and quality assurance
ISO/TC 197 Hydrogen technologies
ISO/TC 207 Environmental management
ISO/TC 217 Cosmetics
ISO/TC 223 Societal security
ISO TC 248 Project committee: Sustainability criteria for bioenergy
CASCO WG 21 Management system certification
*CASCO and ISO/TC 176 joint WG 35 Requirements for third party certification auditing of quality
    management systems -- Competence requirements*
CASCO WG 37 Principles and Guidelines for Determining Audit Time in Management System Certification

Under the MoUs with SAC (China) signed in 2011 and 2012, ISO/CS is providing a series of training sessions for individuals with ISO leaderships positions from China. An **ISO Secretaries' Week** for SAC was organized in Hangzhou, China in October 2012 (together with an **eServices for MBUAs** course) and in May 2013 in Geneva. SAC bears all the costs of this programme.

A regional **eServices for MBUAs** course was delivered in May 2013, in Saudi Arabia, for ISO members who are members of GSO (Gulf Cooperation Council Standardization Organization) . A regional course was also delivered in Tanzania in June 2013 in collaboration with SIS (Swedish Standards Institute). The costs for ISO/CS trainers were borne by the organizers in each case.

The pilot programme to develop and implement a new course for training ISO Chairs and convenors continued during the period under review. A regional course took place in Singapore in October 2012 with sponsored participants from developing countries holding ISO Chair and convenorships in the region.

A final pilot session of the course will take place in Toronto, Canada in August 2013 for ISO Chairs and convenors from the Americas. A training-of-trainer session will take place immediately after the main course for suitably qualified ISO Chairs and convenors. The training material is at the disposal of members who wish to use it for conducting national training.

2.2. Capacity built in standardization and related matters

In addition to raising awareness of the importance of standards is the need to develop the capacity of ISO members to participate more effectively in ISO technical work.

Examples of training courses offered

At the 2009 DEVCO meeting, one of the discussion groups recommended that guidance be developed on the formulation of national standardization strategies. As a result, the training and mentoring programme entitled **Setting national standardization strategies** was developed by ISO based on the methodology created for the ISO eLearning Module 1- *Assessing national priorities*. Organized in three distinct parts and centred around an intensive six-day residential training course, the overall objective of the programme is the establishment of a multi-year national standardization strategy by participating ISO members. Seven regional courses have been organized since November 2010 hosted by the ISO members in Suriname, Papua New Guinea, Namibia, Argentina, Senegal (for French-speaking countries in Africa), Oman and Uzbekistan respectively. Both pre-course and post-course mentoring by the trainer is built into the design of the course.

To date, just under half of the participating countries have submitted the required post-course national standardization strategy. The ISO Secretary-General has contacted the remaining ISO members to encourage the submission of their post-course work as soon as possible. How the training methodology is used by ISO members to formulate and update their standardization plans is one of the main issues taken up in the CEO forums. As mentioned above, offer of technical assistance to countries will increasingly be based on the results of such plans, meaning that those members not submitting their plans as requested by the Secretary-General may find it hard to justify any request for support from ISO.

As part of the effort to encourage the wider use of ISO 26000, ISO developed a project on the "uptake and use of ISO 26000 on Social Responsibility within the Middle East and North Africa (MENA) region"; this project targets 8 pilot countries, namely, Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria, and Tunisia and is funded by the Swedish International Development Cooperation Agency (Sida). The duration of the project is four years and is in two phases; Phase I was implemented successfully in 2011: Phase II will run until 2014.

The overarching objective is to build capacity within each of the selected countries, using the national standards body (NSB) as the central pivot, to create a pool of national and regional experts, who then assist a number of pilot organizations to apply ISO 26000 in their operations. In

addition, the regional exchange of experience and good practice among the partner countries on the application of ISO 26000 will be facilitated.

As a result of funding by the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), the SR East Africa project (similar to SR MENA) is being implemented in three countries in Eastern Africa, namely Kenya, Tanzania and Uganda, to assist selected organizations to apply ISO 26000. The project was launched by the ISO Secretary-General in November 2012.

In addition to the SR MENA and SR East Africa projects, the uptake of the ISO 26000 standard was further enhanced through one national workshop held in 2012 in Nigeria and one in Ethiopia in 2013. A Global ISO 26000 Developing country workshop was held in Geneva in November 2012 and around 120 participants from about 70 countries shared their experience on the uptake of ISO 26000 in developing countries, discussed the way forward for NSBs, and benefited from ideas, information and tools to develop action plans to ensure the further uptake of ISO 26000 in their respective countries.

As a direct result of this global workshop, two regional initiatives on SR evolved: GSO elaborated a regional SR project and under their own funding participated in a joint training programme with SR MENA experts; similarly, seven Central and Eastern European countries formulated a regional project for which they are seeking partial donor support to implement. ISO is not involved in the implementation of either of these two projects due to lack of resources but is helping out to create the necessary linkages with national and international experts having worked on the SR MENA and SR East Africa projects.

2.3.   Improved awareness of the role of standardization

Workshops and seminars in topical areas of interest for developing countries were maintained (e.g. ISO 22000 on food safety, ISO 14040 on Life cycle assessment, ISO 26000 on social responsibility, ISO/IEC 27001 on Information security management systems, ISO 50001 on energy management systems, environmental foot printing, and conformity assessment). Thirty-eight national and regional activities were carried out reaching out to around 2500 persons who attended these events.

Consumer groups constitute one of the key stakeholders groups in standardization. A revision of the distance Learning Module "Consumers and standards" has been undertaken and is available at ISO online (http://www.iso.org/sites/ConsumersStandards/index.htm)

Awareness events on new topics of interest to developing countries, like road traffic safety and risk management are currently under development.

Members are encouraged to replicate such events on their own initiative so as to reach as many stakeholders and standards users as possible. Course materials can be provided by ISO/CS upon request.

The new edition of the ISO/DIN Essay contest for young standardizers in developing countries, which replaces the Helmut Reihlen (HR) Award, with funding support from DIN, was won by Mr Amwayi O. William from the Kenya Bureau of Standards. The prize consisted of a training/attachment at ISO and DIN in April 2013, in lieu of the cash prize awarded previously under the HR Award.

2.4.   Institutional strengthening of members in developing countries

This is a new output from the *Action Plan 2011-2015* and the objective is to strengthen national standards bodies, which operate in various types of legal and institutional frameworks as well as in different business environments, in order to enhance their competence and credibility. Strong NSBs are key for ensuring adequate participation in international standardization work and for the implementation of international standards at the national level.

The findings of the external and independent evaluation of the ***ISO Action Plan for developing countries 2005-2010*** commended the introduction of this output in the current *Action Plan*. This component was judged to be relevant and sound.

In fact, it is expected that most of ISO's technical assistance in future would be provided under the umbrella of institutional strengthening (INS) in order to address each member's needs evaluated holistically using established gap-analysis tools. It is important that all levels of the NSB processes be addressed through activities targeted at the real players. Thus, both NSB staff and external stakeholders should be covered. In addition, within the NSB, there should be a top-down as well as bottom-up approach for building capacities.

The top-down activities are the

- CEO forum,
- INS gap-analysis,
- good standardization practice course,
- financing NSBs course,
- course on setting national standardization strategies (under 2.2 above).

The series of activities targeting CEOs of NSBs to bring the latter to discuss strategic and management issues was maintained. One CEO forum was held during the reporting period and another is scheduled in November 2013. The forum was held in Kuala Lumpur (Malaysia) for members in East and South East Asia and South Asia. These events incorporated a significant discussion on intellectual property rights (IPR) issues but more importantly represented the pilot for a revised and more advanced version of the forum. The Secretary-General participated and facilitated discussions in the event.

In April 2011, ISO launched an institutional strengthening project (INS) covering 13 member bodies from 9 regions (Armenia, Azerbaijan, Cameroon, Costa Rica, Lebanon, Peru, Saint Lucia, Senegal, Sri Lanka, Sudan, the F.Y.R. of Macedonia, Uzbekistan and Viet Nam). This was the first time that ISO worked with a group of ISO members to directly assess their specific needs so as to draw up a list of priority actions, which are then addressed through the delivery of ISO technical assistance.

The first series of pilot INS projects has been completed for 5 countries (Armenia, Azerbaijan, Saint Lucia, Sri Lanka and TfYR Macedonia) and the others have some remnant activities still to be completed as a result of various delays in deploying missions. Eight other countries are covered in the second batch of projects started in August 2012, namely Bangladesh, Botswana, Côte d'Ivoire, Ethiopia, Gabon, Ghana, Namibia and Tanzania.

In addition, an adapted and scaled down INS approach is being used since 2012 for assisting ISO members that are from Least Developed Countries (LDCs). The latter activity is a direct recommendation from the evaluation of the *ISO Action Plan for developing countries 2005-2010*, which called on ISO to open a separate window of support for members in low income economies. ISO/CS is working with ISO members in Canada, France and Malaysia to deliver the INS project in several of the beneficiary countries, namely Cambodia, Cameroon, Gabon, Peru, Côte d'Ivoire, and Senegal.

An additional ten countries are covered in the third batch of projects started in April 2013, namely Bhutan, Ecuador, Fiji, Jamaica, Nepal, Panama, Philippines, Rwanda, Uganda and Yemen. A new project manager was recruited in the DEVT unit at the beginning of 2013 to help in the deployment of the INS project.

The new programme on **Good standardization practice** (GSP) has been developed with the objective of benchmarking NSBs' operations with guidelines considered essential at the

international level. For example, the WTO TBT[2] Committee established the "Principles for the Development of International Standards, Guides and Recommendations in relation to Articles 2, 5 and Annex 3 of the Agreement" in November, 2000. Both ISO and its members need to comply with at least these TBT principles.

The first regional GSP course was delivered in Thailand in July 2012, with two further regional courses delivered in Addis Ababa, Ethiopia for English-speaking African countries in March 2013 and in La Paz, Bolivia for members in the South American and Central America and Caribbean regions, in May 2013.

Other regions will be covered in future. The ISO Deputy Secretary-General is one of the resource persons for delivering the GSP course. A detailed self-assessment form for ISO members, based on the principles of good standardization practice, has been developed for the programme. The completed forms are assessed and improvement projects are suggested by the trainers. Results are also shared amongst the participating countries on the ISOTC server, and it is expected they will help in building up a comprehensive picture of standardization practices across the ISO regions.

In addition to the above, ISO has also targeted several specific areas. Such activities concern the operational aspects of NSBs such as:

- ICT capabilities and use of ISO e-tools
- Marketing, promotion and IPR
- Stakeholder engagement

The expertise in the use of IT tools developed by ISO in support of standards development and dissemination processes is strongly encouraged to enable national standards bodies to engage fully in ISO technical work.

A regional course on *eServices for MBUAs* was organized in Moscow (Russia) in June 2013 for members in the Central Asian and Central and Eastern European regions. The ISO eLearning course *ISO Expert in international standardization management* comprises three separate modules, each lasting between four and six months, covering the key topics of assessing national standardization priorities; managing national participation in international standardization; and adopting and implementing International Standards. One module on adopting and implementing International standards was run during the period under review.

Regional courses on *Marketing and Promotion of International Standards* were held in Bucharest, Romania, in October 2012 and in Lima, Peru, in July 2013. A course on *Intellectual Property* Rights (*IPR*) in the ISO system was also organized in South Africa in June 2013 on behalf of the Southern African Development Community Cooperation in Standardization (SADCSTAN) with funding from the latter.

The content of the ISO course on *Adopting and referencing International Standards* on the policies and practices that NSBs may establish in the use, adoption and referencing of International Standards is currently due for revision.

A new course on S**takeholder engagement** was developed in 2012 based on the ISO Process Evaluation Group (PEG) guidance. The second regional workshop was delivered in Indonesia in June 2013. Workshops for members and stakeholders in Eastern and Central Europe and Central Asia as well as South America, Central America and the Caribbean will be carried out before the end of the year.

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[2] World Trade Organization Committee on Technical Barriers to Trade

2.5.   Regional cooperation strengthened

Experience has shown that when there is good partnership and commitment, regional and sub-regional cooperation in standardization and related matters are one of the most effective channels for sharing experience, organizing training and optimizing participation in international standardization.

Thus, 19 regional seminars and workshops have been carried out in the various ISO regions during the period under review, where close to 700 regional participants shared their experiences and knowledge.

Regional/sub-regional organizations, such as the Southern African Development Community (SADC), the Pan American Standards Commission (COPANT) and the Economic Community of West African States (ECOWAS) participated in and contributed to the organization of some of these events.

Council gave a further boost to cooperation between ISO and sub-regional organizations through its resolution N° 34/2011 which outlines ISO's policy on relations with sub-regional organizations involved in standardization or standards-related activities. Thus, Council agreed that ISO, on the basis of an exchange of correspondence between the Secretary-General and the CEO of the respective sub-regional organization, may establish working relations with sub-regional organizations subject to the fulfilment of six conditions.

This relationship assumes that ISO will be invited to be represented at general meetings of the sub-regional organization, and that the latter be invited to be represented at the ISO General Assemblies and DEVCO meetings as an observer. The ISO Secretary-General has established formal relations with 5 sub-regional organizations, namely the Southern African Development Community (SADC), the CARICOM Regional Organization for Standards and Quality (CROSQ), the GCC (Gulf Cooperation Council) Standardization Organization (GSO), the Economic Community of West African States (ECOWAS) and the East African Community (EAC).

Each sub-regional organization submitted a report demonstrating that it complied with the conditions laid down by the Council. They have each designated a contact point with whom ISO will work to plan joint activities. ISO/CS is currently drafting a policy laying down the elements for collaboration with these sub-regional organizations.

The first four organizations, with whom relations were established in 2012, participated in the 46th DEVCO meeting in San Diego in 2012.

The ISO Secretary-General is planning to attend the CROSQ Council meeting in November 2013.

2.6.   Subject of standardization introduced in educational curricula

This is also a new output in the *Action Plan 2011-2015*.

A survey to look at the existing level of cooperation among academia and NSBs has been completed. The results of this survey were discussed at a regional workshop involving NSBs and academia from developing countries in the South and East Asia regions in Bali in May 2012. This workshop was hosted by BSN, ISO member for Indonesia, which also contributed its wide experience regarding NSB/academia cooperation. The event was partly funded by KATS, ISO member for the Republic of Korea, which also contributed to the technical content of the proceedings on account of Korea's long experience in this area.

The workshop took place back-to-back with the International Cooperation for Education about Standardization (ICES) Conference/World Standards Cooperation (WSC) Academic Day 2012. This unique event brought a high level of discussion and increased levels of understanding among experts from a wide spectrum of interests and experience.

A second workshop to enhance collaboration between NSBs and academia was held in São Paulo, Brazil, in April 2013, again in collaboration with KATS. A third event is planned for English-speaking Africa, to be held in November 2013. It is expected that these events will contribute to finalizing an ISO guidance on good practices on the subject.

3. Funding of technical assistance

In 2012, KCHF 2'610 was spent on technical assistance and training for developing countries compared with KCHF 2'764 in 2011.

The chart below shows the source of funding for 2012 expenditure.
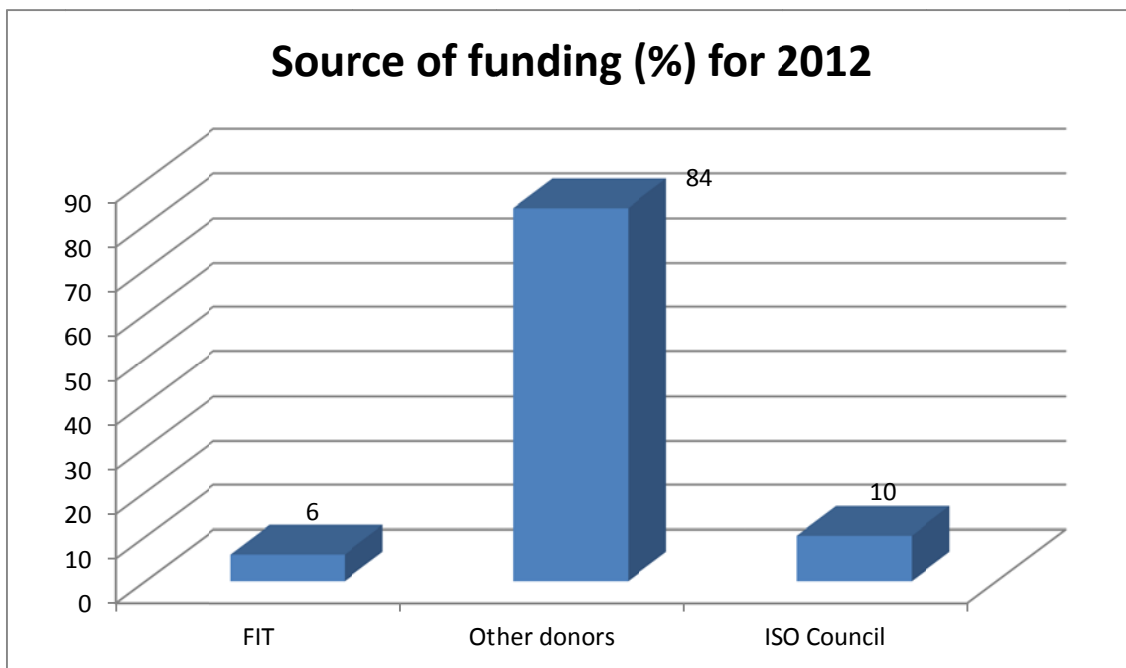
In terms of participation, some 4,950 experts, delegates and ISO member staff participated in technical assistance and training activities during the period under review and around 600 of them benefited from financial support under the *ISO Action Plan*.

Contributions from ISO members to the Funds-in-Trust

Those ISO members who contribute to the Funds-in-Trust are both generous and far-sighted. But the amounts committed are insufficient to develop the broader, sustainable programmes that are needed. Regular contributions to the FiT was CHF 227,000 in 2010, CHF 127,000 in 2011,CHF 187,000 in 2012 and as of end July 2013, the figure was CHF 157,000.

The ISO Secretary-General made a request for wider voluntary contributions when the membership subscription invoices were sent to members in October 2012. As a result, the number of contributors, as of 31 July 2013, had increased to 42 (13 developed and 29 developing countries), compared with 12 (9 developed and 3 developing countries) in 2012, with some small developing countries contributing amounts around CHF 400.

Some countries have been incredibly loyal supporters and they deserve our sincere thanks. A list of those countries who have contributed is given below. It is also important to recognize the special effort made by developing countries. The ISO Secretary-General will again make a formal request for wider voluntary contributions when the membership subscription invoices are sent to members in September 2013.

Afghanistan	Ethiopia	Netherlands
Albania	Finland	New Zealand
Antigua & Barbuda	France	Nigeria
Argentina	Germany	Norway
Bhutan	Ghana	Peru
Bosnia Herzegovina	Indonesia	Serbia
Botswana	Ireland	Seychelles
Bulgaria	Kenya	Singapore
Canada	Liberia	South Africa
Colombia	Luxemburg	South Korea
Denmark	Malaysia	Suriname
Dominica	Mali	Sweden
Egypt	Moldova	Tanzania
Eritrea	Namibia	Zambia

Contributions by ISO Council

From ISO's 2012 operating surplus, Council has allocated CHF 426,000 to support developing country programmes, showing its continued commitment to reinvest its resources in the ISO system and towards its members most in need. The cumulated funding from Council to date amounts to slightly above CHF 2 million.

The DIN contribution

DIN has pledged to provide an annual contribution of EURO 80'000 for developing country programmes as from 2011, to be reviewed annually. Contributions of that amount were made by DIN for 2011, 2012 and 2013. The main goal of this contribution is to strengthen the IT infrastructure and local stakeholder engagement for further improving the possibilities of developing countries to participate in standards development. This significant support is greatly appreciated.

Contributions by donors

ISO continues to benefit from donor support from the Swedish International Development Cooperation Agency (Sida), the Swiss State Secretariat for Economic Affairs (SECO) and the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) to implement activities under the ISO Action Plan for developing countries.

In addition, a funding agreement between ISO and the Finnish Ministry for Foreign Affairs has been finalized and a major technical assistance project will be launched in November 2013 and will conclude in 2015. Discussions are also very advanced on a new project proposal with Sida. Both the Finnish and the new Sida proposals have institutional strengthening of NSBs as the main focus together with awareness and capacity-building in the use of ISO standards linked to sustainable development.

As can be seen from the chart on the previous page, significant contributions are made by our donor support and we are very grateful for such long-term commitment to common objectives established in the ISO Action Plan for Developing Countries.

Contributions in kind

Many ISO members in developed and developing countries agree to host national and regional events organized under the *ISO Action Plan* and provide assistance, not only in coordinating on-site logistics and the participation of experts and international participants, but also collaborate in identifying speakers and regional expertise to add value to the conference, training seminar or workshop that they welcome in their country. This support has greatly assisted the significant increase in regional training events carried out by ISO in the last three years and is most appreciated.

Countries who hosted ISO events in the period are listed below. Their contributions will be acknowledged through a formal DEVCO resolution.

ABNT (Brazil)

ASRO (Romania)

BAS (Bosnia and Herzegovina)

BOBS (Botswana)

BSB (Bhutan)

BSN (Indonesia)

BSTI (Bangladesh)

CODINORM (Côte d'Ivoire)

COSQC (Iraq)

DSM (Malaysia)

EOS (Egypt)

ESA (Ethiopia)

IANOR (Algeria)

IBNORCA (Bolivia, Plurinational State of)

ICONTEC (Colombia)

IMANOR (Morocco)

INDECOPI (Peru)

INEN (Ecuador)

INNORPI (Tunisia)

INTECO (Costa Rica)

IRAM (Argentina)

ISS (Serbia)

JSMO (Jordan)

KAZMEMST (Kazakhstan)

KEBS (Kenya)

LIBNOR (Lebanon)

LST (Lithuania)

MSB (Mauritius)

NC (Cuba)

SABS (South Africa)

SARM (Armenia)

SASMO (Syria)

SON (Nigeria)

SPRING SG (Singapore)

SSMO (Sudan)

STAMEQ (Viet Nam)

TBS (Tanzania)

UNBS (Uganda)

UZSTANDARD (Uzbekistan)

4. Assessment of the impact of activities implemented under the Action Plan

Technical assistance activities carried out in support of the objectives set in the ISO Action Plan for developing countries are monitored by DEVCO with the support of the DEVCO CAG.

The number of activities implemented by ISO for developing countries has significantly increased over the years due to additional resources made available by donors. It is a requirement of both the donors and ISO that there be an evaluation as to whether the activities delivered have had a beneficial effect.

Procedures are in place to assess these impacts but in order to assess impacts satisfactorily, ISO needs the feedback from the national standards bodies (NSBs) that either hosted ISO activities or nominated participants to regional or international activities during the year of assessment.

The following table shows the response rate from members for the assessments carried out in 2010, 2011, 2012 and 2013 for activities implemented in 2009, 2010, 2011 and 2012 respectively. The 2012 assessment report was posted on ISODOC in early August 2012. The 2013 assessment for activities implemented in 2012 are being compiled and the report will be made available to members as usual; reminders have been sent to countries not having responded.

Impact assessment response summary

Item description	Year of assessment			
	2010	2011	2012	2013 (as of end July 2013)
Questionnaires sent out	574	635	683	615
Received back	444	450	500	362
Response rate	77%	71%	73%	59%
Countries covered	112	118	113	115
Countries with No response	27	25	26	36

Considering the lack of response from members in submitting the survey forms, DEVCO CAG, at its meeting in March 2013, suggested that members be advised that if they do not respond, they run the risk of no longer benefiting from assistance by ISO. NSBs not responding should be given 30 days to explain why, and after two surveys missed, sanctions should apply, and assistance no longer be provided to these countries.

5. Partnerships with development agencies and international organizations

Partnerships have been established with international organizations and development agencies at the multilateral and bilateral levels for the implementation of technical assistance projects under the *ISO Action plan for developing countries*.

The cooperation takes various forms such as reciprocal participation in meetings and, increasingly, the joint implementation of technical cooperation projects.

DEVCO ACTION   DEVCO members are asked to note the above information

6. Bilateral technical assistance dispensed by DEVCO members

Reports by DEVCO members on technical assistance activities in developing countries during the period under review are in **Annex 2**. Reports received after the meeting will be included in the DEVCO minutes.

In order to better link the bilateral technical assistance delivered by DEVCO members to other members and ISO's institutional strengthening (INS) project, in March 2013, the DEVCO secretariat sent a letter to the NSBs having provided a report to DEVCO on their 2011-2012 bilateral activities. The letter advocates the identification of synergies and closer cooperation between ISO and NSBs to the benefit of those receiving the assistance.

DEVCO ACTION   DEVCO members are invited to continue sharing information on technical assistance activities delivered at the bilateral level

7. DEVCO member satisfaction survey

At the end of each DEVCO meeting, a survey questionnaire is distributed to the members. The purpose of the questionnaire is to measure the satisfaction (or dissatisfaction) of members with the organization and content of the DEVCO meetings, as well as to invite suggestions for DEVCO panel and break-out themes.

The questionnaires are analysed by the DEVCO CAG and the feedback received contributes to the continuous improvement process and gives precious information for the DEVCO secretariat to perform its activities. It is to be noted that DEVCO CAG considers all suggestions made in the survey questionnaires for panel and break-out themes before deciding on the DEVCO agenda.

It is to be noted that the format of the DEVCO meeting was significantly changed in 2011 compared to previous years. Members were requested to provide feedback on this change at the end of the 2012 meeting. The following two charts show the continued satisfaction of members.

6. Do you consider that the new format of the DEVCO plenary meeting implemented since 2011 continues to be more interesting?

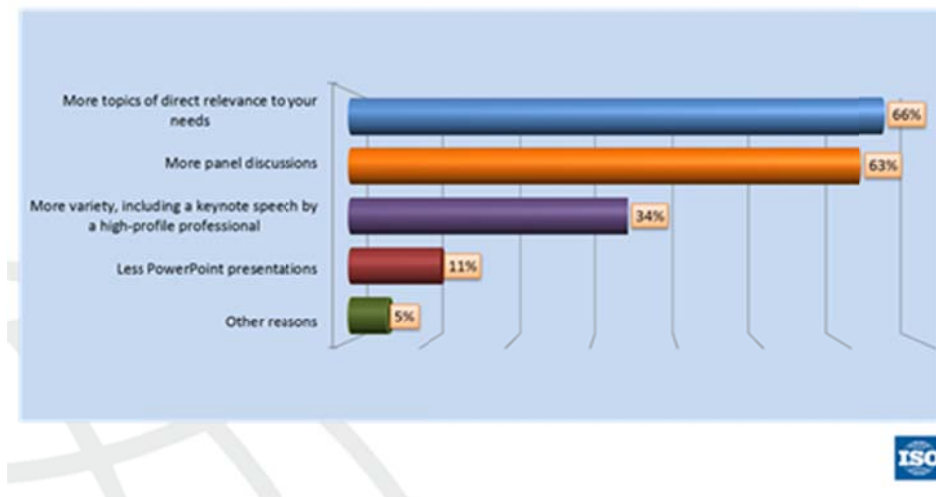A DEVCO satisfaction survey questionnaire will be distributed in the meeting room.

DEVCO ACTION   DEVCO members are asked to complete the
satisfaction survey questionnaire and to hand it to the
DEVCO secretariat in St. Petersburg

8. Report from CASCO

The report from CASCO is attached as **Annex 3**.

9. Report from COPOLCO

The report from COPOLCO is attached as **Annex 4**.

10. Looking ahead

We are half-way implementing the *ISO Action plan for developing countries 2011-2015*, under the current ISO Strategic Plan. Under Sida funding, ISO will undertake a mid-term review of the Action Plan in 2014. The findings will be taken into consideration not only for implementing the rest of the current *Action Plan* but also for the formulation of the next *Action Plan for developing countries 2016-2020*. DEVCO members are expected to contribute in this review and be prepared to contribute to the consultations for the formulation of the *ISO Strategic Plan 2016-2020* and the *Action plan for developing countries 2016-2020*.

The ISO Council, through its resolution 03/2013, took a major step to encourage correspondent and subscriber members to participate fully in ISO's standards development committees during 2014-2015. DEVCO members are encouraged to establish bilateral cooperation with these members to enable them to take their first steps towards greater participation in ISO work, for example through P-membership twinning. It is the joint responsibility of all members to work towards greater involvement of developing countries in ISO technical work as this is what is expected in other international forums, such as in WTO TBT.

New approaches for delivering technical assistance are also being tested. As mentioned under 2.4 above on delivery of INS projects to LDCs, DEVT is leading on a pilot basis a new approach using the idea of a "pay forward methodology". Under this approach, ISO provides targeted and relevant support to a more advanced developing country ISO member, who in turn provides INS support to a lesser developed member in the same region. In concept, ISO provides the resources for support to the more advanced country and this country provides the resources for support to the LDC, hence the term "pay forward." The "pay forward" approach encourages real and operational regional cooperation and bilateral partnerships and leverages the training investment. As an example, under this approach, ISO worked to establish a partnership between Malaysia and Cambodia which is currently being implemented. DEVT also uses the services of ISO members to deliver its technical assistance in new areas where the member already has formal courses in its portfolio, e.g. for the future delivery of the course on road traffic safety management systems.

DEVCO CAG, as mentioned elsewhere in this report, is actively involved in the identification of needs of developing countries, monitoring the implementation of the Action Plan and ensuring that DEVCO meetings are as interesting and interactive as possible. DEVCO CAG will provide leadership as from 2014 in the consultation process for the formulation of the next Action Plan. The time and resources contributed by DEVCO CAG members are greatly appreciated.

DEVCO CAG monitors the progress in the implementation of the recommendations formulated in the Evaluation Report on the *ISO Action Plan for developing countries 2005-2010* and will again do so at its 20th meeting on 17 September 2013. A summary of the actions taken so far or envisaged is provided in **Annex 5**.

Overview of technical assistance projects and training activities carried out between August 2012 and July 2013

Activities carried out since reporting to DEVCO in September 2012 are highlighted in grey (August to December 2012)

		2 0 1 2				
OUTPUT 1:		**Increased participation in ISO technical work**				
Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Sponsorships to ISO/CASCO working group meetings (WG 35)	Geneva, Switzerland	2012-08-08	2012-08-10	2	2	Argentina and Botswana
ISO Secretaries week' for DSM Procedure for ISO secretaries	Kuala Lumpur, Malaysia	2012-08-27	2012-08-30	23	0	Malaysia
ISO Secretaries week' for DSM Drafting Standards	Kuala Lumpur, Malaysia	2012-08-27	2012-08-30	24	0	Malaysia
Sponsorship to the meeting of ISO TC 163 Thermal performance and energy use in the built environment	La Rochelle, France	2012-09-04	2012-09-07	1	1	TFYR of Macedonia
Sponsorship to the meeting of ISO TC 20/SC 8 Aerospace terminology	Galendzhik, Russian Federation	2012-09-07	2012-09-08	1	1	Kazakhstan

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2 0 1 2

OUTPUT 1: Increased participation in ISO technical work

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Procedures for ISO secretaries	Hangzhou, China	2012-10-15	2012-10-16	17	0	China
Drafting standards	Hangzhou, China	2012-10-17	2012-10-19	17	0	China
eServices for ISO secretaries	Hangzhou, China	2012-10-20	2012-10-21	17	0	China
Sponsorship to the meeting of ISO/TC 217 Cosmetics	Santa Catarina, Brazil	2012-10-22	2012-10-26	1	1	Sri Lanka
eServices for MBUAs	Hangzhou, China	2012-10-23	2012-10-25	5	0	China
eServices for balloters	Hangzhou, China	2012-10-26	2012-10-26	15	0	China

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2 0 1 2

OUTPUT 1: Increased participation in ISO technical work

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Pilot training workshop for ISO Chairs and Convenors	Singapore	2012-10-29	2012-10-31	23	12	Fiji, India, Indonesia, Malaysia (3), Mongolia, Philippines, Thailand (3), Vietnam Singapore: 10 Non-sponsored: Japan
Sponsorship to the meeting of ISO/TC34/SC 17 Management systems for food safety	Saitama, Japan	2012-10-29	2012-11-01	1	1	Zambia
Sponsorships to the meeting of ISO/TC 34/SC17 Management systems for food safety	Saitama, Japan	2012-10-29	2012-11-01	6	6	Brazil, Côte d'Ivoire, Mauritius, Nigeria, Thailand, Colombia
Pilot training workshop for Chairs and Convenors	Singapore	2012-11-01	2012-11-02	21	0	Singapore
Course Procedures for ISO secretaries	Geneva, Switzerland	2012-11-05	2012-11-05	9	0	Australia, Canada, Finland (2), Norway, Sweden, Switzerland, and USA Developing countries: China (1)
Course on Drafting standards in accordance with the ISO/IEC Directives Part 2, using the ISO STD template	Geneva, Switzerland	2012-11-06	2012-11-07	9	0	Australia, Canada, Finland (2), Norway, Sweden, Switzerland, and USA Developing countries: China (1)

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2 0 1 2

OUTPUT 1:   Increased participation in ISO technical work

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
eServices course for ISO secretaries	Geneva, Switzerland	2012-11-08	2012-11-09	8	0	Australia, Canada, Norway (2), Sweden, Switzerland, and USA Developing countries: China (1)
Sponsorship to the meeting of ISO/TC176 Quality management and quality assurance	St. Petersburg, Russia	2012-11-11	2012-11-17	2	2	Namibia, Sri Lanka
Sponsorships to ISO/CASCO working group meetings (WG 21)	Geneva, Switzerland	2012-11-27	2012-11-29	6	6	Armenia, Côte d'Ivoire, Ecuador, Kenya, Serbia and Viet Nam
Course on ISO eServices for MBUAs	Geneva, Switzerland	2012-11-27	2012-11-29	22	0	Canada, Cyprus, Finland, France (2), Germany, Israel, Korea Rep. (2), Sweden (2) Developing countries: Congo Dem, Rep., Costa Rica, Croatia, Egypt, Ghana, Kazakhstan, Kenya, Namibia, Peru, Saudi Arabia and United Arab Emirates
Sponsorship to the meeting of ISO/TC 223 Societal Security	Nairobi, Kenya	2012-12-03	2012-12-07	10	10	Colombia, Côte d'Ivoire, Indonesia, Morocco, Nigeria, Philippines, Serbia, South Africa, Sri Lanka and Thailand

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2 0 1 2

OUTPUT 1: Increased participation in ISO technical work

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Sponsorships to ISO/CASCO working group meetings (WG 37)	Geneva, Switzerland	2012-12-10	2012-12-12	2	2	Kenya and Serbia
Sponsorship to the meeting of ISO/TC207/SC5 Life cycle assessment	Padova, Italy	2012-12-10	2012-12-14	1	1	Lebanon

2 0 1 3

OUTPUT 1: Increased participation in ISO technical work

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Sponsorship to the Project Committee: Sustainability Criteria For Bioenergy ISO/PC 248)	Sippy Downs Australia	2013-01-21	2013-01-25	3	3	Argentina, Colombia and Thailand
Sponsorships to the ISO/CASCO/WG 35 (3rd meeting)	Geneva, Switzerland	2013-01-29	2013-01-30	3	3	Argentina, Botswana, Indonesia
Procedures for ISO secretaries	Geneva, Switzerland	2013-02-04	2013-02-04	17	0	Developing country: Iran Developed: Germany, Japan (2), Korea, Netherlands, Norway (4), Russian Fed., Sweden (4), USA (2)

2 0 1 3

OUTPUT 1: Increased participation in ISO technical work

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Drafting standards for ISO secretaries	Geneva, Switzerland	2013-02-05	2013-02-06	16	0	Developing country: Iran Developed: Germany, Japan (2), Korea, Netherlands, Norway (2), Russian Fed., Sweden (4), Switzerland, USA (2)
eServices for ISO secretaries	Geneva, Switzerland	2013-02-07	2013-02-08	12	0	Developing country: Iran Developed: Japan (2), Korea, Netherlands, Norway (2), Russian Fed., Sweden (2), USA (2)
Marketing and Promotion of IS	Manama, Bahrain	2013-02-25	2013-02-26	19	0	Bahrain (5), Kuwait (2), Oman (2),Saudi Arabia (4), Qatar (3), Unites Arab Emirates (1) Yemen (2)
Sponsorship to the meeting of ISO/TC 197 Hydrogen Technologies	Montreal, Canada	2013-02-26	2013-02-28	1	1	Argentina
Sponsorship to the meeting of ISO/TC 176/SC2/WG24 Revision of ISO 9001	Bel Horizonte, Brazil	2013-03-04	2013-03-08	1	1	Sri Lanka
Sponsorship to the ISO/CASCO/WG 21 (2nd meeting)	Geneva, Switzerland	2013-04-03	2013-04-05	7	7	Armenia, Côte d'Ivoire, Ecuador, Jamaica, Kenya, Serbia, Viet Nam
Procedures for ISO secretaries for SAC	Geneva, Switzerland	2013-05-13	2013-05-14	14	0	China
How to write standards for SAC	Geneva, Switzerland	2013-05-15	2013-05-15	12	0	China
eServices for ISO for SAC	Geneva, Switzerland	2013-05-16	2013-05-17	12	0	China
eServices for MBUAs - GSO	Riyadh, Saudi Arabia	2013-05-27	2013-05-29	22	0	Bahrain (3), Kuwait (2), Oman (2), Qatar (2), Saudi Arabia (7) GSO (1), UAE (2) and Yemen (3)

DEVT / 16341903

2 0 1 3

OUTPUT 1: Increased participation in ISO technical work

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Sponsorship to the ISO/TC 223 Societal Security (15th Plenary Meeting)	Delft, The Netherlands	2013-05-27	2013-05-31	7	7	Argentina, Colombia, Côte d'Ivoire, Kenya, Morocco, Serbia, Sri Lanka
Procedures for ISO secretaries	Geneva, Switzerland	2013-06-03	2013-06-04	11	0	Developing country: 0 Developed: Austria (6), Canada (2), Germany, Korea, Sweden
Drafting standards for ISO secretaries	Geneva, Switzerland	2013-06-05	2013-06-05	11	0	Developing country: 0 Developed: Austria (6), Canada (2), Germany, Korea, Sweden
eServices for ISO secretaries	Geneva, Switzerland	2013-06-06	2013-06-07	10	0	Developing country: 0 Developed: Austria (6), Canada (2), Germany, Korea
Regional course eServices for ISO MBUAs	Dar es Salaam, Tanzania	2013-06-11	2013-06-13	12	0	Developing country: 5 Tanzania (5), Burundi (2), Kenya (2), Uganda (2), Rwanda Developed: 0
eServices for ISO MBUAs	Geneva, Switzerland	2013-06-18	2013-06-20	12	0	Developing country: Croatia, Ethiopia (2), India, Indonesia, Iran, Libya, Moldova, Developed: 4 Austria, France, Netherlands, Slovakia
Sponsorships to TC207	Gaborone, Botswana	2013-06-24	2013-06-28	8	8	Argentina, Brazil, Colombia, Mauritius, Rwanda, Tanzania (2) and Uruguay
Sponsorship to the ISO/CASCO/WG 21 (3rd meeting)	Geneva, Switzerland	2013-06-25	2013-06-27	7	7	Armenia, Côte d'Ivoire, Ecuador, Jamaica, Kenya, Serbia, Viet Nam
Sponsorship to the ISO/CASCO/WG 37 (3rd meeting)	Geneva, Switzerland	2013-07-01	2013-07-03	3	3	Cuba, Kenya, Serbia

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2 0 1 2

OUTPUT 2:   Capacity built in standardization and related matters for ISO members and their stakeholders

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
ISO regional conformity assessment workshop on certification of persons – ISO/IEC 17024	Pretoria, South Africa	2012-08-28	2012-08-30	42	27	Botswana (2), Burundi, Eritrea, Ethiopia (2), Ghana (2), Kenya (2), Lesotho, Malawi, Mauritius (2), Mozambique, Namibia (2), Nigeria, Rwanda, Seychelles, Sierra Leone, Swaziland, Tanzania (2), Uganda, Zambia, Zimbabwe (2) Local: South Africa (14) Self-sponsored: Namibia
Regional TOT on Energy Management - ISO 50001	Tunis, Tunisia	2012-09-24	2012-09-28	106	17	Algeria (2), Egypt (2), Iraq (1), Jordan (2), Lebanon (2), Morocco (2), Oman (2), Tunisia, Yemen (2), Palestine (2), Saudi Arabia (2, non-sponsored)
Regional workshop conformity assessment - Personnel Certification (17024)	Bogota, Colombia	2012-10-08	2012-10-10	42	26	Antigua & Barbuda, Argentina (2), Bolivia, Chile (2), Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Panama , Paraguay, Peru (2), Saint Lucia (2), Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago (2) Local: Colombia (9 Self-sponsored: Brazil, Peru, Kenya (2), China, UK (2)
Output 3: Implementation of ISO 26000 in pilot organizations - Algeria	Algeria, Algeria	2012-04-01	2012-12-31	8	0	Algeria
Output 3: Implementation of ISO 26000 in pilot organizations - Egypt	Cairo, Egypt	2012-04-01	2012-12-31	8	0	Egypt

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OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Output 3: Implementation of ISO 26000 in pilot organizations - Iraq	Bagdad, Iraq	2012-04-01	2012-12-31	6	0	Iraq
Output 3: Implementation of ISO 26000 in pilot organizations - Jordan	Amman, Jordan	2012-04-01	2012-12-31	8	0	Jordan
Output3: Implementation of ISO 26000 in pilot organizations - Lebanon	Beirut, Lebanon	2012-04-01	2012-12-31	8	0	Lebanon
Output 3: Implementation of ISO 26000 in pilot organizations - Morocco	Rabat, Morocco	2012-04-01	2012-12-31	8	0	Morocco
Output 3: Implementation of ISO 26000 in pilot organizations - Syria	Damascus, Syria	2012-04-01	2012-12-31	8	0	Syria
Output 3: Implementation of ISO 26000 in pilot organizations - Tunisia	Tunis, Tunisia	2012-04-01	2012-12-31	8	0	Tunisia

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OUTPUT 2:		Capacity built in standardization and related matters for ISO members and their stakeholders				
			2 0 1 3			
Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Output 1: Training of national experts on ISO 26000 - Social Responsibility	Kampala, Uganda	2013-01-14	2013-01-18	11	0	Uganda
Output 1: Training of national experts on ISO 26000 - Social Responsibility	Nairobi, Kenya	2013-01-21	2013-01-25	11	0	Kenya
Output 1: Training of national experts on ISO 26000 - Social Responsibility	Dar es Salaam, Tanzania	2013-01-29	2013-02-01	11	0	Tanzania
Output 1: Training of national experts on SR Jordan	Amman, Jordan	2013-03-04	2013-03-06	8	0	Jordan
Regional TOT on Energy Management - ISO 50001	Vilnius, Lithuania	2013-03-04	2013-03-08	48	19	Albania (2), Armenia (2), Belarus (2), Bosnia and Herzegovina (2), Croatia (2), Georgia (2), Montenegro (2), Serbia (2), Latvia (2 self-sponsored), Lithuania (27) and TFYR of Macedonia (2).
Output 1: Training of national experts on SR Morocco	Rabat, Morocco	2013-03-12	2013-03-14	8	0	Morocco

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OUTPUT 2:   Capacity built in standardization and related matters for ISO members and their stakeholders

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Output 1: Training of national experts on SR Tunisia	Tunis, Tunisia	2013-03-12	2013-03-14	8	0	Tunisia
Output 1: Training of national experts on SR Egypt	Cairo, Egypt	2013-03-17	2013-03-20	8	0	Egypt
Output 1: Training of national experts on SR Lebanon	Beirut, Lebanon	2013-04-09	2013-04-11	8	0	Lebanon
Output 1: Training of national experts on SR Algeria	Alger, Algeria	2013-04-09	2013-04-11	9	0	Algeria
ISO/UNEP Workshop on Water Footprint	Gaborone, Botswana	2013-06-23	2013-06-24	27	7	Argentina, Brazil, Colombia, Mauritius, Rwanda, Tanzania and Uruguay
National conformity assessment workshop - certification practices	Thimphu, Bhutan	2013-07-24	2013-07-26	33	0	Bhutan

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2 0 1 2

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
National Workshop on Social Responsibility	Abuja, Nigeria	2012-07-31	2012-08-01	65	0	Nigeria
Output 2: National Awareness raising on ISO 26000 - Lebanon - first event	Beirut, Lebanon	2012-08-09	2012-08-09	63	0	Lebanon
National workshop on ISO/IEC 27001 – Information Security Management Systems (ISMS)	Sarajevo, Bosnia & Herzegovina	2012-09-26	2012-09-28	37	0	Bosnia & Herzegovina
National seminar on Food Safety Management Systems - ISO 22000	Belgrade, Serbia	2012-10-09	2012-10-10	40	0	Serbia
Output 2: National Awareness raising on ISO 26000 - Algeria - second event	Oran, Algeria	2012-10-16	2012-10-16	90	0	Algeria
National seminar on Energy Management - ISO 50001	La Paz, Bolivia	2012-10-17	2012-10-19	42	0	Bolivia

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2 0 1 2

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Output 2: National Awareness raising on ISO 26000 - Tunisia - first and second event	Tunis, Tunisia	2012-10-17	2012-10-18	225	0	Tunisia
National seminar on Energy Management - ISO 50001	Havana, Cuba	2012-10-22	2012-10-24	39	0	Cuba
National workshop on ISO/IEC 27001 – Information Security Management Systems (ISMS)	Yerevan, Armenia	2012-10-29	2012-10-31	28	0	Armenia
ISO 26000 Developing Country workshop	Geneva, Switzerland	2012-11-05	2012-11-06	118	64	Albania, Algeria , Argentina, Armenia, Bangladesh, Bhutan, Bolivia, Bosnia And Herzegovina, Brazil , Burkina Faso, Burundi, Colombia , Congo, The Democratic Rep. Of, Costa Rica , Côte d'Ivoire, Croatia, Dominican Rep., Ecuador, Egypt, El Salvador, Ethiopia, Gabon, Georgia, Guatemala, Guinea, Indonesia, Iran, Islamic Rep. of, Jamaica, Jordan, Kazakhstan, Kenya , Kyrgyzstan, Lebanon, Lesotho, Malaysia, Mongolia, Montenegro, Morocco, Myanmar, Namibia , Nepal, Nicaragua, Nigeria, Panama, Peru, Senegal, Serbia, Sierra Leone, South Africa, Sudan, Suriname, Swaziland, Syrian Arab Rep., Tanzania , Thailand, TFYR of Macedonia, Togo, Trinidad And Tobago, Tunisia , Uganda , Uruguay, Viet Nam, Yemen,

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2 0 1 2

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
						Zimbabwe Non-sponsored: Algeria (2), Armenia (1), Bahrain (2), Brazil (6), China (3), Colombia (6), Costa Rica (4), Egypt (1), India (1) Indonesia (4), Italy (1), Jordan (1), Kenya (3), Lebanon (1), Malaysia (4), Mexico (1), Morocco (1), Namibia (1), Romania (1), Singapore (1), Swaziland (1), Sweden (2), Tanzania (1), Thailand (1), Tunisia (1), Uganda (1), United Arab Emirates (3)
Output 2: National Awareness raising on ISO 26000 - Morocco - first event	Rabat, Morocco	2012-11-08	2012-11-08	86	0	Morocco
Output 2: National Awareness raising on ISO 26000 - Morocco - second event	Fes, Morocco	2012-11-09	2012-11-09	43	0	Morocco
National seminar on Energy Management and ISO 50001	Amman, Jordan	2012-11-11	2012-11-13	42	0	Jordan
Séminaire national ISO sur le management de l'énergie et la norme ISO 50001	Abidjan, Côte d'Ivoire	2012-11-21	2012-11-23	53	0	Côte d'Ivoire

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2 0 1 2

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
National seminar on Food Safety Management Systems - ISO 22000	Khartoum, Sudan	2012-11-25	2012-11-27	64	0	Sudan
National workshop on Societal Security	Nairobi, Kenya	2012-12-02	2012-12-02	39	0	Kenya
Output 2: National Awareness raising on ISO 26000 - Egypt - second event	Aswan, Egypt	2012-12-04	2012-12-04	80	0	Egypt
Output 2: National Awareness raising on ISO 26000 - Jordan - second event	Amman, Jordan	2012-12-04	2012-12-04	86	0	Jordan
National seminar on Energy Management and ISO 50001	Beirut, Lebanon	2012-12-10	2012-12-12	25	0	Lebanon

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OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Regional workshop on ISO 14040 – Life Cycle Assessment	Arusha, Tanzania	2013-01-07	2013-01-09	22	13	Botswana, Burundi, Rep. of Congo, Eritrea, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Seychelles, Swaziland Tanzania (8) Uganda Self sponsored: Malaysia
National seminar on Energy Management - ISO 50001	Astana, Kazakhstan	2013-02-11	2013-02-13	44	0	Kazakhstan
National workshop on Environmental Foot printing	Buenos Aires, Argentina	2013-03-20	2013-03-22	37	0	Argentina
Output 2: National Awareness on ISO 26000, Uganda, first event	Kampala, Uganda	2013-04-11	2013-04-11	135	0	Uganda
Output 2: National Awareness on ISO 26000, Lebanon, first event	Beirut, Lebanon	2013-04-12	2013-04-12	25	0	Lebanon
National seminar on Energy Management - ISO 50001	Yerevan, Armenia	2013-05-06	2013-05-08	41	0	Armenia

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2 0 1 3

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Regional Workshop on Food Standards and Trade	Havana, Cuba	2013-05-08	2013-05-10	67	41	Antigua & Barbuda (2), Argentina (2), Barbados (2, self-sponsored), Bolivia (2), Brazil (2), Chile (2), Colombia (2), Costa Rica (2), Cuba (20), Dominica (2), Dominican Republic (2), Ecuador (2), El Salvador (1), Guatemala (2), Guyana (2), Haiti (self-sponsored), Honduras (2), Jamaica (2), Nicaragua (2), Panama (2), Peru (2), St. Lucia (2), St. Lucia (2), Suriname (2), Trinidad and Tobago (2, self-sponsored), Uruguay (2) and Venezuela (self-sponsored)
Output 2: National Awareness on ISO 26000, Tanzania, first event	Dar es Salaam, Tanzania	2013-05-09	2013-05-09	56	0	Tanzania
National seminar on Energy Management - ISO 50001	Tashkent, Uzbekistan	2013-05-20	2013-05-22	58	0	Uzbekistan
ISO National seminar and workshop on ISO 26000:2010 Guidance on Social Responsibility	Addis Ababa, Ethiopia	2013-05-30	2013-06-01	79	0	Ethiopia
National seminar on Energy Management - ISO 50001	Sarajevo, Bosnia & Herzegovina	2013-06-03	2013-06-05	67	0	Bosnia & Herzegovina

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2 0 1 3

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Output 2: National Awareness on ISO 26000, Kenya, first event	Nairobi, Kenya	2013-06-05	2013-06-05	50	0	Kenya
Output 2: National Awareness on ISO 26000, Algeria, first event	Alger, Algeria	2013-06-11	2013-06-11	60	0	Algeria
National seminar on Energy Management - ISO 50001	Podgorica, Montenegro	2013-06-13	2013-06-14	46	0	Montenegro
Output 2: National Awareness on ISO 26000, Tunisia, first event	Tunis, Tunisia	2013-06-18	2013-06-18	150	0	Lebanon
Output 2: National Awareness on ISO 26000, Egypt, first event	Cairo, Egypt	2013-06-26	2013-06-26	90	0	Egypt
National seminar on Food Safety Management Systems - ISO 22000	Quito, Ecuador	2013-06-26	2013-06-28	49	0	Ecuador

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OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Output 2: National Awareness on ISO 26000, Jordan, first event	Amman, Jordan	2013-07-01	2013-07-01	120	0	Lebanon

2 0 1 2

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
2nd mission: INS Project for Viet Nam	Hanoi, Viet Nam	2012-08-06	2012-08-10	45	0	Viet Nam
Stakeholder seminar: INS project for Botswana	Gaborone, Botswana	2012-08-20	2012-08-24	42	0	Botswana
Stakeholder seminar: INS project for Namibia	Windhoek, Namibia	2012-08-27	2012-08-30	25	0	Namibia

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2 0 1 2

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
ISO regional workshop on Stakeholder Engagement and Participation in Standardization	Port Louis, Mauritius	2012-10-16	2012-10-18	34	26	Botswana (2), Burundi (1), Ethiopia (2), Ghana (2), Kenya (2), Mauritius (7), Namibia (2), Nigeria (2), Rwanda (1), Seychelles (1), South Africa (2), Sudan (2), Swaziland (1), Tanzania (2), Uganda (1), Zambia (1), Zimbabwe (2) Ghana 1 self-sponsored
INS Cambodia	Phnom Penh, Cambodia	2012-10-26	2012-10-31	60	0	Cambodia
ISO regional course on Marketing and Promotion of International Standards	Bucharest, Romania	2012-10-31	2012-11-02	28	20	Albania (1) Armenia (2), Belarus (2), Bosnia and Herzegovina (2), Croatia (2), FYR Macedonia (2) Georgia (1), Kazakhstan (2), Moldova (1), Montenegro (1), Serbia (2), Uzbekistan (2), Romania (6) Latvia (1) self-sponsored Moldova (1) self-sponsored
Sponsorship to ISO/TC 176: INS project for Namibia	St. Petersburg, Russia	2012-11-11	2012-11-17	1	1	Namibia
Study visit to ASI: INS Project for TfY Rep of Macedonia	Vienna, Austria	2012-11-12	2012-11-16	2	2	TFYR of Macedonia
Study visit to ASI: INS Project for Armenia	Vienna, Austria	2012-11-12	2012-11-16	2	2	Armenia

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OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
ISOlutions meeting sponsorship: INS Project for TfY Rep of Macedonia	Geneva, Switzerland	2012-11-21	2012-11-23	1	1	TFYR of Macedonia
ISOlutions meeting sponsorship: INS Project for Peru	Geneva, Switzerland	2012-11-21	2012-11-23	1	1	Peru
ISOlutions meeting sponsorship: INS Project for Costa Rica	Geneva, Switzerland	2012-11-21	2012-11-23	1	1	Costa Rica
ISOlutions meeting sponsorship: INS Project for Tanzania	Geneva, Switzerland	2012-11-21	2012-11-23	1	1	Tanzania
INS Senegal	Dakar, Senegal	2012-11-26	2012-11-30	20	0	Senegal
Module 3 - Adopting and implementing International Standards,	Geneva, Switzerland	2012-11-26	2013-02-22	14	0	Bosnia & Herzegovina (2), Croatia (2), Ecuador (2), Iran (2), Jordan (3), Palestine, UAE, Uzbekistan
ISO Forum for CEOs of NSBs in the Arab region	Riyadh, Saudi Arabia	2012-12-01	2012-12-03	19	10	Egypt, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia (7), Sudan, Yemen; self-sponsored GSO (1), AIDMO (1)

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OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Needs assessment: INS project for Gabon	Libreville, Gabon	2012-12-10	2012-12-14	49	0	Gabon

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OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
INS Senegal (Phase II):	Dakar, Senegal	2013-01-14	2013-01-18	15	0	Senegal
INS Sri Lanka: Study Visit at DSM	Cyberjaya Selangor, Malaysia	2013-01-15	2013-01-17	2	2	Sri Lanka
INS Côte d'Ivoire (Needs assessment visit): Stakeholder seminar	Abidjan, Côte d'Ivoire	2013-01-31	2013-01-31	77	0	Côte d'Ivoire
INS Botswana (Phase I): Drafting Standards	Gaborone, Botswana	2013-02-18	2013-02-19	21	0	Botswana
INS Botswana (Phase I): Adopting and referencing standards	Gaborone, Botswana	2013-02-20	2013-02-21	36	0	Botswana
INS Ethiopia (Needs assessment visit) : Stakeholder seminar	Addis Ababa, Ethiopia	2013-02-28	2013-02-28	63	0	Ethiopia

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2 0 1 3

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Regional Course on Good Standardization Practice	Addis Ababa, Ethiopia	2013-03-12	2013-03-13	23	21	Botswana (2), Gambia (2), Kenya, Lesotho, Liberia, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Sierra Leone, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe Ethiopia (2)
INS Myanmar (Needs assessment visit): Stakeholder seminar	Yangon, Myanmar	2013-03-22	2013-03-22	21	0	Myanmar
INS Bangladesh (Needs assessment visit): Managing and Participating in IS	Dhaka, Bangladesh	2013-03-27	2013-03-27	19	0	Bangladesh
ISO Forum for CEOs of NSBs	Kuala Lumpur, Malaysia	2013-04-06	2013-04-07	27	15	Afghanistan, Bhutan, Brunei Darussalam(2), Cambodia, China, Indonesia, Lao People's Democratic Republic, Mongolia, Nepal, Pakistan, Papua New Guinea , Singapore, Sri Lanka, Thailand, Viet Nam Malaysia (11) Non-Sponsored Mongolia (1) - ACCSQ members were partly sponsored
INS Cameroon (Phase I and II)	Yaoundé, Cameroon	2013-04-08	2013-04-12	15	0	Cameroon
INS Namibia (Phase I): Drafting Standards	Windhoek, Namibia	2013-04-15	2013-04-16	39	0	Namibia

2 0 1 3

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
SAC attachments to SAC	Geneva, Switzerland	2013-04-16	2013-05-13	2	0	China
INS Namibia (Phase I): Adopting and Referencing Standards	Windhoek, Namibia	2013-04-17	2013-04-18	28	0	Namibia
INS Namibia (Phase I): Managing and Participating in IS	Windhoek, Namibia	2013-04-19	2013-04-19	30	0	Namibia
INS Ethiopia (Phase I): Drafting standards	Addis Ababa, Ethiopia	2013-04-22	2013-04-24	28	0	Ethiopia
INS Ethiopia (Phase I): Training for chairs and member of TCs	Addis Ababa, Ethiopia	2013-04-25	2013-04-26	36	0	Ethiopia
INS Ethiopia (Phase I): Adopting and Referencing Standards	Addis Ababa, Ethiopia	2013-04-29	2013-04-30	33	0	Ethiopia
Regional Course on Good Standardization Practice	La Paz, Bolivia	2013-05-13	2013-05-14	30	20	Antigua & Barbuda, Argentina, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Paraguay, Peru, Saint Lucia, Saint Vincent &

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OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
						Grenadines, Suriname Uruguay - Bolivia (2) Non Sponsored: Trinidad & Tobago Non sponsored: CROSQ countries: Belize, CROSQ, COPANT, Grenada, Haiti, Saint Kitts and Nevis, and Venezuela
INS Lebanon (Phase II): Drafting standards	Beirut, Lebanon	2013-05-27	2013-05-28	16	0	Lebanon
INS Peru (Ad-Hoc interventions): ISOlutions	Lima, Peru	2013-05-27	2013-05-31	70	0	Peru
INS Costa Rica (Phase I): Best Practices in international standardization	San José, Costa Rica	2013-05-28	2013-05-28	50	0	Costa Rica
INS Costa Rica (Phase I): Effective standards meeting and achieving consensus	San José, Costa Rica	2013-05-29	2013-05-30	44	0	Costa Rica
INS Lebanon (Phase II): Fast forward and participation in IS	Beirut, Lebanon	2013-05-30	2013-05-30	27	0	Lebanon
INS Lebanon (Phase II): Good standardization and Good Regulatory Practices	Beirut, Lebanon	2013-05-31	2013-05-31	23	0	Lebanon

2 0 1 3

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
INS Botswana (Phase II): Effective TC meetings and consensus building	Gaborone, Botswana	2013-06-03	2013-06-04	37	5	Botswana
ISO regional workshop on Increasing Consensus and Stakeholder Engagement	Lombok, Indonesia	2013-06-03	2013-06-05	30	28	Afghanistan, Bangladesh (3), Cambodia, Indonesia (4), Iran (2), Malaysia (2), Mongolia (2), Nepal, Pakistan (2), Papua New Guinea, Philippines (4), Sri Lanka, Thailand (2), Viet Nam (4) Host: Indonesia : 2 sponsored - 2 non-sponsored
INS Namibia (Ad-hoc interventions): Effective TC meetings and consensus building	Gaborone, Botswana	2013-06-04	2013-06-04	0	5	Namibia
INS Botswana (Phase II): Good regulatory practice	Gaborone, Botswana	2013-06-06	2013-06-06	31	0	Botswana
INS Ecuador (Needs assessment visit): Stakeholder seminar	Quito, Ecuador	2013-06-12	2013-06-12	56	0	Ecuador
INS Ecuador (Needs assessment visit): NMC and managing and participating in ISO TC meeting	Quito, Ecuador	2013-06-12	2013-06-12	53	0	Ecuador

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OUTPUT 4: ISO members in developing countries strengthened at institutional level

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Introduction to intellectual property and copyright in the ISO system for SADC	Johannesburg, South Africa	2013-06-27	2013-06-28	20	0	Developing country: 20 Botswana (3), DRC, Lesotho, Mauritius, Mozambique, Namibia, South Africa (8), Swaziland, Tanzania, Zimbabwe (2)
INS Lebanon: Study Visit at ASI	Vienna, Austria	2013-07-01	2013-07-05	1	1	Lebanon
INS Azerbaijan: Study visit at ASI	Vienna, Austria	2013-07-01	2013-07-05	1	1	Azerbaijan
INS Ethiopia: Study visit at ASI	Vienna, Austria	2013-07-01	2013-07-05	2	2	Ethiopia
INS Botswana: Study visit at ASI	Vienna, Austria	2013-07-01	2013-07-05	2	2	Botswana
ISO course on Marketing & Promotion of International Standards	Lima, Peru	2013-07-09	2013-07-11	32	24	Antigua and Barbuda (1), Argentina (1), Barbados (2), Bolivia (2), Brazil (2), Chile (2), Colombia (2), Costa Rica (2), Ecuador (2 +1 self-sponsored), Guyana (1), Honduras (1), Nicaragua (1), Peru (7), Suriname (1), Trinidad and Tobago (2), Uruguay (2)

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2 0 1 2

OUTPUT 5: Regional cooperation strengthened

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
SR East Africa 1st CEO coordination meeting	Geneva, Switzerland	2012-11-09	2012-11-09	9	9	Kenya (4), Tanzania (2), Uganda (3)
Output 4: JCC meeting	Aswan, Egypt	2012-12-05	2012-12-06	14	11	Algeria (2), Egypt (3), Jordan (3), Lebanon (2), Morocco (2), Tunisia (2)

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OUTPUT 5: Regional cooperation strengthened

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Output 5: Regional Workshop for National Experts	Marrakesh, Morocco	2013-03-25	2013-03-28	57	50	Algeria, Egypt, Jordan, Lebanon, Morocco, Syria, Tunisia
Output 5: Regional workshop to exchange experience and refresher training	Nairobi, Kenya	2013-07-03	2013-07-05	26	17	Kenya, Tanzania, Uganda

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OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Title	Venue/Host	Dates	Total participants	Sponsored participants	Beneficiary countries

2 0 1 3

OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Title	Venue/Host	Dates		Total participants	Sponsored participants	Beneficiary countries
Regional workshop on Enhancing collaboration between NSBs and Academia	Sao Paulo, Brazil	2013-04-15	2013-04-17	38	27	Antigua and Barbuda (1), Argentina(2), Bolivia(1), Brazil (2 Facilitators) Chile(1) , Costa Rica (2), Cuba(2) Dominica, Dominican Rep., Ecuador (2), Guatemala, Guyana, Honduras, Jamaica (2), Peru (2), St. Lucia (2), Suriname, Uruguay (2) Rep of Korea: 6 Non sponsored Barbados(1), Trinidad and Tobago (1) Brazil (3)

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Reporting to DEVCO on bilateral technical assistance by AFNOR (FRANCE)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

	2 0 1 3		
OUTPUT 1:	Increased participation in ISO technical work		
Activity / Project	Beneficiary countries	N° of persons trained	Results
MENA ISO 26000	Morocco - Algeria Tunisia - Kenya	16 consultants Morocco 16 consultants Algeria 12 pilots organisations in Morocco	Qualification and awareness
INS/ISO PROJECT	Senegal (nov. 2012) – Gabon – Côte d'Ivoire	50 attendees at the awareness raising seminar 20 experts trained	**3 Needs Assessment Missions and awareness raising seminar** on the role of NSB and quality infrastructure system **2 technical assistance missions in Senegal** for the **implementation of the action plan** : training modules elaborated for the training of the new TC experts ; standardisation officers in ASN trained for the management of the TCs ; awareness seminar on the benefits of standardisation
SIS/ISO/AFNOR cooperation under SIDA funds	Burundi	50 – 100 attendees at the seminar BBN staff	**Awarness seminar – target groups: public authorities and economic players** – knowledged increased on the ISO system and functioning of the international standardisation works BBN staff informed on the management of the standardisation activities in the European standardisation body (AFNOR)
Seminar "Energy"	Côte d'Ivoire		

2 0 1 4

OUTPUT 1: Increased participation in ISO technical work

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
MENA Project ISO 26000	Morocco - Algeria Tunisia - Kenya	16 consultants 20 pilots organisations	Qualification and awareness
INS/ISO PROJECT	Senegal – Gabon – Côte d'Ivoire Other selected French or English speaking countries according to the ISO request		Implementation of the further activities according to the action plan The increased participation of the selected countries in the ISO TC and WG

2 0 1 3

OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

Activity / Project	Beneficiary countries	N° of persons trained	Results
EU Twinning project – Market mecanisms and competition	TUNISIA		Support to the Tunisian Administration for the development of market mecanisms and competition through standardization, certification and trade registration office. Contract signed in December 2011. Its implementation started in January 2012 (until end of March 2014).
EU Twinning project – Strenghining of the standardisation, accreditation, market surveillance and metrology	MOROCCO		Strategy for developement of IMANOR established Business plan for development of standardisation activities elaborated The training modules for the application of selected standards elaborates (e.g. ISO 51000 – 31000)

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2 0 1 4

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
EU Twinning project – Market mecanisms and competitition	TUNISIA		Support to the Tunisian Administration for the development of market mecanisms and competition through standardization, certification and trade registration office. Contract signed in December 2011. Its implementation started in January 2012 (until end of March 2014).
EU Twinning project – Strenghining of the standardisation, accreditation, market surveillance and metrology	MOROCCO		Strategy for developement of IMANOR established Business plan for development of standardisation activities elaborated The training modules for the application of selected standards elaborates (e.g. ISO 51000 – 31000)

2 0 1 3

OUTPUT 3:	Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used		
Activity / Project	Beneficiary countries	N° of persons trained	Results
EU Technical Assistance Project – Quality infrastructure and food safety (2012- mid 2014)	BELARUS		Support to quality infrastructure and food safety in the Republic of Belarus (Gosstandart). Contract signed in December 2011. Project lead by AFNOR with Cardno (Belgium), FVI (France Vétérinaire International – France), FVS (Food and Veterinary Services – Latvia), Opera (Italy), PCA (Polish Centre for Accreditation – Poland), SFVS (State Food and Veterinary Services – Lithuania) as partners.

2 0 1 4

OUTPUT 3:	Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
EU Technical Assistance Project – Quality infrastructure and food safety (2012- mid 2014)	BELARUS		Support to quality infrastructure and food safety in the Republic of Belarus (Gosstandart). Contract signed in December 2011. Project lead by AFNOR with Cardno (Belgium), FVI (France Vétérinaire International – France), FVS (Food and Veterinary Services – Latvia), Opera (Italy), PCA (Polish Centre for Accreditation – Poland), SFVS (State Food and Veterinary Services – Lithuania) as partners.

OUTPUT 4: ISO members in developing countries strengthened at institutional level

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons trained	Results
EU Twinning project – Market mecanisms and competitition	TUNISIA		Support to the Tunisian Administration for the development of market mecanisms and competition through standardization, certification and trade registration office. Contract signed in December 2011. Its implementation started in January 2012 (until end of March 2014).
EU Twinning project – Strenghining of the standardisation, accreditation, market surveillance and metrology	MOROCCO		Strategy for developement of IMANOR established Business plan for development of standardisation activities elaborated The training modules for the application of selected standards elaborates (e.g. ISO 51000 – 31000)

OUTPUT 4: ISO members in developing countries strengthened at institutional level

2 0 1 4

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
EU Twinning project – Market mecanisms and competition	TUNISIA		Support to the Tunisian Administration for the development of market mecanisms and competition through standardization, certification and trade registration office. Contract signed in December 2011. Its implementation started in January 2012 (until end of March 2014).

2 0 1 4

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
EU Twinning project – Strenghining of the standardisation, accreditation, market surveillance and metrology	MOROCCO		Strategy for developement of IMANOR established Business plan for development of standardisation activities elaborated The training modules for the application of selected standards elaborates (e.g. ISO 51000 – 31000)

2 0 1 3

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons trained	Results
ISO regional seminar on ISO 22301	African French speaking coutries		Training materials elaborated Awareness Seminar implemented

2 0 1 4

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ISO regional seminar *Increasing Consensus and stakeholder engagement*	African French speaking coutries		Training materials elaborated Awareness Seminar implemented

Reporting to DEVCO on bilateral technical assistance by ANSI (USA)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

2 0 1 3

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders	
Activity / Project	Beneficiary countries	N° of persons trained	Results

2 0 1 4

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders	
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ANSI-USAID Standards Alliance	Colombia, Peru, Costa Rica, El Salvador, Honduras, Guatemala, Panama, Dominican Republic, South Africa, Botswana, Zambia, Malawi, Kenya, Morocco, Yemen, Indonesia	100 x country 1600 total	The Standards Alliance is a 5-year program with sustained engagement planned across a variety of geographical regions. In 2014, expected results include increased awareness of best practices such as the WTO Code of Good Practice for the Preparation, Adoption and Application of Standards.

2 0 1 3

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Activity / Project	Beneficiary countries	N° of persons trained	Results

2 0 1 4

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ANSI-USAID Standards Alliance	Colombia, Peru, Costa Rica, El Salvador, Honduras, Guatemala, Panama, Dominican Republic, South Africa, Botswana, Zambia, Malawi, Kenya, Morocco, Yemen, Indonesia	100 x country 1600 total	The Standards Alliance is a 5-year program with sustained engagement planned across a variety of geographical regions. In 2014, expected results include increased awareness of best practices such as the WTO Code of Good Practice for the Preparation, Adoption and Application of Standards; use of international standards.

2 0 1 3

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons trained	Results

2 0 1 4

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ANSI-USAID Standards Alliance	Colombia, Peru, Costa Rica, El Salvador, Honduras, Guatemala, Panama, Dominican Republic, South Africa, Botswana, Zambia, Malawi, Kenya, Morocco, Yemen, Indonesia	100 x country 1600 total	The Standards Alliance is a 5-year program with sustained engagement planned across a variety of geographical regions. In 2014, expected results include improved infrastructure elements such as transparency mechanisms and public consultation.

Reporting to DEVCO on bilateral technical assistance by ASI (AUSTRIA)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

2 0 1 3

OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

Activity / Project	Beneficiary countries	N° of persons trained	Results
Study visit at the Austrian Standards Institute *In framework of* Project for strengthening of ISO members in developing countries at the institutional level	FYRO Macedonia, Armenia	4	Share of best practices, discussions and presentations performed, case studies discussed

2 0 1 3

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons trained	Results
Study visit at the Austrian Standards Institute *In framework of* Project for strengthening of ISO members in developing countries at the institutional level	FYRO Macedonia, Armenia	4	Share of best practices, discussions and presentations performed, case studies discussed

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2 0 1 3

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons trained	Results
Concept for establishing reginal networking in translation of the Eurocode parts Concept for establishing regional cooperation in preparation of wind, snow and isotherms maps *In framework of* Twinning Project Montenegro "Achieving highest safety and technical quality in construction"	Montenegro	Ca. 5 persons involved	Concepts for regional co-operations available. Regional meetings took place

2 0 1 3

OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Activity / Project	Beneficiary countries	N° of persons trained	Results
Definition of the concept for the university programme of studies on the Eurocodes *In framework of* Twinning Project Montenegro "Achieving highest safety and technical quality in construction"	Montenegro	Ca. 6 persons involved	Concept of the university study on Eurocodes available

Reporting to DEVCO on bilateral technical assistance by BOBS (BOTSWANA)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

2 0 1 3

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Training on Standards (Import Inspection) Regulations, 2008 Requirements	Namibia	26	Feedback was positive

2 0 1 4

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results

DEVT / Formated BOBS Bilateral TA template_2013.doc

Reporting to DEVCO on bilateral technical assistance by BSI (UK)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

2 0 1 3

OUTPUT 1:	Increased participation in ISO technical work		
Activity / Project	Beneficiary countries	N° of persons trained	Results
EU-China Trade Project II	China	30	2013 follow-up on 2011 and 2012 activities on participation in international standards work
Sharing of best practice related to Consumer participation in standardization	Various COPOLCO member developing coutries	N.A.	BSI co-chairs, with IRAM (Argentina) the COPOLCO Consumer Participation Working group which is currently investigating ways of providing funding and sharing best practice related to consumer participation in standards development, particularly in relation to Technical Committee attendance.

2 0 1 4

OUTPUT 1:	Increased participation in ISO technical work		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Collation of information on Consumer Participation in standardization, including funding.	Various	N.A.	BSI co-chairs, with IRAM (Argentina) the COPOLCO Consumer Participation Working group which seeks to develop a resource to assist organizations seeking information on effective routes to consumer participation in standards development, including funding. The outcomes to be used in the revision of the ISO Consumer Directory.

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2 0 1 3

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Rwanda Bureau of Standards Capacity Building (TMEA-funded)	Rwanda	30	Increased awareness and knowledge of ISO standards after training delivery (ISO 17025, ISO 17021, ISO 19011, ISO 22000, ISO 14001, ISO/IEC 27001), introduction to BS 25999 and training on OHSAS 18001
South Africa Bureau of Standards (SABS) Study Visit	South Africa	2	Undertook a study programme learning all aspects of operational function and management of technical committees and activities. Had detailed discussions with several operational counterparts and attended the Young Professionals' workshop.

2 0 1 4

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results

2 0 1 3

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Activity / Project	Beneficiary countries	N° of persons trained	Results
Rwanda Bureau of Standards Capacity Building (TMEA-funded)	Rwanda	30	Increased awareness and knowledge of ISO standards after training delivery (ISO 17 025, ISO 17021, ISO 19011, ISO 22000, ISO 14001, ISO/IEC 27001), introduction to BS 25999 and training on OHSAS 18001
Development of e-learning materials	European accession countries		BSI are part icipants in a CEN/CENELEC Group developing e-learning materials for use by SMEs.
Participation to Standards and Regulation Workshop	Zimbabwe	1	Helped to su pport the p articipation of developing countries at th e workshop. Explored differences in p ractice and understanding around the world on how standards and regul ations are used together and generated momentum to wo rk with the UK Bett er Regulation Executive (BRE) over the definition of stand ards and regulations in the UK. It also lead a working group of le ading countries and SDOs to agree how standards and regulations can be used most effectively in different economic and political contexts as well as securing the commitment of ISO/IEC/CCMC to improve their guidance documents.

2 0 1 4

OUTPUT 3: Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Development of e-learning materials	European accession countries		BSI are part icipants in a CEN/CENELEC Group developing e-learning materials for use by SMEs.

DEVT Formated BSI Reporting on bilateral technical assistance by NSBs 2013Final.doc

2 0 1 3

OUTPUT 4:   ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons trained	Results
Rwanda Bureau of Standards Capacity Building (TMEA-funded)	Rwanda	30	Delivery of intensive programme of trainings strengthening RBS in testing, metrology, confo rmity assessment, HR, manag ement, standards production, product commercialisation, risk assessment, train the trainer (on-going)
Response to request for advice relating to setting up a consumer network	Swaziland	1	Information provided on standards user forums (British Standards Society) and consumer networks (Consumer & Public Involvement Network) and related information. Contacts supplied on consumer organizations operating in the region (Consumers International and local member body)

2 0 1 4

OUTPUT 4:   ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results

2 0 1 3

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons trained	Results
INOGATE (EU-funded)	Ukraine, Belarus, Moldova, Georgia, Armenia, Azerbaijan, Turkmenistan, Tajikistan, Uzbekistan, Kyrgyzstan, Kazakhstan	50	Supported with the creation and running of Technical Committees to harmonise gas and electricity standards with European standards EN, provision of training and coaching
CEN-CENELEC Joint Working group for Education	Czech Republic, Croatia, Poland, Turkey, etc.	N.A.	BSI is an active participant in the European Joint Working Group on Education where good practice is shared about increasing awareness of standardization among students and educational bodies and thus increasing their involvement in standardization activities.

2 0 1 4

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
CEN-CENELEC Joint Working group for Education	Czech Republic, Croatia, Poland, Turkey, etc.	N.A.	BSI is an active participant in the European Joint Working Group on Education where good practice is shared about increasing awareness of standardization among students and educational bodies and thus increasing their involvement in standardization activities. Work continues in 2014.

DEVT Formated BSI Reporting on bilateral technical assistance by NSBs 2013Final.doc

2 0 1 3

OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Activity / Project	Beneficiary countries	N° of persons trained	Results
Technical Assistance to the Quality Infrastructure and Standards Programme (SIDA-funded)	Uganda	N/A	Developed course material to augment curricula and integrate into curricula
CEN-CENELEC Joint Working group for Education	Czech Republic, Croatia, Poland, Turkey, etc.	N.A.	BSI is an active participant in the European Joint Working Group on Education which has developed a model curriculum for all stages of education.

2 0 1 4

OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
CEN-CENELEC Joint Working group for Education	Czech Republic, Croatia, Poland, Turkey, etc.	N.A.	BSI is an active participant in the European Joint Working Group on Education which has developed a model curriculum for all stages of education. Materials continue to be added to the repository.

Reporting to DEVCO on bilateral technical assistance by DIN (GERMANY)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

2 0 1 3

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Workshop for representatives of the NSB, Ministry of Civil Engineering and universities	Western Balkans and Turkey	17	Participants trained on quality infrastructure in the field of construction with the goal to handle Eurocodes and national annexes, to understand the relevance of the annexes, and to develop such annexes by their own doing in the future

2 0 1 4

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results

2 0 1 3			
OUTPUT 3:	**Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used**		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Workshop on "Labelling Programs for Energy Efficiency in Latin America and the Caribbean: Experiences and Best Practices"	COPANT member states	About 100	Participants trained on labelling programs based on international standards and internationally reliable measurement and testing methods and in which way these could be developed jointly by the national COPANT members
Training for representatives of Mongolian Agency for Standardisation and Metrology (MASM) and of the Mongolian National Mining Association	Mongolia	45	Participants trained on standardization in the mining sector
Training for representatives of Institute for Standardisation of Serbia (ISS) and ministries	Serbia	20	Participants trained on standardization and standards for the construction sector (CPR and Eurocodes) Consultation on Digital Rights Management in the framework of standards and standardization Marketing strategy for the ISS Training Center

OUTPUT 3:	Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used	
2 0 1 4		
Activity / Project	Beneficiary countries	Expected results
	N° of persons to be trained	

OUTPUT 4:	ISO members in developing countries strengthened at institutional level	
2 0 1 3		
Activity / Project	Beneficiary countries	Results
	N° of persons trained	
Second regional workshop on stakeholder engagement Lombok, Indonesia	14 countries in East, South East and South Asia	Participants trained on increasing stakeholder engagement in standardization work
	28	
Regional workshop on stakeholder engagement	countries in South America, Cental America and the Caribbean	Participants trained on increasing stakeholder engagement in standardization work
	Dec 2013	

OUTPUT 4: **ISO members in developing countries strengthened at institutional level**

2 0 1 4

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results

OUTPUT 5: Regional cooperation strengthened

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons trained	Results
10th EDF – Caribbean Regional Indicative Programme –EPA Programme – TBT Component "Support to the Caribbean Forum of the ACP States in the implementation of the commitments undertaken under the Economic Partnership Agreement"	Member countries of CROSQ and DIGENOR	20	Support to members of CROSQ and DIGENOR in the development of activities related to standardization

2 0 1 4

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Blended Learning Course on Quality Infrastructure for Susatainable Development	African countries	20 (tbc)	Participants trained on fundamentals of standardization, economic impact of standardization, standards and technical regulation, conformity assessment, standards and national infrastructure and economic partnership agreements

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Reporting to DEVCO on bilateral technical assistance by IRAM (ARGENTINA)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

2 0 1 3

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Seminar "ISO 22000. Food Safety Management Systems"	Ecuador	50	Objetives: Increse the knowledge of professionals working in the food sector in Ecuador, about the benefits of implementing a food safety management system according to ISO 22000. Emphasis was placed on the requirement of the standard and the benefits of implementation. Comments: 1. In general, it was evidenced a very good level of previous knowledge of the participants. 2. The participation was very good, showing specific and targeted questions on their experiences. 3. It was worked in the harmonization of standard criteria's. 4. The experiences presented (certified organizations, and professionals in the food sector), showed a very good understanding of standard requirements.

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Reporting to DEVCO on bilateral technical assistance by JISC (JAPAN)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

2 0 1 3

OUTPUT 1: Increased participation in ISO technical work

Activity / Project	Beneficiary countries	N° of persons trained	Results
			NOTE: There are some projects (e.g. welding) regarding the technical assistance provided by Japanese National Mirror Committees directly to the member of TC/SCs from developing countries, but due to the number of activities, we have not collected the data.

2 0 1 4

OUTPUT 1: Increased participation in ISO technical work

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
			NOTE: Continuous technical assistance projects provided by Japanese National Mirror Committees to developing countries.

OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
2 0 1 3			
Activity / Project	Beneficiary countries	N° of persons trained	Results
Promotion and Awareness raising for standardization (Japan-Asian Joint Projects)	China India Indonesia Malaysia Singapore Thailand Vietnam	NA	- Supporting developing countries to adopt IS into national standards - To organize training for the trainees to learn about the international standardization from national standards bodies and private sectors of developing countries - Implementing the collaboration projects, i.e. supporting to promote the international standards in their countries, in the following sectors on bilateral basis: - Solar PV module: Thailand, Singapore, Malaysia, India, China etc. - Home appliances, air conditioner and refrigerator: Singapore, Malaysia, Thailand, Indonesia, Vietnam etc. - Green architectural material: Thailand, Indonesia, Vietnam etc. - Artificial Joint: China, Singapore, Vietnam, etc. - Bio DME fuel: China,Indonesia etc. - Ultrasmall satellite: Malaysia etc.
JICA Training Course	ASEAN countries: Indonesia Myanmar Vietnam	6	To organize training on Standardization Development for the trainees from national standards bodies and private sectors of developing countries.

2 0 1 4			
OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Promotion and Awareness raising for standardization (Japan-Asian Joint Projects)	ASEAN countries and other Asian countries	NA	- Supporting developing countries to adopt IS into national standards - To organize training for the trainees to learn about the international standardization from national standards bodies and private sectors of developing countries - Implementing the collaboration projects, i.e. supporting to promote the international standards in their countries, sectors: TBC * Some of the cooperation sectors may be changed depending on circumstances.
JICA Training Course	ASEAN countries:	10	- To organize training on Standardization Development for the trainees from national standards bodies and private sectors of developing countiries.

2 0 1 3

OUTPUT 3:	Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used		
Activity / Project	Beneficiary countries	N° of persons trained	Results
			NOTE: Same activites as output 2.

2 0 1 4

OUTPUT 3:	Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
			NOTE: Same activites as output 2.

OUTPUT 5: Regional cooperation strengthened

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons trained	Results
			NOTE: Same activites as output 2.

OUTPUT 5: Regional cooperation strengthened

2 0 1 4

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
			NOTE: Same activites as output 2.

ISO

Reporting to DEVCO on bilateral technical assistance by KATS (REPUBLIC OF KOREA)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

Korean Agency for Technology an d Standards(KATS), Nat ional Standards Body of the Repu blic of Kore a, has been implementing the I nternational Standards Infrastructure Cooperation Program(ISCP) since 2010 in cooperation with the Korean Standards Association(KSA), designe d to facilitate cooperation with the Asian, Africa n, Middle Eastern and Latin American regions and enhan ce their nat ional standards competence by sharing our experience and knowledge, and also by exploring cooperative potentials. The ISCP offers comprehensive programs from in-depth consultation(NSCAF), training workshops for our partners based on Korea's experiences in the fields of standardization, co nformity assessment and me trology with the expectation that all our partner countries would be benefited equally and reciprocally.

According to the ISO Action Plan for Developing Countries, our activities which were carried out successfully from late 2012 to early 2013 and to be done later are as follows, which are related to output 2, 4, 5 and 6. Please note that some of the activities are in consultation with partner countries. Moreover, it is a bit hard to describe cooperative plans in this document as further discussion with parter countries is required.

2 0 1 2			
OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders			
Activity / Project	Beneficiary countries	N° of persons trained	Results
ISCP Cooperation Program for Standardization, Conformity Assessment, Legal Metrolo gy and Quali ty (September, 2012)	6 countries (Argentina, Bolivia, Brazil, Chile, Colombia, Peru)	12	KATS invited experts from NSBs in Latin America to share experience and know-how aimed at enhancing standards capacity while encouraging cooperation among participants at regional level.

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OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

2 0 1 2

Activity / Project	Beneficiary countries	N° of persons trained	Results
ISCP Cooperation Program with Ecua dor : Nation al Quality System Development (October, 2012)	Ecuador	15	KATS, in coopeation with KOICA, invited experts from Ecuador to share experience and know-how aimed at enhancing standards capacity.
Case Studies on the Korean Experien ces in Strengthening National Standards Infrastructure	All Developing Countires	-	KATS, in c operation with KSA (Korean Standards Association) , published the following materials: a) Establishment of Confor mity Assessment Body : Methodology and Case Studies in Korea b) Human Resource Development for Standardiza tion : Methodology and Case Studies in Korea

OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ISCP Cooperation Program with Indonesia : International Textile Quality Standards and Textile Testing Quality Assurance (June, 2013)	Indonesia	12	KATS, in cooperatin with KOICA and FITI, invited experts from Indonesia to share and know-how aimed at enhancing standards and testing capacities in the field of textile.

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OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ISCP Cooperation Program with Plaestine : Standardization and Conformity Assessment System Development (June, 2013)	Palestine	15	KATS, in cooperatin with KOICA, invited experts from Plestine to share and know-how aimed at enhancing standards and conformity assessment capacities.
ISCP Cooperation Program with Ecuador : National Quality System Development (November, 2013)	Ecuador	TBD	Followed by the feedback on the first program with Ecuador of last year, KATS, in cooperation with KOICA, will invite experts from Ecuador once again to share and expertise aiming at standards capacity.

OUTPUT 4: ISO members in developing countries strengthened at institutional level

2 0 1 2

Activity / Project	Beneficiary countries	N° of persons trained	Results
ISCP Joint In-depth Cooperation Proejct: Consultation on How to Establish Product Certification Scheme in Electrical and Electronics	Peru	Relevant organizations and stakeholders in Peru, including INDECOPI	Followed by the Mater Plan jointly developed by Korea and Peru in 2011, KATS dispatched an expert to INDECOPI for long-term period in order to provide consultation for establishing product certification scheme, which would be beneficial and helpful for Peru to develop their own scheme.

2 0 1 3

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ISCP Joint Project : National Standards Capability Assessment Framework(NSCAF*)	Bolivia	Senior and middle management personnel of NSB of Bolivia, IBNORCA, and IBMETRO	Based on the in-depth discussion and joint analysis results among experts of Korea and Bolivia in La Paz, NSCAF report including recommendation on how to strengthen their standards infrastructure was developed, which is expected to be a good reference to explore priorities to coopreate forward.
ISCP Joint Project : Natoinal Standards Capability Assessment Framework (NSCAF*)	Peru	Senior and middle management personnel of NSB of Peru, INDECOPI	Based on the in-depth discussion and joint analysis results among experts of Korea and Peru in Lima, NSCAF report including recommendation on how to strengthen their standards infrastructure was developed, which is expected to be a good reference to explore activities to coopreate forward.
ISCP Joint In-depth Cooperation Proejct: Consultation on How to Establish Product Certification Scheme in Electrical and Electronics	Peru	Relevant organizations and stakeholders in Peru, including INDECOPI	As an on-going project, KATS dispatched an expert to INDECOPI for long-term period in order to provide consultation for establishing product certification scheme, which would be beneficial and helpful for Peru to develop their own scheme.
ISCP Joint In-depth Cooperation Project: How to Establish National Metrology System and v-Mark Certification System	Vietnam	Relevant organizations and stakeholders in Vietnam, including STAMEQ	As a folllow-up activity of NSCAF in 2012, KATS and STAMEQ agreed to cooperate in the field of metrology expectingi that strengthening related infrastrucutre and capacities of STAMEQ, thereby leading to strengthen competitiveness of Vietnamese industry and boost national economic development.
ISCP Joint In-depth Cooperation Proejct: How to Strenghten Conformity Assessment ad Testing Capacities in the field of Construction	Mongolia	MASM, Construction Development Center of Mongolia(CDC) and other related organizations	Followed by the visits in 2012, KATS and MASM agreed to develop and carry out in-depth project aimed at strengthening cooperative relationship and testing cpacities of Mongolia.

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OUTPUT 5: Regional cooperation strengthened

2 0 1 2

Activity / Project	Beneficiary countries	N° of persons trained	Results
ISCP Cooperation with ARSO in the fields of Standardization, Conformity Assessment(including Testing Capacity) and Metrology	- 2 regional organizations (ARSO, ECOWAS) - 5 ARSO members (Nigeria, Ghana, Namibia, Tanzania, Malawi)	12	According to the Action Plan between KATS and ARSO, KATS invited working-level experts from ARSO members to share experineces and expertise, thereby strengthen their capacities and encourage cooperation at regional level. In particular, ARSO Secretary General and a representative from ECOWAS were also invited to discuss how to cooperate further while to provide oppotunities to be familiar with the ISCP program.

OUTPUT 5: Regional cooperation strengthened

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ISCP Cooperation with GSO in the fields of Standardization, Conformity Assessment(including Testing Capacity) and Metrology (April, 2013)	- 1 regional organziation(GSO) - 6 GSO members (Saudi Arabia, Yemen, Qatar, UAE, Kuwait)	14	According to the Action Plan between KATS and GSO, KATS invited working-level experts from GSO members to share experineces and expertise, thereby strengthen their capacities and encourage cooperation at regional level. In particular, representatives from GSO were also invited to discuss how to cooperate further while to provide oppotunities to be familiar with the ISCP program.
ISCP Cooperation with GSO in the field of Sustainability (April, 2013)	- 1 regional organziation(GSO) - 6 GSO members (Bahrain, Kuwait, Oman, Qatar, Yemen, UAE)	17	

2 0 1 3

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ISCP Cooperation with GSO in the fields of Standardization, Conformity Assessment(including Testing Capacity) and Metrology (April, 2013)	- 1 regional organziation(GSO) - 6 GSO members (Saudi Arabia, Yemen, Qatar, UAE, Kuwait)	14	According to the Action Plan between KATS and GSO, KATS invited working-level experts from GSO members to share experineces and expertise, thereby strengthen their capacties and encourage cooperation at regional level. In particular, representatives from GSO were also invited to discuss how to cooperate further while to provide oppotunities to be familiar with the ISCP program.
ISCP Cooperation with GSO in the field of Metrology (September, 2013)	GSO members (TBD)	TBD	According to the Action Plan between KATS and GSO, KATS invited working-level experts from GSO members to share experineces and expertise, thereby strengthen their capacties and encourage cooperation at regional level.
ISCP Cooperation Program with ARSO : Technical Seminar in the field of Conformity Assessment (TBD, 2013) * Specific title/area is subject to be changed.	ARSO member states (TBD)	TBD	Followed by the request from ARSO, KATS will organize a seminar to share expertise and knowledge in the field of conformity assessment.

2 0 1 3

OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
ISO/KATS Regional Workshop on Cooperation between NSBs and Academia for the Latin American and Carribean Regions (April, 2013)	18 countries (Antigua and Barbuda, Argentina, Babados, Bolivia, Brazil, Chile, Costa Rica, Cuba, Dominica Rep., Ecuador, Guatemala, Guyana, Honduras, Jamaica, Peru, St. Lucia, Suriname, Uruguay)	about 40	KATS, in collaboration with ISO, organized a "Korean Day" to share experience and expertise on standardization education system- from primary to university- with participated countries.
ISO/KATS Regional Workshop on Cooperation between NSBs and Academia for the African Region (November, 2013)	ISO members in the African Region	TBD	
KATS-ARSO Joint Session on Standardization Education (June, 2013)	ARSO members participated in the ARSO GA	about 70	KATS, in cooperation with ARSO, organized a joint session on standardization education on the occasion of the ARSO GA to introduce national standardization education system of Korea and share our experiences with ARSO members.
Development of Standardization Education Text Books in the English Version	All ISO members	-	Upon requests from many ISO members, KATS and KSA are in the course of developing standardization education text books - esp. for primary school and university - in the English verison. It is expected to be ready for sharing by the end of October. Upong finalization, it will be shared with all ISO members and KATS will also request ISO CS to upload it in the repository menu under standardization eudcation category of the ISO website.

Reporting to DEVCO on bilateral technical assistance by LST (LITHUANIA)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

	2 0 1 3		
OUTPUT 4:	ISO members in developing countries strengthened at institutional level		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Twinning project GE10/ENP-PCA/TR/05 „Strengthening of the metrology and standardisation infrastructure according to the best practice in the EU member states" (LST as junior partner)	Georgia	~20	Project activities under implementation

OUTPUT 4:	ISO members in developing countries strengthened at institutional level		
2 0 1 4			
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Twinning project GE10/ENP-PCA/TR/05 „Strengthening of the metrology and standardisation infrastructure according to the best practice in the EU member states" (LST as junior partner)	Georgia	~15	Finish of implementation of Project activities
Development cooperation projects (according to the EU Developing cooperation policy)	Prospective countries: Armenia, Azerbaijan, Georgia, Moldova	~50	Applications for the projects in the planning stage

Reporting to DEVCO on bilateral technical assistance by SCC (CANADA)

2 0 1 3			
OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders			
Activity / Project	Beneficiary countries	N° of persons trained	Results
SCC-knowledge transfer work with the Mongolian Agency for Standardization & Metrology (MASM) MASM staff visit to SCC (March, 2013) Two MASM staff members visited SCC in order to continue SCC's work to strengthen Mongolia's standardization infrastructure.	Mongolia	2	SCC hosted representatives from MASM for two-week internship that provided detailed information about the Canadian standardization infrastructure, including accreditation and standards development processes, in furtherance of MASM's goal to move towards a more voluntary standards system, with greater industry involvement, and the establishment of a formal accreditation program for SDOs.
			SCC staff conducted a gap assessment of MASM's standards-development process, and provided a series of recommendations for further improvement.
SCC staff visit to MASM (May, 2013) SCC CEO John Walter led a delegation of SCC staff to Mongolia to move forward on next phase of engagement with Mongolia.	Mongolia	15	SCC CEO John Walter engaged in a series of high-level meetings with Mongolian officals. SCC staff conducted workshops to help MASM incorporate relevant enhancements in Mongolia. Topics included the Canadian standardization system, development of a stakeholder engagement strategy for MASM, use of standardization to achieve national objectives, Canada's participation in international standardization, and incorporating standards into regulation.

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2 0 1 3

OUTPUT 2:   Capacity built in standardization and related matters for ISO members and their stakeholders

Activity / Project	Beneficiary countries	N° of persons trained	Results
SAC staff to visit SCC, (Sept-October, 2013) **Capacity Building / Information Exchange with Standardization Administration of China (SAC)**	China	2	Provide SAC with insight on Canada's standardization activities, and SCC's international work, including strategic priorities, national standards development and coordination of stakeholders, subject areas, implementation of national standards, stakeholder engagement in national and international standardization work, mirror committees, and SCC's best practices for the above topics.

2 0 1 4

OUTPUT 2:   Capacity built in standardization and related matters for ISO members and their stakeholders

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
SCC knowledge-transfer work with MASM	Mongolia	TBD	SCC will provide ongoing assistance, as needed, to help MASM revise Mongolia's Law on Standardization and Conformity Assessment, in order to make more effective use of voluntary standards in regulation and to establish the technical requirements to accredit SDOs. SCC will also accommodate a visit by MASM staff to SCC in order to help MASM continue to build the capacity of its staff. SCC will cover the infrastructure costs associated with acquiring the necessary ISO tools needed to help MASM to facilitate its sale of standards and operate standards development "mirror" committees via a centralized, secure, electronic platform.

OUTPUT 4: ISO members in developing countries strengthened at institutional level

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons trained	Results
Canada – Americas Trade Related Technical Assistance (CATRTA) Project: Strengthening Peru's National Standards Body technical capacity October, 2012 – Mission to Peru a) Training session on standardization tools to engage stakeholders b) Workshop with local stakeholders to raise awareness on the importance of standardization March, 2013 - Mission to Peru Workshop on International Standardization Participation, with emphasis on the activities concerning the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC).	Peru	25+	October, 2012 – Mission to Peru a) Training session on standardization tools to engage stakeholders: The training was intended to introduce INDECOPI standards staff and its stakeholders to the tools and methods that SCC has used to engage specific Canadian stakeholders in standardization activities. b) Workshop with local stakeholders to raise awareness on the importance of standardization: SCC helped organize and participated in a workshop for INDECOPI's key stakeholders to raise awareness of the strategic value of standardization for Peru's productive sector. During this session, participants had the opportunity to hear presentations from representatives of ISO, SCC, INDECOPI, Peru's Federal government as well as industry and academic speakers. Particular emphasis was given to the topic of how alignment of Peru's standardization system with international standards can boost international trade with countries like Canada. The keynote speaker during this seminar was Rob Steele, ISO Secretary-General. March, 2013 - Mission to Peru The objective of the workshop was to build capacity on the international standardization development process and the tools available to ensure a country's effective participation. The workshop was designed to train Peru's members of standardization Technical Committees, which includes INDECOPI staff, federal government departments, as well as industry and academic stakeholders.
Canada – Americas Trade Related Technical Assistance (CATRTA) Project: Strengthening Colombia's National Standards Body technical	Colombia	25+	March, 2013 - Mission to Colombia a) Training session for ICONTEC's personnel on standardization tools to engage stakeholders: workshop/training to introduce

2 0 1 3

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons trained	Results
capacity March, 2013 - Mission to Colombia a) Training session for ICONTEC's personnel on standardization tools to engage stakeholders b) Workshop with local stakeholders to raise awareness on the importance of standardization			ICONTEC standards staff to the tools and methods that SCC has used to engage specific Canadian stakeholders in standardization activities. b) Workshop with local stakeholders to raise awareness of the importance of standardization: SCC helped organize and participated in a workshop for ICONTEC key stakeholders to raise awareness on the strategic value of standardization for Colombia's productive sector. During this session, participants had the opportunity to hear presentations from representatives of SCC, ICONTEC, Colombia's Federal government as well as industry and academic speakers. Particular emphasis was given to the topic of how alignment of Colombia's standardization system with international standards can boost international trade with countries like Canada and the United States. SCC presented Canada's standardization perspective, priority areas and tools to achieve collaboration among stakeholders.

2 0 1 4 - NA

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results

2 0 1 3

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons trained	Results
Canada – Americas Trade Related Technical Assistance (CATRTA) Project Workshop to strengthen the technical capacity of the National Notification Authorities and National Enquiry Points in Colombia, Peru, Honduras and the CARICOM region and a workshop cohosted by SCC, NIST (US) and Inmetro (Brazil) in the city of Rio de Janeiro, Brazil, October-November 2012.	CATRTA beneficiary countries: Colombia, Honduras, Peru and the countries of the CARICOM	35	CATRTA countries participating in this workshop had the opportunity to increase their participation and strengthen their relations with other countries in the hemisphere, as it included representatives from all of the National Notification Authorities and Enquiry Points in the Americas and the Caribbean. Topics covered at the workshop included: transparency obligations of the WTO/TBT Agreement; notification procedures; preparation of TBT notifications; best practices of National Notification Authorities and Enquiry Points.
Canada – Americas Trade Related Technical Assistance (CATRTA) Project Workshop to strengthen the technical capacity of the national standards bodies of the Americas by increasing their participation in international standardization work.	CATRTA beneficiary countries: Colombia, Honduras, Peru and the countries of the CARICOM	34	SCC organized a one-day workshop (April 25, 2013) during the 2013 annual general meeting of the Pan-American Standards Commission (COPANT), in Saint Lucia. The purpose of the workshop was to address the challenges faced by CATRTA countries in fully participating in international and regional standards work and/or fully making use of international/regional standards. The workshop included both CATRTA countries and COPANT members (there is some overlap between the two groups).

2 0 1 4 NA

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results

Reporting to DEVCO on bilateral technical assistance by SIS (SWEDEN)

DEVCO meeting, 16-17 September 2013, St Petersburg, Russia

SIS department for international development cooperation is running a two year programme named "Trade promotion through standardisation" in East Africa (EAC region) and South & Southeast Asia (SESA region). The programme aims to enhance capacity within the countries of these regions in ISO standardisation. Furthermore SIS will be holding a workshop in Namibia by the end of 2013 on Sustainability and standardisation – this is not part of the two year programme but an independent project consisting of series of meetings and conferences that was initiated in 2010 and has resulted in a workshop in 2012 and one in 2013. Please find more information below.

2 0 1 3

OUTPUT 1: Increased participation in ISO technical work

Activity / Project	Beneficiary countries	N° of persons trained	Results
Trainings for NSB and relevant stakeholders on international standardisation, ISO procedures and rules etc. using the development of ISO 13065/ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the SESA region in leading, and execution of, standard setting processes in a participatory cooperation with the private and public sector on a national and an international level. • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes The capacity building process, using the development of ISO 13065, consists of several trainings on ISO related work, as well as opens up for opportunities identified by the participants on broadening their involvement in standardisation. The main services provided are done through Regional pre-seminars and Pre-seminars in preparation for the ISO-meetings. During these pre-seminars and trainings the participants are trained in the specific standard and the ISO development process by international experts. Including the following topics: Structure of ISO drafts, procedure of developing the standard, the composition of the technical committee and the working groups, the ISO rules and regulations and the role of their NSB and stakeholders in the context of international standardisation, etc. This to build capacity among the stakeholders to take a more active and prominent part in the development of international standards. During 2013 two Pre-seminars have been held ahead of ISO meetings.

2 0 1 3

OUTPUT 1: Increased participation in ISO technical work

Activity / Project	Beneficiary countries	N° of persons trained	Results
		60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the EAC region* in leading and execution of national and international standard setting processes through national public-private partnerships. • Enhanced competence among EAC region stakeholders*** for effective participation in national and international standard setting processes
Trainings for NSB and relevant stakeholders on international standardisation, ISO procedures and rules etc. using the development of ISO 13065/ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania		The capacity building process, using the development of ISO 13065, consists of several trainings on ISO related work, as well as opens up for opportunities identified by the participants on broadening their involvement in standardisation. The main services provided are done through Regional pre-seminars and Pre-seminars in preparation for the ISO-meetings. During these pre-seminars and trainings the participants are trained in the specific standard and the ISO development process by international experts. Including the following topics: Structure of ISO drafts, procedure of developing the standard, negotiation technics, the composition of the technical committee and the working groups, the ISO rules and regulations and the role of their NSB and stakeholders in the context of international standardisation, etc. This to build capacity among the stakeholders to take a more active and prominent part in the development of international standards. During 2013 two Pre-seminars have been held ahead of ISO meetings.

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2 0 1 4

OUTPUT 1: Increased participation in ISO technical work

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Trainings for NSB and relevant stakeholders on international standardisation, ISO procedures and rules etc. using the development of ISO 13065/ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the SESA region in leading, and execution of, standard setting processes in a participatory cooperation with the private and public sector on a national and an international level. • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes The capacity building process, using the development of ISO 13065, consists of several trainings on ISO related work, as well as opens up for opportunities identified by the participants on broadening their involvement in standardisation. The main services provided are done through Regional pre-seminars and Pre-seminars in preparation for the ISO-meetings. During these pre-seminars and trainings the participants are trained in the specific standard and the ISO development process by international experts. Including the following topics: Structure of ISO drafts, procedure of developing the standard, the composition of the technical committee and the working groups, the ISO rules and regulations and the role of their NSB and stakeholders in the context of international standardisation, etc. This to build capacity among the stakeholders to take a more active and prominent part in the development of international standards.

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2 0 1 4

OUTPUT 1: Increased participation in ISO technical work

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Trainings for NSB and relevant stakeholders on international standardisation, ISO procedures and rules etc. using the development of ISO 13065/ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the EAC region in leading and execution of national and international standard setting processes through national public-private partnerships. • Enhanced competence among EAC region stakeholders for effective participation in national and international standard setting processes The capacity building process, using the development of ISO 13065, consists of several trainings on ISO related work, as well as opens up for opportunities identified by the participants on broadening their involvement in standardisation. The main services provided are done through Regional pre-seminars and Pre-seminars in preparation for the ISO-meetings. During these pre-seminars and trainings the participants are trained in the specific standard and the ISO development process by international experts. Including the following topics: Structure of ISO drafts, procedure of developing the standard, the composition of the technical committee and the working groups, the ISO rules and regulations and the role of their NSB and stakeholders in the context of international standardisation, etc. This to build capacity among the stakeholders to take a more active and prominent part in the development of international standards.

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OUTPUT 2:	Capacity built in standardization and related matters for ISO members and their stakeholders		
2 0 1 3			
Activity / Project	Beneficiary countries	N° of persons trained	Results
Trainings for NSB and relevant stakeholders on international standardisation, stakeholder involvement etc./ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the SESA region in leading, and execution of, standard setting processes in a participatory cooperation with the private and public sector on a national and an international level. • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected companies in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards Capacity building within these two case studies also includes training on: -ISO IT support systems, training staff and member body user administrators -Standards management, training NSB staff and other stakeholders - Technical committee work and management, training NSB staff and other stakeholders - Stakeholder engagement, training NSB staff and other stakeholders and support of private sector initiatives on standardisation Stakeholder Engagement trainings Two regional trainings on stakeholder engagement in standardisation took place in Sri Lanka and in Vietnam in April-May 2013. The aim of the trainings is to support the countries to become more actively involved in the standardisation process on both a national and international level by raising the awareness of the importance of a broad and diverse stakeholder base. The participants expressed having received good knowledge about how to work effectively in national mirror committees, develop consensus and the role of the private sector within standardisation.

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2 0 1 3

OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

Activity / Project	Beneficiary countries	N° of persons trained	Results
Trainings for NSB and relevant stakeholders on international standardisation, stakeholder involvement etc./ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the EAC region* in leading and execution of national and international standard setting processes through national public-private partnerships. • Enhanced competence among EAC region stakeholders for effective participation in national and international standard setting processes • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among selected companies to implement ISO14067, Carbon Footprint of products. • Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge Capacity building within these two case studies also includes training on: - ISO IT support systems, training staff and member body user administrators - Standards management, training NSB staff and other stakeholders - Technical committee work and management, training NSB staff and other stakeholders - Stakeholder engagement, training NSB staff and other stakeholders and support of private sector initiatives on standardisation Stakeholder Engagement trainings The aim of the trainings is to support the countries to become more actively involved in the standardisation process on both a national and international level by raising the awareness of the importance of a broad and diverse stakeholder base.
A series of conferences, workshops, meetings on Sustainable Business in Namibia	Namibia, Sweden	40-60	Second workshop/conference following the first one in 2012 that made an introduction to CSR and ISO 26000 The expected outputs for the second conference (results) are: 1. Increased understanding among participants of the use and implementation of sustainability standards and sustainable businesses

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2 0 1 3

OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

Activity / Project	Beneficiary countries	N° of persons trained	Results
			practises within the private sector 2. Improved knowledge among participants (SMEs and entrepreneurs) on practical and useful tools on how they/their company can apply existing international standards and means available to improve their CSR and sustainable business operations 3. Increased understanding among participants on how to go further with stakeholder engagement and how standardisation can function as a platform for partner driven cooperation.

2 0 1 4

OUTPUT 2: Capacity built in standardization and related matters for ISO members and their stakeholders

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Trainings for NSB and relevant stakeholders on international standardisation, stakeholder involvement etc./ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the SESA region in leading, and execution of, standard setting processes in a participatory cooperation with the private and public sector on a national and an international level. • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected companies in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards Capacity building within these two case studies also includes training on: - ISO IT support systems, training staff and member body user administrators -

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Trainings for NSB and relevant stakeholders on international standardisation, stakeholder involvement etc./ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania		Standards management, training NSB staff and other stakeholders - Technical committee work and management, training NSB staff and other stakeholders - Stakeholder engagement, training NSB staff and other stakeholders and support of private sector initiatives on standardisation Stakeholder Engagement trainings The aim of the trainings is to support the countries to become more actively involved in the standardisation process on both a national and international level by raising the awareness of the importance of a broad and diverse stakeholder base..
		60-80	Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the EAC region in leading and execution of national and international standard setting processes through national public-private partnerships. • Enhanced competence among EAC region stakeholders for effective participation in national and international standard setting processes • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among selected companies to implement ISO14067, Carbon Footprint of products. • Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge Capacity building within these two case studies also includes training on: - ISO IT support systems, training staff and member body user administrators - Standards management, training NSB staff and other stakeholders - Technical committee work and management, training NSB staff and other stakeholders - Stakeholder engagement, training NSB staff and other stakeholders and support of private sector initiatives on standardisation Stakeholder Engagement trainings The aim of the trainings is to support the countries to become more actively involved in the standardisation process on both a national and international level by raising the awareness of the importance of a broad and diverse stakeholder base.

2 0 1 3			
OUTPUT 3:	Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Trainings, awareness seminars for NSB and relevant stakeholders on international standardisation implementation by using ISO/TS 14067 as a case study/ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	Short term outcomes of the project (2012-2014) • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected companies in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards
Trainings, awareness seminars for NSB and relevant stakeholders on international standardisation implementation by using ISO/TS 14067 as a case study/ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	Short term outcomes of the project (2012-2014) • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among selected companies to implement ISO14067, Carbon Footprint of products. • Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge
A series of conferences, workshops, meetings on Sustainable Business in Namibia	Namibia, Sweden	40-60	Second workshop/conference following the first one in 2012 that made an introduction to CSR and ISO 26000 The expected outputs (results) are: 1. Increased understanding among participants of the use and implementation of sustainability standards and sustainable businesses practises within the private sector 2. Improved knowledge among participants (SMEs and entrepreneurs) on practical and useful tools on how they/their company can apply existing international standards and means available to improve their CSR and sustainable business operations 3. Increased understanding among participants on how to go further with stakeholder engagement and how standardisation can function as a platform for partner driven cooperation.

2 0 1 4

OUTPUT 3:	Awareness improved on the role and benefits of International Standards and their use. International Standards are therefore increasingly used		
Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Trainings, awareness seminars for NSB and relevant stakeholders on international standardisation implementation by using ISO/TS 14067 as a case study/ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	Short term outcomes of the project (2012-2014) • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected companies in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards
Trainings, awareness seminars for NSB and relevant stakeholders on international standardisation implementation by using ISO/TS 14067 as a case study/ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	Short term outcomes of the project (2012-2014) • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among selected companies to implement ISO14067, Carbon Footprint of products. • Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge

	2 0 1 3		
OUTPUT 4:	**ISO members in developing countries strengthened at institutional level**		
Activity / Project	Beneficiary countries	N° of persons trained	Results
Trainings of NSB staff and relevant stakeholders, participation at ISO meetings, dissemination of knowledge of standardisation opportunities/ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	The general aim of the SESA and EAC programme is strengthening the participating countries at an institutional level by reaching the short term goals. Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the SESA region in leading, and execution of, standard setting processes in a participatory cooperation with the private and public sector on a national and an international level. • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected companies in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards
Trainings of NSB staff and relevant stakeholders, participation at ISO meetings, dissemination of knowledge of standardisation opportunities/ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	The general aim of the SESA and EAC programme is strengthening the participating countries at an institutional level by reaching the short term goals. Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the EAC region in leading and execution of national and international standard setting processes through national public-private partnerships. • Enhanced competence among EAC region stakeholders for effective participation in national and international standard setting processes • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among selected companies to implement ISO14067, Carbon Footprint of products.

OUTPUT 4: ISO members in developing countries strengthened at institutional level

2 0 1 3

Activity / Project	Beneficiary countries	N° of persons trained	Results
			• Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge

OUTPUT 4: ISO members in developing countries strengthened at institutional level

2 0 1 4

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Trainings of NSB staff and relevant stakeholders, participation at ISO meetings, dissemination of knowledge of standardisation opportunities/ SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	The general aim of the SESA and EAC programme is strengthening the participating countries at an institutional level by reaching the short term goals. Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the SESA region in leading, and execution of, standard setting processes in a participatory cooperation with the private and public sector on a national and an international level. • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected companies in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards

2 0 1 4

OUTPUT 4: ISO members in developing countries strengthened at institutional level

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Trainings of NSB staff and relevant stakeholders, participation at ISO meetings, dissemination of knowledge of standardisation opportunities/ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	The general aim of the SESA and EAC programme is strengthening the participating countries at an institutional level by reaching the short term goals. Short term outcomes of the project (2012-2014) • Enhanced competence among NSBs in the EAC region in leading and execution of national and international standard setting processes through national public-private partnerships. • Enhanced competence among EAC region stakeholders for effective participation in national and international standard setting processes • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among selected companies to implement ISO14067, Carbon Footprint of products. • Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge

2 0 1 3

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons trained	Results
Regional trainings and regional cooperation within the project/. SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	The projects are run in two regions. Within and between the regions the countries are cooperating and supporting each other on regional trainings and workshops. The project results will be shared between the regions and regional cooperation is supported.
Regional trainings and regional cooperation within the project/ EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	The projects are run in two regions. Within and between the regions the countries are cooperating and supporting each other on regional trainings and workshops. The project results will be shared between the regions and regional cooperation is supported.

2 0 1 4

OUTPUT 5: Regional cooperation strengthened

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
Regional trainings and regional cooperation within the project. / SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	60-80	The projects are run in two regions. Within and between the regions the countries are cooperating and supporting each other on regional trainings and workshops. The project results will be shared between the regions and regional cooperation is supported
Regional trainings and regional cooperation within the project. / EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	60-80	The projects are run in two regions. Within and between the regions the countries are cooperating and supporting each other on regional trainings and workshops. The project results will be shared between the regions and regional cooperation is supported.

2 0 1 3

OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Activity / Project	Beneficiary countries	N° of persons trained	Results
SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	45 -60	The stakeholders involved also include academia and university. At regional and national meetings experts from universities have been asked to hold presentations on various subjects (in the specific standard context) and participants in ISO-meetings have been lecturers and experts from universities and academia. As a consequence some universities of the participating countries have taken up courses on the specific standards and standardisation. Short term outcomes of the project (2012-2014) • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards
EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	45 -60	The stakeholder involved also includes academia and university. At regional and national meetings experts from universities have been asked to hold presentations on various subjects (in the specific standard context) and participants in ISO-meetings have been lecturers and experts from universities and academia. As a consequence some universities of the participating countries have taken up courses on the specific standards and standardisation. Short term outcomes of the project (2012-2014) • Enhanced competence among EAC region stakeholders for effective participation in national and international standard setting processes • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge

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2 0 1 4

OUTPUT 6: Introduction of the subject of standardization as part of educational curricula initiated

Activity / Project	Beneficiary countries	N° of persons to be trained	Expected results
SESA project	Pakistan, Nepal, Sri Lanka, Bangladesh, Indonesia, Lao, Cambodia, Vietnam	45 -60	The stakeholder involved also includes academia and university. At regional and national meetings experts from universities have been asked to hold presentations on various subjects (in the specific standard context) and participants in ISO-meetings have been as lecturers and experts from universities and academia. Short term outcomes of the project (2012-2014) • Enhanced competence among selected SESA region stakeholders in order to participate effectively in national and international standard setting processes • Strengthened competence among NSBs in standard implementation to be able to use ISO standards • Strengthened competence among selected programme participants in standard implementation to be able to use ISO standards
EAC project	Kenya, Rwanda, Burundi, Uganda, Tanzania	45 -60	The stakeholder involved also includes academia and university. At regional and national meetings experts from universities have been asked to hold presentations on various subjects (in the specific standard context) and participants in ISO-meetings have been as lecturers and experts from universities and academia. Short term outcomes of the project (2012-2014) • Enhanced competence among EAC region stakeholders for effective participation in national and international standard setting processes • Strengthened competence among NSBs and other relevant government institutions to support the implementation process of ISO 14067, Carbon Footprint of products • Strengthened competence among programme participants on the ISO 14067 Carbon Footprint implementation process and strengthened ability to disseminate the knowledge .

REPORT OF ISO/CASCO TO ISO/DEVCO

1   What is ISO/CASCO

ISO/CASCO is the ISO policy committee on c onformity assessment reporting to the ISO Council.

It deals with policy and the generic technical requirements and guidance related to conformity assessment (including auditing; testing; inspection; certification of products, management systems, processes and people; verification/validation; accreditation; peer assessment and mutual recognition).

ISO/CASCO monitors and provides advice to all l SO technical committees and subcommittees in relation to the above issues in accordance with th e ISO/IEC Directives, and endeavours to ensure that ISO has a consistent a pproach to terminology and th e understanding of these horizontal concepts.

2   28th ISO/CASCO plenary and policy work

The 28th plenary of the ISO Committee on conformity assessment (ISO/CASCO) was hosted by the Colombian Institute of Technical Standards and Certification (ICONTEC) and held in Bogotá, Colombia, on 11-12 October 2012. It was attended by 97 delegates from 34 member bodies, 1 internal liaison and 12 liaison bodies including the IEC.

ISO/CASCO held an op en day on conformity assessment in conju nction with the plenary which attracted more than 80 participants. The open day focused on the work of ISO/CASCO working groups (WGs) and recently published ISO/CASCO standards.

Having the ISO/CASCO plenary in Bogotá f acilitated the participation from the Latin American and Caribbean regions in both the plenary and the workshop.

3   Topical issues currently being addressed in ISO/CASCO

- As part of the activities for ensurin g good implementation of standard s ISO/CASCO drafted a proposal for the development of an *International directory of organizations certified to ISO management systems standards* which was presented to the CSC/SPC (document 04/2013) in January 2013. The strat egic issues raised by the CSC/SPC will be addr essed in a detailed business assessment of t he idea to be presented to Council in September 2013.

- IAF-ILAC-ISO, recognizing the need to continue the momentum achieved to date with good implementation of standards, is updating a joint strategic plan for the perio d 2012 to 2 015. The plan contains 9 act ion points f irmly focused on goo d implementation of standards with actions for all three organizations.

- ISO/CASCO has started an initiat ive to actively promote a harmonized approach t o conformity assessment activities based on the ISO/CASCO toolbox by developing a brochure for National Member Bodies (NMBs) intended for use with national

regulators. At least one regional workshop in t he latter part of 2013 will be held on this subject. The possi bility of organizing oth er regional workshops in 2014 will depend on the success of the initial one.

- Both, the insurance a nd aerospace sectors have been identified as important stakeholders in the con formity assessment arena and potentially signif icant users of the ISO/CASCO toolbox. Hence, ISO/CASCO is committed to promote the benefits of the toolbox to both of t hese sectors and invite d them to participate in the Strateg ic Alliance and Regulatory group (STAR).

- ISO/CASCO continues investigating ways of ensuring ade quate representation of stakeholders, industry, consumers and developing countries in ISO/CASCO activities, especially via the use of the WebEx for all its meetings.

- Together with ISO's Committee on Consumer Policy (COPOLCO) ISO/CASCO i s improving a process whi ch will raise awareness and improve the current mechanism of handling complaints on impleme ntation of management system standards. Where a number of complaints have been received, ISO member bodies and local consumer organizations would be involved in the resolution of these complaints.

- A brochure entitled *Conformity Assessment for Standard Writers - Do's and Don'ts* has been developed to assist bot h ISO/TCs' Chairs and Secretaries in applying clause 6.7 of the Dire ctives when dealing wit h conformity assessment neutrality issues.

- ISO/CASCO completed its fifth year of managin g the *ISO Survey of Certifications*. The most recent survey results have been made available free of charge to everyon e for the first time and are available for downloading on the ISO website. The consistency of reporting between one year a nd the next would be considerably enhanced if there was a database of certificate s issued by accredited certifiers (as noted above).

4   On-going ISO/CASCO technical work

ISO/CASCO technical projects being progre ssed by their respective WGs include development of the following documents:

- **ISO/IEC 17021** *Conformity assessment - Requirements for bodies providing audit and certification of management systems (Revision);*
- **ISO/IEC TS 17021-5** *Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part 5: Competence requirements for auditing and certification of <u>asset management</u> systems;*
- **ISO/IEC TS 17021-4** *Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part 4: Competence requirements for auditing and certification of <u>event sustainability</u> management systems;*
- **ISO/IEC TS 17023** *Conformity Assessment – Guidelines for determining duration of management system certification audits* (To be published 1st of August 2013)*;*

- **ISO/IEC 17026** *Conformity assessment – Model scheme for certification of manufactured products (Revision of Guides 28 and 53) ;*
- **ISO/IEC 17067** *Conformity assessment – Fundamentals of product certification* (To be published 1st of August 2013)*;*
- **ISO/IEC TS 22003** *Food safety management systems – Requirements for bodies providing audit and certification of food safety management systems (Revision).*

ISO/IEC TS 17021 Part s 4 and 5 being developed together with experts from ISO/PC 250 and ISO/PC 251 respectively. ISO/ CASCO has also established a Joint Working Group with ISO/TC 34 for the revision of ISO 22003.

The following technical specification has been published in 2013:

- **ISO/IEC TS 17021-3** *Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part 3: Competence requirements for auditing and certification of <u>quality</u> management systems* (Published 1st of May 2013)*;*

The following international standards and technical specifications were published in 2012:

(Revised)
- **ISO/IEC 17020** *Conformity assessment – Requirements for the operation of various types of bodies performing inspection;*
- **ISO/IEC 17024** *Conformity assessment –General requirements for bodies operating certification of persons;*

(New)
- **ISO/IEC TS 17021-2** *Conformity assessment – Requirements for bodies providing audit and certification of management systems Part 2: Competence requirements for auditing and certification of <u>environmental management systems</u>;*
- **ISO/IEC TS 17022** *Conformity assessment – Requirements and recommendations for the content of a third-party audit report on management systems;*
- **ISO/IEC 17065** *Conformity assessment – Requirements for bodies certifying products, processes and services.*

5 Promotion of the ISO/CASCO toolbox and workshops

Over 2012 and 2013 , the Chair and Secretary of ISO/CASCO have promoted the ISO/CASCO toolbox and highlighte d the impor tance of implementing well established and recognised conformity assessment practices by attending the following events:
- IIOC Board meeting in Geneva, March 2012;
- ATP Conference in Berlin, September 2012;
- IAF and ILAC General Assemblies in Rio de Janeiro, October 2012;
- ISO SPC meeting in Geneva, January 2013;

- TC6 (Paper, board and pulps) meeting in Ottawa, March 2013;
- IAF-ILAC-ISO joint working group in Geneva, April 2013;
- Mid-Year Joint IAF-ILAC Meetings in Frankfurt, 27 April - 05 May 2013;
- Conference on standard s development & good regulatory practice in M orocco, May 2013.

6   External representations and liaisons

External relations with liaison members of ISO/CASCO are proceeding well. ISO/ CASCO maintains category A liaison with 19 international organizations in addition to IEC.

7   ISO/CASCO membership

At present ISO/CASCO has 120 members, including 73 P-members and 47 O-members.

8   Next ISO/CASCO plenary meeting

The next ISO/CASCO p lenary, workshop and associate d meetings will be held the week of 7 October 2013 in Beijing, China.

CONSUMER POLICY – REPORT FROM COPOLCO

COPOLCO has as one of its aims to support a wide base of participation by its members in consumer participation activities. As part of this goal it has continued to encourage the participation of developing countries by twinning of working group leadership and supporting regional cooperation.

1.   COPOLCO meeting and related events

1.1 COPOLCO plenary meeting and workshop

The 35th COPOLCO plenary meeting and related events took place in Valletta, Malta on 20-23 May 2013, at the invitation of the Malta Competition and Consumer Affairs Authority. In her keynote address at the international workshop on 21 May, Dr. Helena Dalli, Minister for Social Dialogue, Consumer Affairs and Civil Liberties, emphasized the importance of consumer education to consumer protection. Some 110 representatives of consumer associations, public authorities, businesses and national standards bodies from 30 countries and five international organizations participated in this event. See more news on *ISO Online*.

ISO Vice-President (technical management) Dr. Elisabeth Stampfl-Blaha emphasized the increasing number of new projects in ISO's work programme and their relevance to consumers, in her keynote speech at the Plenary meeting (see dedicated audio news on *ISO Online*).

1.2   COPOLCO workshop emphasizes confidence and traceability

Recent high-profile food scandals have undermined public confidence and fuelled demand for local food sourcing and diversity, reliable labelling, traceability and reinforced market surveillance. Innovation means a more globally integrated economy and complex supply chains. New Web applications open access to information and increase transparency and power of choice for consumers. The benefit is greater choice. But the result is also more complex traceability and greater risk of fraud – either accidental or intentional, especially when market surveillance fails.

At the ISO/COPOLCO workshop, *Innovating food products, How can standards ensure consumer protection?*, participants noted areas where standards add value and reduce negative effects of innovation. After a general discussion, the workshop focused on consumers' priorities and standards in food safety and integrity. They examined certain national models and concluded that, with use of standards and the right type of market surveillance and oversight, it is possible to safeguard the authenticity of local culinary traditions while safeguarding public health and individual enterprise, such as food stalls. The participants further expressed emphatic support for applying the precautionary principle to food safety and integrity, as modelled in ISO 26000, *Guidance on social responsibility.*

2   Activities to support consumer concerns in developing countries

2.1 Participation in regional consumer-oriented events

The COPOLCO Chair and Secretary have   participated in a number of consumer interest workshops in association with ISO events in   developing countries. For example, the Chair participated in a regional consumer seminar hosted by ICONTEC in Bogota, Colombia in October 2012. There, she de livered presentations o n the stru cture, role a nd responsibilities of ISO COPOLCO and on standardization and consumer issues in Canada.

The Chair also met in Nairobi with Ms Evah Oduor, KEBS Executive Director, and then newly elected DEVCO Chair, while attending an ISO/TC 223 meeting. She participated in a regional meeting of the African Regional Standards Organization at the invitation of Hermogène Nsengimana.

On April 23-24 2013, the COPOLCO Secretary participated as a guest speaker at a regional workshop of Asian COPOLCO members, on the subject of stakeholder participation in standards development. The workshop was held in Kuala Lumpur and organized by the Malaysian Association of Standards Users under the auspices of DSM.

2.2 Reinforcing the credibility of certification to ISO standards

In some countries, fraudulent use of ISO 9001 and other management system certificates continues to be an issue. The ISO Committee on conformity assessment has set up a CASCO/COPOLCO task force to find solutions. The COPOLCO Chair has worked actively with the Task Force on MSS complaints over the past year to address problems with consumer complaints about unaccredited certification to ISO 9001. She has consistently supported the position that the message to consumers must be more than "let the buyer beware" if consumers are to have the tools necessary to make informed purchasing decisions. Most recently the Chair provided input into a report from the Task Group to the CASCO Chairs and Policy Committee which provides a list of resources to National Standards Bodies; and suggests that they work with consumer organizations and the ISO Central Secretariat to publicize the complaints process transparently and to resolve complaints.

2.3 Consolidation of consumer participation and training

At its plenary meeting, COPOLCO decided to consolidate its training and consumer participation groups in order better to channel their activity. A long cycle of regional awareness-raising training workshops, followed by train-the-trainer workshops and their follow-up, is now over. The challenge remains to renew the pool of trainers in consumer interest participation and encourage them to continue national and regional training sessions to stimulate consumer interest in participation in National Standards Bodies' work. National and international experts are available to assist with training in this area.

DEVCO members who are interested in developing consumer issues are encouraged to request technical assistance for this, in the annual survey on Requests for Technical Assistance.

3 Awareness raising and training materials

3.1 *ISO Consumer update* newsletter

Since its launch in December 2009, COPOLCO has continued to add new subscribers to its electronic newsletter, *ISO Consumer update.* The newsletter communicates news, updates and useful information to members and their direct stakeholders in a lively but succinct fashion. *ISO Consumer update* now counts nearly 1900 subscribers for its English version. The newsletter contains news about COPOLCO events, current consultations and new publications, updates about International Standards and other documents of consumer interest. See back issues of *ISO Consumer update* on *ISO Online* for more information.

3.2 Updated online training module

ISO/COPOLCO) has updated its on-line introductory tutorial, *Consumers and standards: partnership for a better world*, in association with Consumers International. The tutorial is useful both to newcomers and to seasoned professionals from consumer organizations and standards bodies who are seeking to review concepts. The four sections can be completed within a few hours.

Consumers and standards now contains a new section, "Practical suggestions for being an effective consumer representative" in addition to the following themes:

- Standards in our world
- How standards benefit consumers
- Ensuring that consumers have their say in standards-writing
- What are consumers' interests and how does ISO address them?

See www.iso.org/consumerstandards.

3.3   COPOLCO enters social media

ISO's *Strategic Plan 2011-2015* identifies improving stakeholder part icipation as an importan t strategic objective. In November 2012, ISO/COPOLCO launched a dedicated Web pa ge, "ISOConsumers" (see facebook.com/ISOConsumers). This complements ISO/COPOL CO's current networks for maintaining contact with its members and conduct ing its b usiness. "ISOConsumers" supports and is connected to the ISO Facebook page within www.iso.org. "ISOConsumers" aims to build ISO's conne ction with the p ublic as well as members, provide a more personalized experience of ISO's work, and improve interaction between ISO and consumers on the Web. It also aims to raise aw areness of the benefits of standards for consumer protection, both within and outside of the ISO co mmunity. ISO/COPOLCO is also using Twitter t o connect with concerned individuals and org anizations interested in standards and consumer protection (twitter.com/ISOConsumers). In addition to provi ding a feedback channel, social media are useful for reaching out to a large audience to raise awareness of ISO and its role in consumer protection.

4   Consumer-facing international standards

ISO/TC 239 published ISO 14552, *Network services billing – Requirements* in July 2012. This standard resulted from a COPOL CO proposal. It provides international guidan ce to promote transparent billing practices, and a pplies to all types of net work services. It dea ls with bill ing formats and procedures, collect ion, effective systems of redress and inquiry, vulnerable customers, and interruption of service. The standar d's requirements cover metered, partially or non-metered services; and are adaptable to "smart" technologies.

Two COPOLCO-originated international standa rds were p ublished in April 2013: ISO 10393*, Consumer product safety – Guidance on product recall* gives guidelines for recalling a defective product traded across borders and jurisdictions, managing legal risks, and building customer loyalty; ISO 10377, *Consumer product safety – Guidelines for suppliers* gives manufacturers the means to assess the risk of a consumer product throughout its life cycle.

See more about these and other projects in th e May/June issue of ISO Focus+ featuring product safety.

5   COPOLCO Guides for standards-writers

ISO/COPOLCO published the revis ion of ISO/I EC Guide 37*, Instructions for use of products by consumers,* in December 2012. The revised version addresses new technological d evelopments and trends, such as th e wide use of the Inte rnet and rising cross-b order trade in consumer products – with attendant issue s of translating instructions and consumer redress. Accessibility and universal design, reflecting use of consumer product s by consumers with a wider rang e of ages and skill levels, also figure prominently.

ISO/COPOLCO is leading the revision of ISO/IEC Guide 50, *Safety aspects – Guidelines for child safety.* This work started early in 2012 and the newly-forme d ISO/IEC COPOLCO Joint Working Group 2 co mpleted a revised working draft early in 2013. The Committee Draft consultation

began in April 2013. Comments will be addressed at a mee ting in New York on 9-11 Septembe r. The revision will likely be published in early 2014.

For safety aspects in ge neral, ISO/IEC COPOLCO JWG 1 is revising I SO/IEC Guide 51, *Safety aspects – Guidelines for their inclusion in standards*. The Draft Guide enquiry is due to conclude in August, and a meeting will take place in Berlin in October. This Guide will likely be published in the first half of 2014. Both guides are widely referenced in ISO and IEC standards. Furthermore in IEC their use is mandatory. IEC has participated actively in the revision of both Guides.

6   Membership of COPOLCO

As at end July 2013, COPOL CO counted 112 members: 66 P-members and 46 O- members. The most recent member is HZN (Croatia), which joined COPOLCO as an "O" member in April 2013.

7   Next meeting

COPOLCO's next workshop and plenary meeting will take place in Geneva at the Mövenpick Hotel from 14-16 May 2014.

DEVCO ACTION   DEVCO is invited to note the above report.

Evaluation of the ISO Action Plan for Developing Countries 2005-2010

Recommendation from evaluation	ISO actions to date
1. Focus on the members most in need	DEVCO CAG will discuss a new approach for assessing needs of members (see section 2 in the main report)
	All three categories of ISO members benefit from training and technical assistance activities
	As from 2012, ISO is implementing an adapted version of the institutional strengthening methodology for LDCs
2. Ensure the relevance of activities	ISO has established a programmatic support agreement with Sida and has adopted the same approach with other donors (e.g. with GiZ). This means donor funds may be used to support all activities under the *ISO Action Plan* and not only specific ones that are judged priorities by the donor. DEVCO CAG monitors that needs of members and activities implemented under the Action Plan match.
3. Increase the impact of regional activities	See section 2.5 in the main report.
4. Long-term perspective on institutional strengthening (INS)	See section 2.4 in the main report.
5. Diversify funding	See section 3 in the main report.
6. Cooperation with other agencies and donors	See section 5 in the main report.
7. Strengthen monitoring and evaluation.	See section 4 in the main report.
8. Adapt the ISO processes to the needs of developing countries	See section 2.1 in the main report.

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ITEM 8 DEVCO KEYNOTE PRESENTATION *'THE NSB IN DEVELOPING COUNTRIES IN 2020'*

The DEVCO keynote presentation will be delivered by Mr Kevin Dobby, International Aviation Adviser and independent consultant.

Mr Dobby was Senior Vice President and Corporate Secretary of IATA from 2003 to 2007. In this position he was Secretary to IATA's Board of Governors and other high level governance groups.

Over his thirty five year career with IATA he held a wide range of portfolios, including government affairs, member & regional relations, user charges and corporate communications. He currently provides consulting services in the areas of executive management development and seminars.

He is a graduate of McGill University, Montréal, Canada.

DEVCO ACTION DEVCO members are invited to ask questions after the presentation

ITEM 9   **PANEL DISCUSSION ON HOW CAN INFORMATION TECHNOLOGY ASSIST STANDARDS DEVELOPMENT IN DEVELOPING COUNTRIES?**

ISO members in developing countries face a number of challenges in the use of information technologies (IT) to support of their business processes. These include:

- Basic lack of knowledge about solutions that the appropriate use of IT can bring
- Setting up effective mirror committees; efficient distribution of committee documents
- Where to get training on IT tools
- How to distribute and sell standards; setting up a webstore
- Problems with country and/or office infrastructure

Mr David Ratcliffe, Director, Information Technology and Electronic Services at the ISO Central Secretariat will facilitate a panel discussion on the IT solutions developed by ISO.

The session will include live demonstrations on how to use IT tools most effectively. It will be the opportunity for members to see ISOlutions at work and to ask questions.

IT specialists from the ISO Central Secretariat will be available throughout the week to provide information, and to respond to questions from members.

DEVCO ACTION   DEVCO members are invited to participate actively at the panel session

ITEM 10 PRESENTATION OF THE THEMES AND BREAK-OUT INTO DISCUSSION GROUPS

Based on the feedback provided by DEVCO members through the survey questionnaire of last year's meeting held in San Diego (USA), the DEVCO CAG has identified the following themes for discussion in the break-out groups:

Group 1: How can the strategic use of ISO standards drive quality, innovation and growth in developing countries? – Case examples - road traffic safety and energy management

Group 2: Enhancing the NSB role in the national quality infrastructure of developing countries

Group 3: How NSBs in developing countries reach out to national players (including government, local authorities, stakeholders) to apply ISO standards in emergency preparedness and incident management?

The DEVCO breakouts are scheduled to run in parallel on the Monday afternoon 16 September 2013. A preliminary programme in included **Annex 1**. Each group is chaired by a DEVCO CAG member and facilitated by an expert. To give focus to the discussions, the experts have prepared a background paper for each of the groups, included in **Annexes 2 to 4.** A number of invited speakers will contribute their views on the issues identified in the papers.

The opinions and views expressed in the background papers are those of the designated authors and do not necessarily reflect the opinions or views of ISO.

On the Tuesday morning 17 September, the breakout group chairs will report to DEVCO on the discussions of the previous day and the DEVCO CAG will further examine the reports at its meeting to be held on the same day, and decide on any follow-up action.

The recommendations from the breakout groups constitute valuable guidance for the formulation of technical assistance and training activities implemented under the *ISO Action Plan for developing countries 2011-2015.*

DEVCO ACTION   DEVCO members are invited to attend the breakout group of their choice

47TH MEETING OF DEVCO, 16-17 September 2013, Saint Petersburg, Russia

Monday 16 September 2013 – Provisional programme

Time	Hall	Hall	Hall
14:00	*Break-out 1* *How can the strategic use of ISO standards drive quality, innovation and growth in developing countries? – Case examples - road traffic safety and energy management*	*Break-out 2* *Enhancing the NSB role in the national quality infrastructure of developing countries*	*Break-out 3* *How NSBs in developing countries reach out to national players (including government, local authorities, stakeholders) to apply ISO standards in emergency preparedness and incident management?*
	Session chair Mr Damian Fisher (SA) Australia and DEVCO CAG member Expert/Facilitator Mr Mark McKenzie, Independent Consultant	Session chair Mr Carlos Amorim (ABNT) Brazil and DEVCO CAG member Expert/Facilitator Mr Graham Holloway, Independent Consultant	Session chair Mrs Anthea Ishmael (BNSI) Barbados and DEVCO CAG member Expert/Facilitator Prof Ernst-Peter Döbbeling, Convenor, WG 3 ISO/TC 223 – Societal Security
	Invited speakers from national standards bodies and international organizations to be announced on-site	Speakers Dr Bernardo Calzadilla-Sarmiento, Director, Trade Capacity-Building, United Nations Industrial Development Organization (UNIDO) Dr Sadhvir Bissoon, Standards Executive, South African Bureau of Standards (SABS)	*Invited speakers from national standards bodies and international organizations to be announced on-site*
15:30	Coffee/tea break	Coffee/tea break	Coffee/tea break
17:30	*Closure*	*Closure*	*Closure*

Nature of the opportunity to use ISO Standards to drive quality, innovation and growth in developing countries
– A strategic perspective

Prepared by:

Mark McKenzie

GM Commercial Operations

Victorian Automobile Chamber of Commerce

Melbourne Australia

1. About this paper

International Standards are typically developed from the collective experiences of developed economies. They provide guidance about how to best secure optimal economic, environmental and social benefits from economic investment in infrastructure, new technologies and industry development. As a consequence, the adoption of ISO standards by developing economies can be leveraged to close the gap with developing economies in terms of economic output and global competitiveness.

Adoption of ISO Standards by developing economies, however, is not a simple matter of national process. The flow of capital into these economies from numerous sources means that the national governments of these economies often do not have full control of the investment and the related standards and practices utilised in the development of associated infrastructure and technologies.

This short paper provides a perspective on the nature of the strategic challenge to ISO standards adoption in developing economies. The paper provides a brief introduction to these issues (and foreshadows a series of strategic actions that could be advanced in concert with international stakeholders to address these issues) with a review to promoting further discussion on the use of ISO Standards within developing economies.

2. Strategic context

During 2012, developing economies actually accounted for a greater share of total global foreign direct investment flow than developed economies (http://unctad.org/en/PublicationsLibrary/wir2013_en.pdf). While part of this anomaly can be attributed to a crisis in world investor confidence given the volatility of markets in developed economies, it nonetheless signals that the quantum of foreign investment in developing economies is both substantial and increasing.

Further, these investment flows constitute a significant opportunity for developing economies in their quest to lift gross national outputs and improve the living standards of their national populations. This flow of foreign investment however, also constitutes a significant public interest risk for the populations of these countries.

Foreign direct investment is often advanced outside of the policy and legislative frameworks of individual countries. As a consequence, unfettered investment in infrastructure and industry development has the potential to create adverse environmental and social consequences for the population of developing countries in the medium to long term.

The adoption of ISO Standards in areas such as energy and transport infrastructure provides an opportunity for developing economies to utilise the past experiences of developing economies to protect their populations against these future risks.

Notwithstanding the potential benefits of ISO adoption by developing economies, there are a number of challenges to ISO adoption. These challenges will need to be addressed with the assistance of the international standards community and a variety of other international stakeholders if the benefits of ISO Standards adoption are to be fully realised by developing economies.

3. Numerous issues but three principal challenges

The central premise of this paper is that there is considerable potential to drive quality innovation and growth in developing economies using ISO Standards but that the practical realisation of this potential rests with the collective ability of the international standards community to assist developing economies with the implementation of these standards.

Specifically, the degree to which developing economies will likely realise the strategic benefits of ISO Standards adoption will be dependent on the effective navigation of three principal challenges. These challenges can be summarised as follows:

- Managing the tension between the rightful pursuit of early economic outcomes and longer term societal risks

- Accommodating the inherent gaps in the knowledge and skill sets available in the labour forces of developing economies

- Influencing development standards and practices in spite of multiple sources of foreign capital investment in infrastructure and industry development activity

4.1 Managing the inherent national tension between the economic development imperatives of a developing economy and the wider societal imperatives relating to public safety and environmental protection

Developed economies typically provide assistance to developing economies via government managed international aid programmes, the operation of global financial institutions (e.g. World Bank) and via private charitable foundations. In their drive to maximise the return from these capital investments, there is an inherent motivation for the government of a developing economy to seek to maximise the economic returns for its population.

Unless this motivation is tempered by genuine environmental and social considerations at the time the investment is made, there is a significant risk that the national population may experience negative environmental and social outcomes in the longer term.

The provision of international funding to a developing economy for the development of national energy infrastructure, for example, would likely result in the national government seeking to minimise the unit costs of infrastructure in an effort to maximise community access to this infrastructure. Unless this drive to reduce unit costs is tempered by public safety considerations, the net outcome of this investment could be an increase in the loss of life (as a result of electrical shock incidents from unsafe infrastructure) or loss of property (as a result of increased fire frequency from substandard infrastructure).

While ISO Standards provide a solution to this problem by setting out the minimum design requirements for energy infrastructure, there is a need to develop appropriate mechanisms for ensuring that the governments of developing economies are somehow obligated to adopt ISO standards in the design and delivery of new public infrastructure, such as new energy networks and transport systems.

4.2 Accommodating likely gaps in the knowledge and technical competence of the workforces in developing economies)

The majority of ISO Standards have been developed from the sharing of knowledge and skills amongst developed economies. As the workforces of these economies have become more skilled and technology has advanced, ISO Standards have been similarly modified to take advantage of the new knowledge that has been developed.

By their very nature, developing economies will not have access to the same higher level knowledge and labour force skills that are available in developed economies. As a consequence, the practical capacity of developing economies to fully implement contemporary ISO standards is likely to be constrained.

The design and construction of road traffic safety management systems, for example, is an area where adoption of ISO Standards requires application of specialist skills and knowledge if the full community benefits of investment in these systems is to be realised by the national community. As a consequence, the adoption of ISO Standards in developing economies may need to be supported by parallel initiatives that seek to equip these economies with the knowledge and labour force skills required to support sound ISO Standards implementation.

4.3 Effective management of development standards and practices given multiple sources of foreign capital inflows

A challenge that is particularly acute in the case of developing economies concerns the reduced ability of national governments to influence development practices and standards, given that much of this development is financed and controlled by foreign interests (e.g. foreign governments providing aid or multinational corporations). This issue is particularly acute with respect to foreign investment in national infrastructure and new industry creation.

The net impact of this investment characteristic is that developing economies are often beholden to the funding provider with respect to the standards and practices that are applied in the development of public infrastructure and new industries. They therefore have limited ability to subject these projects and initiatives to ISO requirements on their own.

5   A possible framework for ISO adoption challenges in developing economies

It is suggested that the international standards community could greatly assist developing economies with the adoption of ISO Standards. Such assistance might take the form of a series of strategic actions that include, but are in no way limited to, the actions presented below.

5.1 Ensure global funding mechanisms used to support investment in developing economies incorporate a requirement of adoption of ISO Standards

The majority of capital flows into developing economies occur via international aid programmes and the operations of the World Bank. At present, both the quantum of funding provided and the delivery requirements do not take explicit account of relevant international standards.

Such a deficiency constitutes a community risk for the developing economy and a moral hazard for the funding provider. It is suggested that these two issues could be alleviated if ISO was to work with the providers of capital to developing countries (especially infrastructure capital) with a view to ensuring that future funding initiatives stipulate a requirement for ISO standards adoption.

5.2 Work cooperatively with the national governments of developing economies to promote awareness of the benefits of ISO standards adoption, particularly in terms of using these standards as a means of avoiding negative environmental and social consequences of infrastructure development.

The national governments of developed countries rightly prioritise the development of economic enterprise, with a view to lifting the affluence of their population in the immediate term. Many of these governments, however, have no direct experience with the complex social and environment risks that are typically inherent in development activity.

The governments of developed economies could assist with this issue via the sharing of past experiences with unfettered industry and infrastructure development. This assistance might take the form of joint policy forums where the governments of developed economies proactively share policy experiences and knowledge of legislative instruments that have been historically used to mitigate against the adverse environmental and social consequences of infrastructure and industry development in their own economies.

5.3 Encourage global corporates to adopt ISO Standards when establishing new markets in developing countries.

Global corporations often play a significant role in the economic growth of developing countries, largely via the creation of employment. Recent events in some countries (e.g. the loss of life in Bangladesh's clothing industry) have highlighted the fact that the failure of corporates to consider the need for minimum infrastructure standards can create significant public interest risks for national communities.

It is therefore suggested that there is a significant opportunity to promote the greater uptake of ISO Standards in developing countries by working co-operatively with multinational corporates to develop a charter (and supporting commitments) for ISO Standards adoption in future activities in developing countries.

5.4 Promote skills sharing and training development initiatives in parallel with ISO standards adoption.

The practical adoption of ISO Standards by developing countries requires access to specific knowledge and skill sets – some of which may not exist in the labour force of developing economies. Accordingly, the ISO community could potentially assist developing economies by developing *companion guideline documents* for key ISO standards that essentially detail the minimum knowledge and skills needed to support sound implementation of such standards.

Further, mechanisms could be developed to promote the sharing of these necessary skills via training partnerships struck between developed economies and developing economies. Such an approach would not necessarily mean that ISO would be the provider of skill development services but rather, the ISO might operate as the facilitator of skill development by promoting knowledge transfer between national governments.
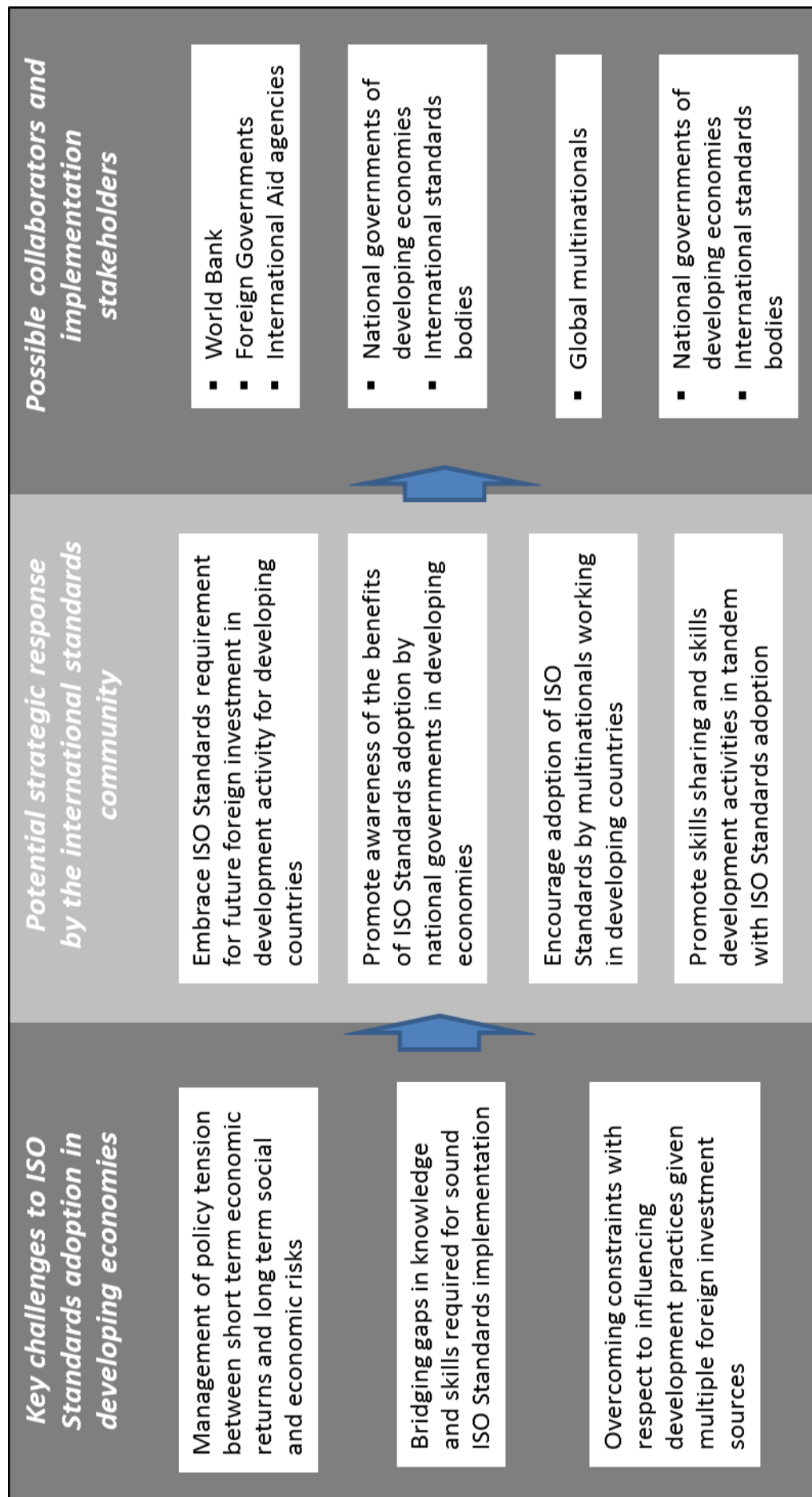
6   Summary

The central premise of this paper is that developing economies will only realise the full benefits of ISO Standards adoption if they are assisted with the implementation of these standards. Specifically, there is a need for developed economies to assist developing economies by:

a)   Working with the governments of these economies to help them manage the inherent tension between early realisation of economic gains from industry and infrastructure investment and the minimisation of environmental and social risks.

b)   Providing developing economies with access to the high order knowledge and skills sets necessary for the meaningful adoption of ISO standards, particularly in the area of infrastructure development and industry development.

It is envisaged that the above assistance could be advanced under a strategic framework comprising four discrete but inter-related actions, as outlined in the strategic framework summarised in Figure 1. The key challenge for the International Standards community will be to develop a systematic approach that advances these and other actions with a view to helping developing economies realise the full benefits of ISO Standards adoption in the future.

Figure 1: A possible framework for supporting the adoption of ISO Standards in developing countries

Key challenges to ISO Standards adoption in developing economies

Management of policy tension between short term economic returns and long term social and economic risks

Bridging gaps in knowledge and skills required for sound ISO Standards implementation

Overcoming constraints with respect to influencing development practices given multiple foreign investment sources

Potential strategic response by the international standards community

Embrace ISO Standards requirement for future foreign investment in development activity for developing countries

Promote awareness of the benefits of ISO Standards adoption by national governments in developing economies

Encourage adoption of ISO Standards by multinationals working in developing countries

Promote skills sharing and skills development activities in tandem with ISO Standards adoption

Possible collaborators and implementation stakeholders

- World Bank
- Foreign Governments
- International Aid agencies

- National governments of developing economies
- International standards bodies

- Global multinationals

- National governments of developing economies
- International standards bodies

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Background paper for discussion group 2 on Enhancing the NSB role in the national quality infrastructure of developing countries

by Graham Holloway, Consultant

1. Introduction

National Standards Bodies (NSBs) have been established in most developing countries as part of a complex infrastructure designed to facilitate those countries' access to markets, to participate on level terms in the global trading system, to provide a national focal point for quality and to assist in the development of regulatory and other measures aimed at assuring consumer protection and the promotion of health and safety in the workplace, environmental protection and other desirable outcomes. In some countries, the infrastructure is a diverse mix of institutions, some government-sponsored, some private, while in others most of the necessary functions are vested in a unitary organization, often for reasons of the optimization of the use of scarce resources. In a number of least-developed countries, the NSB is essentially a "standards office" in a government department, tasked with managing the necessary functions until resources permit the establishment of more dedicated institutions. NSBs thus fall into a continuum of sophistication, ranging from the rudimentary to the advanced.

Regardless of the national infrastructure, the linkages between its building blocks and the needs to be satisfied are essentially the same from one country to another:
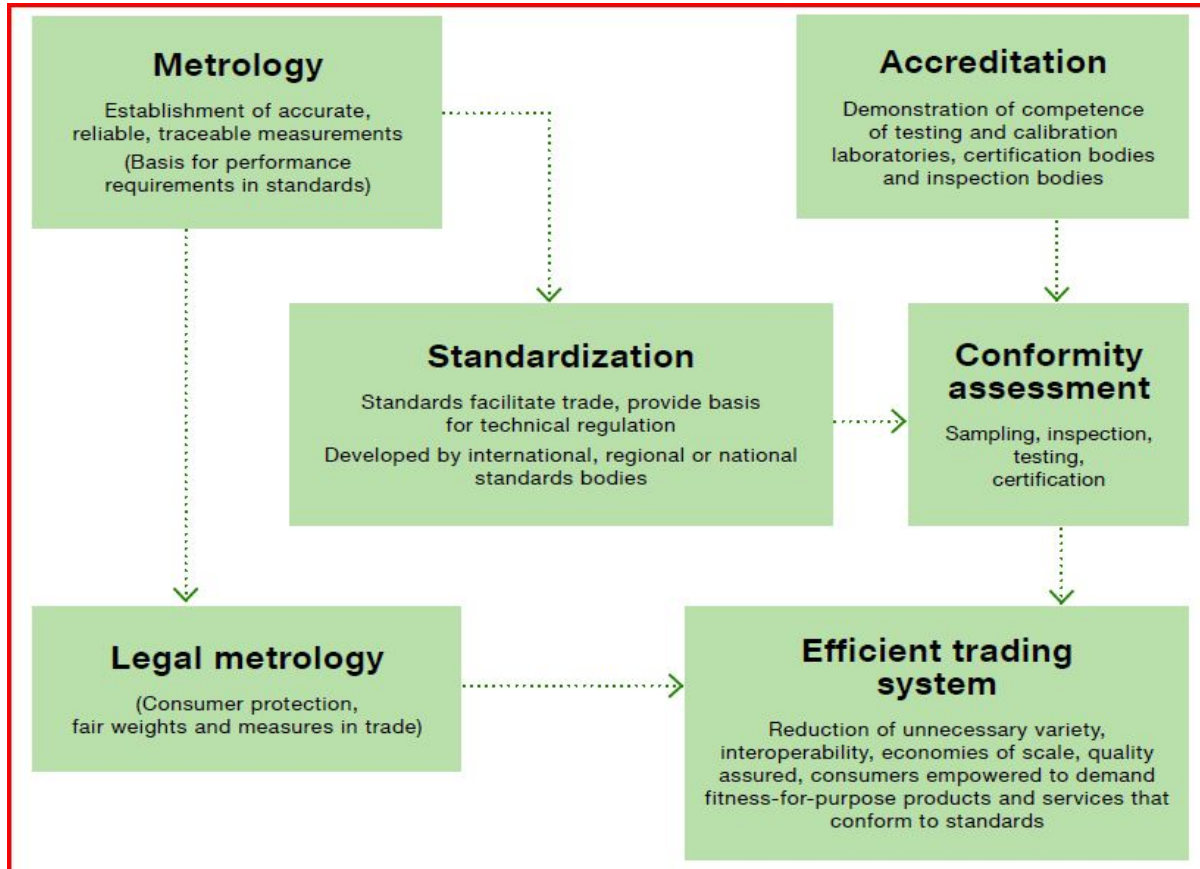
(Source: ISO/UNIDO – "*Fast forward*")

In line with the variety of structural models that exist from country to country, it is not surprising to find that there are a number of different funding arrangements used to support the quality infrastructure, and the funding of the NSB is usually central to the debate. Where central government has established a unitary organization responsible for standards, metrology, conformity assessment and sometimes other elements, it is common for the organization to be funded significantly, if not totally, by government. While this might seem to be an idyllic situation, it can come at a price, because

- the NSB and all of its component departments are reliant on essentially one income stream;
- that income stream can never be assumed to be sustainable, especially in times of global economic uncertainty;
- governments and Ministers change from time to time, and so do their priorities;
- natural disasters and economic crises can change funding priorities dramatically;
- in some cases an NSB receives funding from one Ministry and falls technically under another, with the result that the NSBs have to report to more than one Ministry, often against different criteria;
- the NSB can suffer from an identity crisis whereby it has to satisfy the requirements of its chief sponsor, in some cases in direct contrast to the wishes of its other stakeholders such as industry, consumers, etc.;
- the recruitment and retention of the right level of qualified staff under government recruitment and remuneration practices is frequently challenging for an organization that does not resemble the typical government department; and
- in many cases, even where central government, through one Ministry has established an NSB, other Ministries often fail to use its services when it comes to assisting with regulation, meeting urgent health or safety-related challenges, etc.

There is thus often the perception in the marketplace for standards and related services that the NSB is slow to react, somewhat out of touch, and too closely attached to government to be as responsive to the needs of the market as it should be. On the other hand, the managements of the same NSBs will frequently complain that their masters in government do not really know or understand what the NSB is doing, are always far too busy doing other things to spend time liaising with the NSB, and the key contact people within government, including the Ministers, are changing too often to care!

In addition, in a number of developing countries the NSBs are still labouring under empowering laws that pre-date the establishment of the WTO or that are otherwise obsolete, and are powerless to reinvent themselves until new laws can be passed through central government. This has led in some extreme cases to NSBs feeling the need to operate in the best interests of their communities, especially in the consumer protection field, but without any valid legal empowerment to do so.

Added to the above less-than-perfect scenario is the often unrealistic advice given to governments that the functions of the NSB should be split up into numerous disparate organizations to rule out conflicts of interest and thereby satisfy the requirements of "international best practice". While such advice might be based on technically correct premises, it is frequently not presented in a balanced fashion or is misunderstood by governments, who have been known to rush into separating the operations of a well-functioning institution into a number of new institutions that do not have time to establish themselves properly or to build up a sound support base before being expected to perform at full speed and to meet unrealistic and unjustified targets. It is not unknown for instructions to be given to a newly-established NSB to "produce 2500 national standards in the first year" with ten staff members (all new) or to "increase standards production by 20 % per annum" (because standards are good, and therefore more standards must be better …).

Clearly there is in some instances a disconnect between the well-meaning intent of government to have a quality infrastructure that works and the knowledge, sometimes vested in the NSB but sometimes not, that there is a right and often many wrong ways to get things done. NSBs need to promote their services to all sectors of society, not least the sectors that support them. Furthermore, they need to find ways to ensure that they are playing a full part in the national quality and consumer protection debate. This can and should involve an element of "training those who give you instructions"! Members of governance structures of NSBs such as the ruling Councils or Management Boards are often appointed with little or no understanding of the role of an NSB, and often become too involved in the operational *minutiae* of the running of the NSB rather than in assisting it to set and achieve strategically meaningful goals.

Where an NSB is not financed by government, the situation is often no better; government departments that need to establish regulations very often do not see the wisdom of using the services of the NSB (because it is not a government institution), and if the NSB is partly financed by subscriptions or grants from industry, there is always the risk of conflicts of interest. There is insufficient income from the sale of standards or from the provision of training to cover costs, yet if the NSB supports itself by using income from commercial activities such as certification and testing, or from legal metrology or the "policing" of some mandatory standards, it runs the risk of being accused of "writing the rules, being the policeman, judge, jury and executioner" - and even where this is not yet the case, it is a possible scenario that is always on the horizon.

There is thus a need for NSBs in developing countries to seek to raise their profile both within government circles and within the broader community of users of standards-related services, including amongst consumers, and this DEVCO Discussion Group is aimed at identifying ways in which this should be done.

2. Core issues for discussion

Based on the above background analysis, a number of issues have been identified, that are intended to facilitate the discussions in Discussion Group 2. These are discussed briefly below and are given in Table 1 along with a number of key questions designed to stimulate debate. At the discussion group, a number of panellists have been invited to make short presentations on some or all of these issues. An open discussion will then follow, with a view to capturing novel ideas that can be used by a variety of NSBs to raise their profile and assist them to play a larger part in the quality infrastructure of their countries.

Issue No. 1: The need to better promote the services of NSBs (and especially modern best practices in technical regulation) to governments, test houses and certification bodies

Demand for an NSB's services, and therefore the part the NSB plays in the quality infrastructure, can be stimulated by a combination of supply-side "push" strategies and demand-led "pull" strategies. Conventional marketing techniques are often just as applicable to increasing the uptake of the services of an NSB as they are to a company that manufactures products for the marketplace. If the NSB is seen as a "manufacturer" or supplier of products and services, it can use normal marketing techniques to enhance the demand within intermediary organizations like test houses, certification bodies, government departments etc. These intermediary organizations already have customers who demand their services (such as consumers, industry, and commercial businesses) and should readily increase their own demand for the NSB's services once they a) become fully aware of them and b) start to trust them.

There is thus a case to be made for marketing techniques to be used by NSB's in "pushing" their products and services more effectively into the market by a combination of

- innovative "product" design;
- more modern ways of making the product available;
- market-related pricing for the NSB's products and services; and
- creative promotional campaigns aimed at raising awareness of, and creating trust in what the NSB does
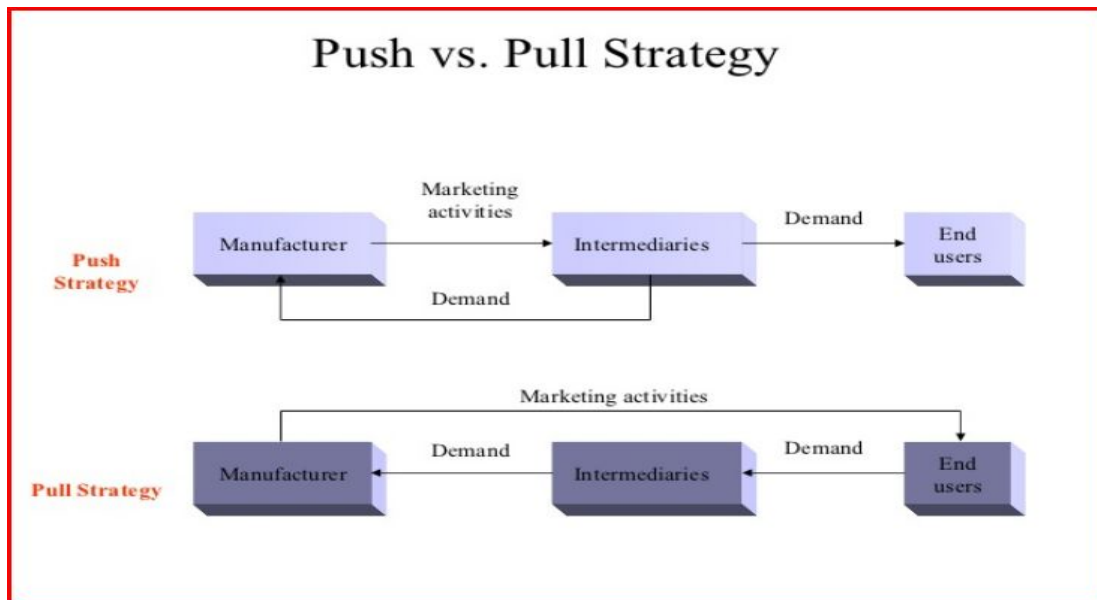
Source: Marketing Management, Kotler, 1994

Issue No. 2: Creating greater demand for the NSB's services by appealing to the end consumer's needs

By the same token, stimulation of demand from the end consumer will automatically trickle through to raising the profile of an NSB, but this requires that the NSB position itself as a guardian of quality, a protector of the consumer, and a trusted and consistent business partner. Developing the necessary level of trust can take years, but support for SMEs and for organized consumer bodies can pay off handsomely in the medium to long term. Many NSB managements and ruling Councils fail to fully appreciate the strength of their "brand identity", and therefore fail to exploit it.

Issue no.3: Capitalizing on international agreements

Most NSBs in the developing world suffer from resource limitations, and where those resources come from government this can ultimately only be attributed to the lack of belief in government that greater investment in the NSB will be worthwhile and will lead to greater economic and social benefits for the nation, whether in terms of increased market access for manufacturers and exporters, or enhanced quality consciousness, or greater levels of consumer and environmental protection. It is no coincidence that developing country NSBs find that they are unable to participate as much as they would like in international standardization owing to, among other things, a continual shortage of funds.

The WTO-TBT Agreement requires members to

"play a full part, within the limits of its resources, in the preparation by relevant international standardizing bodies of international standards regarding subject matter for which it either has adopted, or expects to adopt, standards"

and yet most NSBs seem to fail to convince governments to support their efforts to increase their international participation. Without any increase in that international involvement in setting standards, developing countries will continue to be standards-takers.

Issue no.4: Working smarter within a region

Regional standards organizations exist, yet in many cases they limit their activities to regional harmonization in support of political grouping or free trade areas, without addressing the best ways to assist the region to make its voice heard in the international standards environment. Improving regional coordination of international participation will, via a "push" approach, eventually translate into a raised profile and greater demand for the services of all the NSBs in the region.

Issue no. 5: Train those who set your agenda …

"Make it clear what you want. Most bosses can't support their employees even if they want to. Because they have no real idea what their employees want. And to a large extent, it's the employees' problem, because they do a lousy job at communicating what they want." (Edward Ezeanu, "People skills")

The same applies to government officials, their departments, to NSB Councils, Boards of Directors and any other governance structure that is applied to an NSB. There has to be a way in which they can be encouraged and assisted to understand the issues through the eyes of an experienced standardizer !

Issue no.6: How can ISO help ?

ISO provides numerous training and assistance measures aimed at improving the way its members do business. Recent innovations include programme for encouraging the setting of national standardization strategies, for improving stakeholder engagement and for strengthening the NSB at the institutional level. What more can or should be done at the ISO level for its members ?

Table 1: Discussion topics

Core Issue	Discussion questions
1. The need to better promote the services of NSBs (and especially modern best practices in technical regulation) to governments, test houses and certification bodies	How can an NSB use conventional marketing techniques to achieve greater uptake of its services by key stakeholder groups ?
2. Creating greater demand for the NSB's services by appealing to the end consumer's needs	How can the NSB better support and address the needs of consumers and SMEs ?
3. Capitalizing on international agreements	Can the WTO requests for full participation in developing relevant international standards be used as a lever to obtain greater resources ? How ?
4. Working smarter within a region	How can regional structures better coordinate participation in international standardization ?
5. Train those who set your agenda …	How should NSBs go about making sure their Councils or other governance structures are properly informed and able to assist in marketing the NSB's "brand"?
6. How can ISO help ?	What additional ISO initiatives would help raise the profile of its members in developing countries ?

Background paper for discussion group 3 on How NSBs in developing countries reach out to national players to apply ISO Standards in Emergency preparedness and incident management

by Prof. Ernst-Peter Döbbeling

The national and international context

Disasters hit countries without asking whether they are developed or not. Hurricane Katrina in USA, Flooding in Germany or Pakistan, Tsunami in Japan, Earthquake in China, Forest fires in Indonesia, collapsing building in Bangladesh or drought in Ethiopia. Disasters raise the interest of the international community; trigger relief actions of the UN Organization, countries and NGOs International media report for some days with high intensity on victims, damage and loss of values but then interest goes to the next highlight and the problems remain to the concerned countries or regions.

When asking people what expectation they have in disaster there you may find contrary answers:

- My government shall do everything for my protection before, during and after an incident. It's not my responsibility to prepare myself.
- My Government will not care at all for my protection. It's my responsibility, I have to prepare myself for potential risks.

These extreme points of view may be typical for developed respective developing countries. Especially in Europe the population expects to be secured by authorities and seems to lose more and more the self-protection and self-rescue capacity. Peoples living in cities are often helpless and lost when for example electricity or drinking water supply fail for a few hours. People cannot understand that the perfectly organized society with administrative structures and responsibilities and well organized emergency systems may fail. In developing countries people are much more adapted to instable infrastructures and used to help themselves or to know alternative solutions. Nevertheless all countries should have structures and agencies that ensure an effective emergency management because the protection of a population from harm is a social obligation. The key question is what level of incident response is needed to protect and is a community or country able to afford this economically?

Stakeholders and Groups of interest

ISO delivers standards for products, services, quality or safety/security. The standards of TC 223 are not product or service standards in the general sense of industries rather the standards are management standards and guidelines to improve quality of safety/security and related services. The stakeholders of some standards are industries but also organizations which are involved in public safety, emergency planning, incident response and training. Therefore an important group of stakeholders are public authorities and private actors in these fields. ISO offers with the family of 223 standards neutral documents which are not driven by political or economic interests but are the results of a consensus driven process where developing and developed countries have set at one table.

ISO TC 223 "Societal Security"

The ISO TC 223 "Societal Security" is actively working since 2006. Even there is no common definition on what is "Societal Security" the scope of the TC 223 defines its objectives as follows:

ISO/TC 223 develops International standards that aim to increase societal security, i.e. protection of society from and response to incidents, emergencies, and disasters caused by intentional and unintentional human acts, natural

hazards, and technical failures. An all-hazards perspective is used covering adaptive, proactive and reactive strategies in all phases before, during and after a disruptive incident. The area of societal security is multi-disciplinary and involves actors from both the public and private sectors, including not-for-profit organizations.

If you ask people what they include in the term societal security you get a wide range of items from military security forces, to police, to incident responders, to stability of political systems up to the individual feeling of being secure when going home late in the evening in your city. ISO TC 223 cannot meet all these different views and expectations. The committee has limited his focus on societal vulnerabilities and disruptive events which can affect the population, critical infrastructure, industry and commerce. Figure 1 shows how the different activities create the overall reaction to disruptive events in ISO 223.
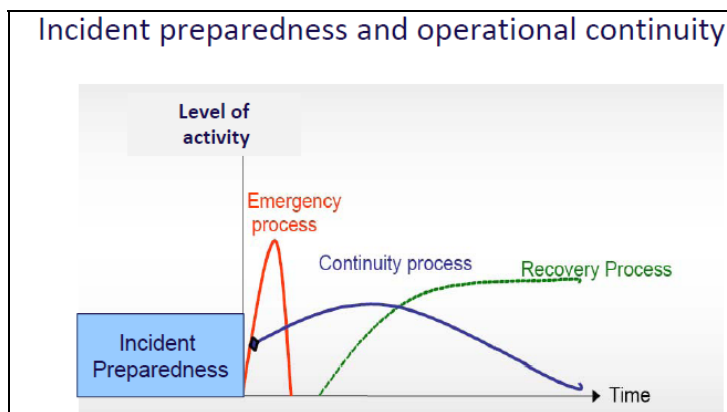
Figure 1: The follow up of Emergency, Continuity and Recovery in a disaster

Within this limits the TC 223 has identified the core needs of how to prepare for disruptive events in order to manage as best as possible any type of disaster or crisis.

ISO Standards give advice and support to a variety of safety and security matters but there exist also regulation outside the ISO Organization as for example for drinking water quality and security or pandemic preparedness of WHO. The following ISO Standards are available or are in development:

- Risk management
  ISO 31000/31010   Risk management
- Business Continuity / Resilience
  ISO 22301/22313   Business Continuity Management
  ISO 22398   Guidelines for Exercises
  ISO 22323   Organizational Resilience
  ISO 223397   Agreements among organizations
- Emergency management
  ISO 22320   Incident response
  ISO 22322   Public Warning
  ISO 22324   Color Codes for Warning
  ISO 22325   Emergency Capability Assessment
  ISO TR 22351   Data Codes for Interoperability
  ISO 22315   Mass Evacuation

The standards of TC 223 have two main audiences. One is industry and commerce with the group of standards for Business continuity and Organizational resilience. The other is emergency management

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which is related to public authorities and services. In between there are standards which have links to both sides as for example "Agreements among organizations" or "Guidelines for exercises".

It is obvious that Emergency management or business continuity Management have to include and to consider not only the main population of a country but also people with different forms of handicaps. Emergency management cannot always take in account all needs but emergency planning and risk awareness should always consider the different vulnerabilities of groups and individuals in a risk area.

Business continuity management and Emergency management

Business continuity refers to industry and commerce and is more or less synonymic with Operational continuity which is more general and applicable to any organization or process. Business continuity management is the holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.

"Emergency management" can be defined differently according to the language, nationality, organization or legal regulations involved. In ISO Standard 22320, emergency management is the overall approach for preventing and managing emergencies. In most of the countries Emergency management is in full responsibility of states authorities. The implementation of Emergency management normally implies the existence of a respective legal framework. An ISO standard does never intent to replace such a national legislation nor should a national accepted standard be in conflict with. Therefore the ISO standards of the Emergency management family only give guidance, show international best praxis and support the development of Emergency management in a country, a region or in a community.

As well of high importance is the continuity of vital functions of the society as for example water, energy, health system, administration, financial services or public transport. Herein the Business continuity process and the public process are linked. Without the functioning of vital functions a breakdown of the economic system with middle or long term disadvantages is possible. This may conduct to a major loss of private income, companies benefit or governmental finances.

The sequence of a disruptive event with three phases

Both, Business Continuity and Emergency management, consist of three phases in a disruptive event (before, during and after) as show in figure 2. In general, both utilize a risk-orientated approach. Incidents can be caused by natural, industrial, or unintentional or intentional (criminal or terroristic) man-made disasters and the consequences can be seen independently from their original causes. For example the breakdown of a drinking water system can have natural, man-made technical or a terroristic source, but the countermeasures to limit the consequences for the population are very similar.
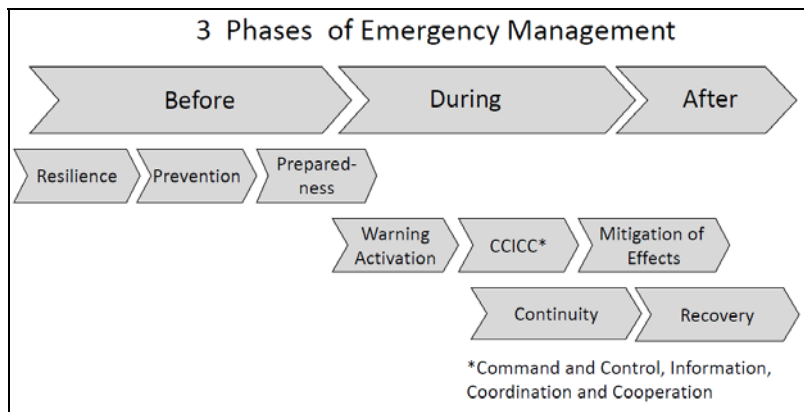
Figure 2: The Phases and activities of Emergency Management

"Before" includes the risk analysis and risk diminution by prevention measures and the risk communication to people who might be concerned. The objective is to create resilience against the identified risks. Depending on the residual risk, the given vulnerability of people at risk, industry and critical infrastructure a defined level of preparedness is necessary in order to manage disruptive of events. Main items of preparedness are planning according to identified risks, preparedness of incident response and information of the public about risks and planned measures against.

"During" starts with the impact and includes warning of people at risk, activation of incident response on a level which is necessary, command and control, information and communication on the different hierarchical levels from local to national and of course the intervention of rescue and relief forces to save people, mitigate negatives effects and prevent critical infrastructures from collapsing.

"After" includes operational continuity and the transition to recovery. Many disasters show a relative short phase of immediate rescue operations but when people have reached a safe area Emergency management has to ensure basic human needs which are the phase of continuity as for example drinking water, food, shelter or family regrouping are essential for the concerned people. Only when this continuity process had been planned as part of the overall emergency management process the whole will be successful. At the end "recovery" is the way back to normal conditions and it is normally not part of emergency management.

From the sequence perspective it is very important to know how to identify the real (residual) risk and the vulnerability of the local population and how to make a planning for emergency, continuity and recovery measures.

Example: The critical infrastructure of potable water supply

A typical and often happened disruptive incident is the interruption of the potable water supply of communities. The origin of this failure might be the physical interruption of a central delivery line, the electrical black out of pumps or the identification of noxious bacteria, which oblige to stop the water distribution and to desinfect the water line system. Such a disruptive incident has serious effect not only on people's life but also on all companies which use water from water lines for their production as cooling water, process water or product water. Not to forget the amount of water indispensable for hygienic purposes (showers, toilets etc.).

Preparedness and planning

Several standards of ISO 223 family support effective emergency preparedness. For the private sector "Business continuity management" specifies requirements to plan and establish a management system to protect against, reduce the likelihood of occurrence, respond to and recover from disruptive incidents as

an interruption of water supply. A Business continuity plan will help a company to survive a disruptive event in being prepared, knowing the key elements of the business and have alternatives when the normal business is disturbed.

Thus a company should identify it's dependencies of public water supply, evaluate the minimum amount of water consumption to continue, how long an interruption can be tolerated and at what interruption time production has to be stopped in order to avoid damage of machines (missing cooling water) or missing water for processes.

Public emergency preparedness has mainly to consider the water needs of the population but should also take in consideration special installation as hospitals as well as industrial consumptions. When water supply is stopped because of health reasons the information and warning of all consumers with advice how to behave is of high priority to prevent illness. It is a great challenge to get this information spread in short time to all consumers concerned.

The ISO TC 223 standardization respects these main items by elaboration of standards on Public Warning, Mass Evacuation, Color Codes for Warning and Guidelines for Exercises. A standard on Emergency capability assessment will provide guidance on how good is the preparedness for a certain risk.

Incident response and cooperation

Incident response comprises actions to stop the causes of an imminent hazard, and/ or mitigate the consequences of destabilizing or disruptive events, and/or recover. These events include natural disasters, terrorist threats, poor IT security or an industrial fire disrupting the product chain. The main activities of an incident response are:

– Warning of the public
– Alerting and activation of incident response
– Command and control, information, coordination and cooperation
– Save lives and mitigate negative effects on values and environment
– Stabilization of the situation for continuity and recovery

Incident response according to the ISO Standard is applicable in public or private sectors where fast decision making, often without complete information, is needed. "Command and control" has its origin in military and police terminology. In standardization it is a more generic term for target-orientated Incident response and well understood by practitioners all over the world.

Looking at the problem of potable water supply the standard ISO 22320 gives examples for typical roles and responsibilities, of course adapted to the local and legal framework of incident response, to have a functional and efficient organization to manage the incident. Most emergencies suffer under the lack of appropriate decision making, therefore the standard gives a guideline how to identify and define incident response levels; how to implement structured command and control according to political, strategic and tactical needs and how to create a response system which is scalable to different incident types and sizes. As it was said before a potable water breakdown needs the involvement of many groups, private and public companies and the health organization so that the right assembling of the crisis management is essential for success. Figure 3 shows how intensive communication among involved actors has to be done in order to create a common operational picture on that was happened and where incident response action is urgent.
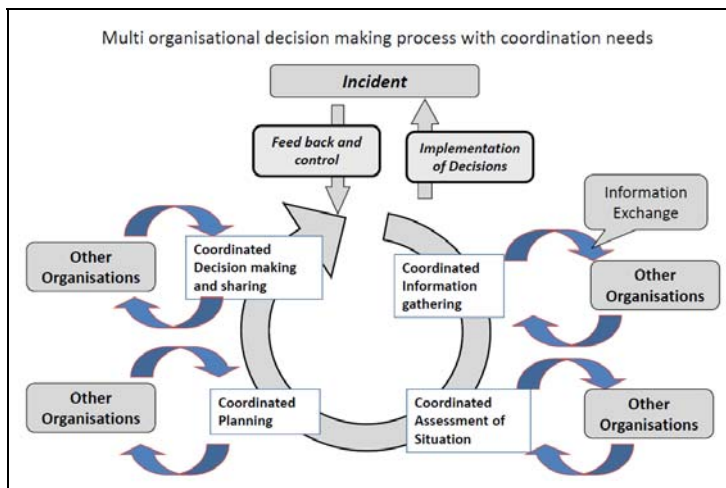
Figure 3: The communication needs of multi-organizational decision making

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Today in many countries water supply is not anymore in the hands of public services but in that of private companies (as well as electricity or gas). Hence cooperation which is the process of working or acting together for common interests and values based on agreement and not by hierarchical obligation, becomes more and more important.

A breakdown of the potable water supply is not manageable only with hierarchical coordination but good partnership and cooperation of the different actors. The ISO Standard on "Agreements among Organizations " gives guidance in which may for example private and public organizations (Community and private water supply company) can prepare for a potable water supply interruption by defining how to implement a common crisis management and how conjoint public information can be given .

Continuity Management

Operational or business continuity planning is of high importance in a community as well as in industries. Continuity planning for infrastructures and administrative tasks strengths enormously the confidence of the population in states authorities as well as the confidence of stakeholders into the management of a company. The continuity management has as objectives the transition from rescue / first respond modus to continuity modus where the situation becomes stabilized for the next days or weeks. This includes for people for example shelter, drinking water, food and medical service. Also the social coherence of communities and family reunion are important elements. The better and the faster the change from incident response to continuity management works the better a disruptive event can be managed completely.

In the example of potable water interruption the continuity phase focusses on the water delivery for the next days on a minimum need and on priorities. Alternatives for delivery have to be elaborated as for example mobile tank systems, tank trucks, open water resources as rivers and lakes, water in bottles etc.. These alternatives depend on the available means and the needs (e.g. weather conditions, structure of the population). It has to be checked by the emergency management including logistics and transport and hygienic safety. The wider the impacted area and the greater the number of people concerned the more important is the coordination of local emergency management organizations and the cooperation with private partners who can deliver bottled water. It is obvious that such operations work much better if there had been done operational continuity reflections and planning in advance.

Recovery

Finally the continuity process is the link to the recovery process. Recovery to normal life depends on resources and is sometimes a time and finance consuming process. Thus a good continuity process may save resources that are important for recovery and the continuity of commerce and business reduces the need of governmental activities or relief from outside.

Topics for the discussion

As conclusion from the above background analysis a number of key questions based on the exemplary incident of the interruption of potable water supply are open for discussion in group 3. The auditory should be motivated to reflect the situation in the different countries and how emergency management would try to manage this exemplary situation and how the present situation could be improved by ISO Standards. The objective of the session should be to understand that in principle

- All different disruptive incidents need similar processes and management structures.
- Risk related preparedness and planning is indispensable
- Crisis management should consider public and private needs
- The education, information and warning of the population is important
- The initial incident response must lead into a continuity process without interruption

Core Issue	Discussion questions
1 Implementation of a national, regional or communal incident response system according to risks, needs and economic possibilities	In which way NSB can support the system to cope for example with a drinking water interruption?
2 Preparedness of a major city for a more than 24 hours water line brake down for industry and population	How can NSB gain interest in standardization on Emergency management or Business continuity management to be better prepared in case of a breakdown of the potable water line system?
3 Necessary sequences of measures in case of a potable water line net must be stopped.	How can NSB identify stakeholders and groups of interest in potable water use in order to start with systematic risk analysis and a planning.
4 Education, information and warning of the population	How can NSB contribute to education, information and training when, for safety reasons, the potable water system has to be stopped
5 Crisis / Disaster management with coordination of public and private needs.	How can ISO 22320 be used by NSB to setup a command and control system which coordinates the measures to manage a potable waterline breakdown on different hierarchical levels?
6 Setup of a continuity measures for potable water supply.	Which planning is real needed to ensure a minimum amount of potable water delivery to population and industry with a quality required by WHO.

ITEM 11   REPORTING FROM THE BREAKOUT GROUPS

The discussion group chairs, members of the DEVCO Chair's Advisory group, will report on the outcome of the previous day's discussions as follows:

- Mr Damian Fisher for breakout group 1 on *How can the strategic use of ISO standards drive quality, innovation and growth in developing countries? – Case examples - road traffic safety and energy management*

- Mr Carlos Amorim for breakout group 2 on *Enhancing the NSB role in the national quality infrastructure of developing countries*

- Mrs Anthea Ishmael for breakout group 3 on *How NSBs in developing countries reach out to national players (including government, local authorities, stakeholders) to apply ISO standards in emergency preparedness and incident management?*

The outcome of the discussions will be further reviewed by the DEVCO CAG at its 20th meeting to be held in St Petersburg on 17 September 2013, and where appropriate, taken into account for the implementation of the *ISO Action Plan for developing countries 2011-2015.*

DEVCO ACTION   DEVCO members are invited to note/comment the information presented

ITEM 12   PANEL DISCUSSION ON THE EFFECTIVENESS OF TECHNICAL ASSISTANCE PROVIDED BY ISO – HOW TO MEASURE PERFORMANCE IMPROVEMENT IN MEMBERS WHO RECEIVE TECHNICAL ASSISTANCE?

Dr Lalith Senaweera, Director General, SLSI (Sri Lanka), and member of the DEVCO CAG, will chair the discussion and invite the panelists as well as the audience to share their views on ways to increase the effectiveness of the technical assistance provided by ISO.

Mr Jens Andersson, Independent consultant from Sweden, specialisted in monitoring and evaluation of development cooperation projects, will facilitate the session.

In order to participate actively in the discussions, DEVCO members are invited to study the background paper in **Annex** prepared by Mr Andersson.

Dr Senaweera and Mr Andersson will be joined by a number of invited panelists.

DEVCO ACTION   DEVCO members are invited to join in the discussion

Background paper for Panel session: The effectiveness of technical assistance provided by ISO – How to measure performance improvement in members who receive technical assistance?

By Jens Andersson, Consultant

INTRODUCTION

As a provider of technical assistance, ISO is part of the wider development community. As su ch ISO and its members are affected by international trends that influences the delivery and bes t practices of aid.

First, globalisation has led to a massive incre ase of glob al financial flows. World goods an d services exports have tripled the last decade.[1] Remittances and FDI (foreign direct investment) are at par or s urpass traditional aid even in low-i ncome countries.[2] Growth in deve loping regions combined with stagnatio n in the OECD countries has in recent decades been reshaping global power balances. The im portance of South-South trading and aid links ar e increasing. In parallel, philanthropic sources of development finance – such as th e Bill and Melinda Gates Foundatio n – have become increasingly active. In addit ion, financial a usterity puts a downw ard pressure on traditional aid donor countries [3], which may affe ct the lowest income countries in particular.[4] All together developing countries are now offered an incr easingly broad choice of external development finance. The challenge is for countries to cho ose wisely between these sources a nd deal with the specific character and conditions of the different sources.

Second, countries are confronted with diverse challeng es to man age their development trajectories. Even though great prog ress has been made in terms of global poverty reduction an d social well-being poverty remains widespread in sub-Saharan Africa and Southern Asia .[5] Important inequalities re main within countries, f or example around thre e-quarters of the world's extremely poor people live in middle income countries. [6] As countries g row and their economies are becoming more complex they are increa singly being confronted with the d ouble task of promoting entrepreneurship and social cohesion in order t o achieve sustainable and inclusive growth. Improved governance and public sector reform should be at th e centre of these efforts as emphasised by the recent report of the High-Level Panel on the Post-2015 Development Agenda.[7]

Third, development cooperation is trying to reinvent itself to increase the effect iveness of aid following disappointment with its performance. This effort should also been seen in the perspective of the general push to increase the performance of public service since the 1980's based on the ideas of 'New Public Management'. The Paris Declaration on Aid Effectiveness was adopted by partners and donors in March 2005. It sets out five commitments of partnership within the context of development cooperation: i) co untry ownership; ii) alignment of d onor activities to partner

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[1] **WTO**, World Trade Report 2013, p. 71

[2] WTO/OECD, AID FOR TRADE AT A GLANCE 2013 CONNECTING TO VALUE CHAINS, p. 59

[3] Greenhill at al (2013), The age of choice, p. 11

[4] OECD (2013), OUTLOOK ON AID SURVEY ON DONORS' FORWARD SPENDING PLANS 2013-2016

[5] United Nations, The Millennium Development Goals Report 2013, p. 7

[6] Melamed THE NEXT GLOBAL DEVELOPMENT AGENDA ENDING POVERTY, PROMOTING SUSTAINABILITY, p.

[7] United Nations (2013), A NEW GLOBAL PARTNERSHIP

priorities and structures; iii) harmonisation of donor activities; iv) managing for r esults; and v) mutual accountability.[8]

With these international trends as a background the rest of this paper will discuss a set of issues relating to ISO's provision of technical assistance and measurement of its performance.

ISSUE 1: ISO'S TECHNICAL ASSISTANCE AS PART OF DOMESTIC REFORM

An effective National St andards Body (NSB) is part and parcel of a functioning national quality infrastructure. As such the NSB is a n integral part of a large set of private and public actors th at oversee markets and provides services to a count ry's enterprises and citizens. The importance of standards for a functioning market economy and the well-being of the populatio n need not be elaborated on here. The point is that the NSB is part of a broader context and that standardisation looks very differently depending on the current set-up of a country's national quality infrastructure. In many countries there is a refor m process in place that aims to mo dernise the national quality infrastructure. From a technical assistance perspective such a process can be described to involve progress in at least five areas:

(i)   Legislation
(ii)   Policy
(iii)   Coordination and stakeholder involvement
(iv)   Organisational and individual mandates and capacities
(v)   Awareness-raising towards enterprises and the general public

Reform is usually a slo w and complex matter, in particular in poor capacity environments. Vested interests are involved and there is u ncertainty and different views as to the direction of reform. A clear vision from go vernment or key actors is needed to drive reform a nd overcome opposition. Technical assistance has an important role to play in p aving the way for ref orm by raising awareness, enhance capacities and provide technical input. However, there are limits to what can be achieved by external assistance. Ultimately, it is the cou ntry and its stakeholders that are in charge of the reform process and decides on progress. The implication is that I SO's technical assistance needs to be provided in the spirit of partnership and be embedded in the reform processes of the ben eficiary countries involved. This insight is needed to u nderstand how technical assistance sh ould be delivered and what results that can be expected from different types of support.

A natural focus of technical assistance to quality infrastructure and standardisation is on reforming and developing the core competences of some key public and private agencies and organisations. The public and SME's may feature mainly as targets of media campaigns on the importance of standardisation. The benefit to individual citizen s and SME's are mainly indirect through improved standardisation and a better functioning market economy. However, given that larg e shares of the population (and economic activity) in developi ng countries live in po verty or are excluded from participating in the formal sector there may be a need to including social issues to a greater exte nt even in technical a ssistance of se emingly very technical nature. What does increased use of standards mean to diff erent vulnerable groups? Is there an urban/rural bias? Are there gen der aspects that need to be considered? Do SMEs need specific support? How can consumer groups be strengthened? Even if direct su pport to these groups a re beyond the scope of most technical assistance activities, o ne possible approach is to produce impact assessments that ma y inform the design of activities.

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[8] OECD. 2005. The Paris Declaration on Aid Effectiveness. March 2nd, 2005

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ISSUE 2: SELECTING THE TYPE OF TECHNICAL ASSISTANCE

Looking at the five ref orm areas mentioned above it is clear that different types of technical assistance are suitable for different objectives. There is a wide range of possible activities ranging from e-training to comprehensive support to reform of the national qu ality infrastructure. When discussing technical assistance it is useful to distinguish between individual, organisational and institutional capacities as shown in the matrix.

Capacity level	Potential technical assistance activities
Individual	External training, workshops, seminars, study tours
Organisational	In-house training, train ing of trainers, technical assistan ce to change structures and procedures
Institutional	Technical assistance to draft legislation and policie s, advocacy and awareness-raising

Different donors have different possibilities to provide s upport depending on priorities an d resources. As an inter national member based organisatio n ISO is fa ced with th e challenge to reach out to its numerous members as effectively as possible given its limited human and financial resources. In the 2005-2010 Action Plan, ISO's technical a ssistance was predominately centred on the individual level with training, seminars and workshops. This is qu ite natural given that this may be a cost-effective way to leverage resources. However, the resu lts in terms of organisational and institutional changes are dependent on the participant s bringing back their knowledge to the organisations and act to improve the way they and their organisatio ns work. For a technical organisation as ISO these events are importa nt occasions of learning and for s ome the on ly window to the outside world, colleagues in ot her countries and best- practice. May of cours e benefit organisation in particular if r epeated and many participan ts from same organisation/country, but direct impact is with the individual.

The realisation of a need for deeper interaction with members may be behind the IS O Institutional Strengthening (INS) programme that involves the identification of needs so as to draw up a list of priority actions, which are then addressed thr ough the delivery of ISO technical assistance. A review of the first 19 n eeds assessments con firm the point made above of the importance of accounting for institutional gaps, such as lack of legislation or quality policy.

A particularly interesting aspect of I SO is the potential for capacity building that comes with ISO membership itself. Like other international member driven o rganisations, ISO has a central role in the international standardisation community. As such ISO p rovides a platform for n etworking and best-practice for the standardisation community. Participation in the technical work also provides important learning possibilities on an on-going basis. This gives a context that can potential ly increase the effectiveness of ISO's technical assistance beyond the technical assist ance activities themselves. This be ing said it is a challenging task to measure this 'membership effect' a nd to separate it from the contribution of all other factors that aff ect the cap acity of a country's quality infrastructure.

ISSUE 3: INTEGRATING RESULTS INTO THE PLANNING CYCLE

Let us now move to the issue of how to integrate results or performance measurement into ISO's technical assistance (as opposed to the performance of NSB which is a much broader issue). So why is there a need to focus on results? What are the pre-conditions for doing so?

The first question is conceptually easy to answer. There are at least fo ur reasons why ISO should focus on results. First, ISO wants to show members that its technical assistance is effective and is worth the resources it absorbs for both the Secretariat a nd members and actually assists t he
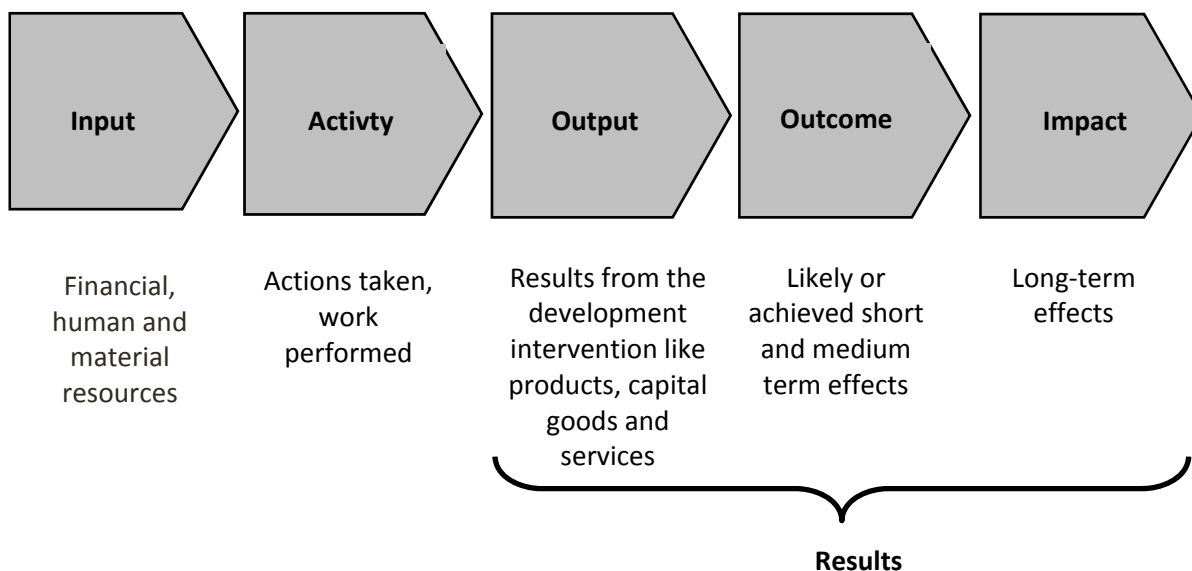
weaker members in particular in reforming and upgrading its quality inf rastructure. Second, ISO wants to co nvince current and ne w donors t hat it delivers technical assistance that meet the overall objectives of the development commu nity - in terms of pove rty reduction, governance, market development – in a cost effective manner. Thir d, ISO wan ts to use its performance measurement internally to impro ve the way th e Secretariat plans, implements and follows-up on the technical assistance activities. Fourth, but no less important, ISO wants exchange experience with the wider development community and share be st-practice with other internation al organisations and donors that are active in the quality and standardisation area.

A focus on results does not come automaticall y. Integrating results is facilitated if there is f irm commitment from management, the organisation is willing to invest in results-relate d training and systems and results ar e integrated into the whole planning cycle. A culture of transparency and a willingness to learn and change are also important pre-conditi ons. Since results-based management has resource implications it is impor tant that a practical and realistic approach is adopted. Working with results shou ld be helpful to the organisation and not be overly expensive, rigid or bureaucratic.

ISSUE 4: DEVELOPING A RESULTS-FRAMEWORK

A common way to distinguish between different types of results is provided by the diagram. Most organisations report on inputs and activities, but need to think about how they report on the results of these activities. Reporting on outputs is usually quite straight-forward as they are the immediate results of an activity, e.g. the number of people trained and if they were happy with the trainin g. The challenge begins with the outcome level. Outcomes are beyond the immediate control of an activity, but it should be clear that the activity h as contributed to achieving the outcome, e.g. th e passing of new legislat ion or greater public-private sector dialogue. Impacts are the long te rm development effects of an activity, e.g. improved quality infrastructure or enhanced competitiveness.

Figure 1 The results chain

Input	Activty	Output	Outcome	Impact
Financial, human and material resources	Actions taken, work performed	Results from the development intervention like products, capital goods and services	Likely or achieved short and medium term effects	Long-term effects

Results

By developing a log-frame matrix 2011-2015 Action Plan, the ISO CS followed inte rnational best-practice in how to present the different results-levels of its t echnical assistance activities and how to measure progress. T he log-frame allows for a clear rep resentation of a progra mme and h as been a common requirement for do nor funded interventions for some time. In the d esign phase, the first que stion one should ask is whether the different r esults-levels link togeth er in a logical way. In order to check this it is useful to represent the whole programme graphically in a flow-chart in what can be called a 'programme logic'. For illustra tive purposes the ISO Action Plan is

reproduced in that format in Figure 2, using a simplified language at Output and Purpose levels. Overall, the logic would seem to hold, the six outputs are targeted at different aspects of standardisation capacities and are likely to contribute to the purpose of strengthening national standardisation infrastructure, which in turn may have a positive impact on the economic and social performance of a country. However, it should also be clear that the chain of changes that need to take place for the outputs to lead to the goal is much more complex than shown in the figure. In addition, activities aimed at one output may influence results in another output and outputs may be reinforcing each other.

Figure 2 A simplified flow-chart of ISO's TA Action Plan 2011-2015
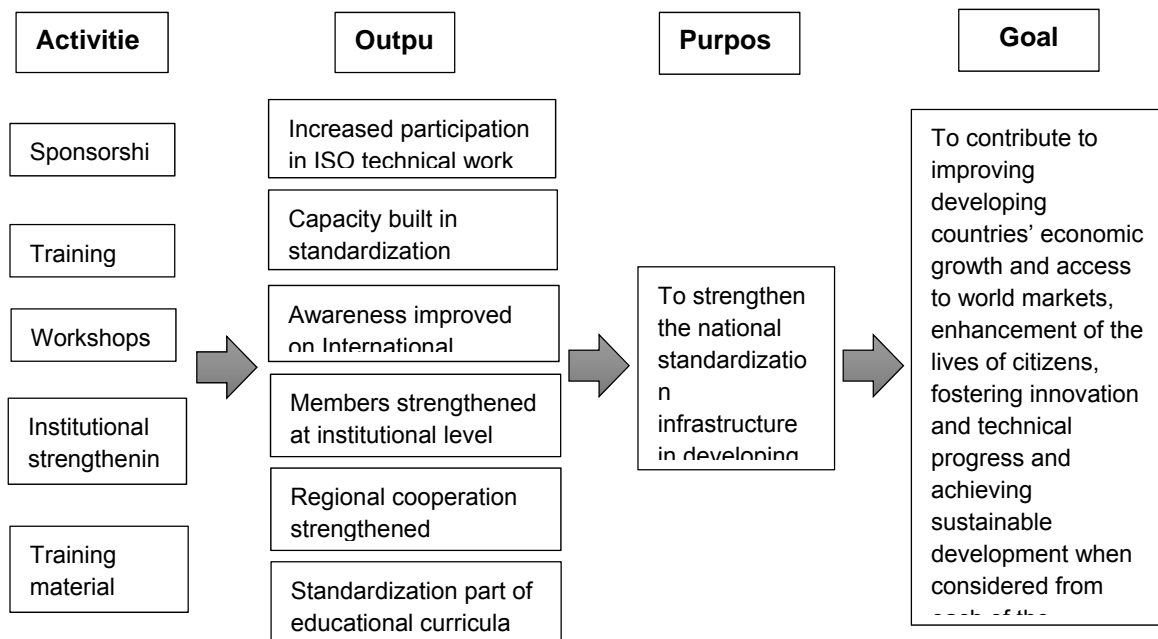
ISSUE 5: CHOOSING INDICATORS

The general advice is to make performance indicators SMART, meaning that they should be specific, measurable, attainable, relevant and time-bound. For practical purposes it is also important that the chosen indicators can be measured at reasonable cost, which implies that there should not be too many indicators and that it should not be too resource-demanding to collect, compile and analyse the data needed for measurement.

ISO developed a set of indicators for the 2011-2015 Action Plan. Even though that is helpful, the indicators listed also illustrate the challenges involved in measuring performance. First, indicators should not be confounded with targets or results. They should describe the variable to be measured in a neutral manner, e.g. "*Number of P-memberships held by developing country Member bodies in ISO TCs, SCs and WGs*" as a measure of the Output "*Increased participation in ISO technical work*". Second, it may be difficult to find appropriate indicators at impact level. An indicator such as "*number of ISO International Standards adopted by developing countries*", may provide a useful contextual information, but one should be aware of the difficulties in linking such an indicator to ISO's technical assistance, given that there are many other influential factors at play. Third, tracking progress at Outcome level, i.e. usually at organisational and institutional levels is usually possible and a requirement of many donors. However, measuring changes at these levels are challenging. Two possibilities can be extracted from ISO's log-frame for the 2011-2015 Action Plan:

- Improvement in NSB processes through the formulation of business plans, including appropriate financial management

- Annual number of national stand ards, including adoptions of Inter national Standards, published

In the fir st example, the focus is on the formulation of business plans. But is that enough for an improvement to have occurred? What about impl ementation of the p lans? And what kind of processes need to be improved in order to progress to have been achieved? And i s it possible to find quantifiable measures that can be aggreg ated so that ISO can measure progress at Action Plan level? The second example should be an easily quantifiable indica tor. But it also implies that maintaining or increasing the level i s a good thing. Does th at mean the indicator awards quantity over quality?

ISSUE 6: MONITORING THE ACTIVITIES

Developing the log-frame and ind icators is only the fir st step in the monitoring process. The real challenge for any implementing organisation is to use the log-frame and in particular the indicators for monitoring, learning and reporting purposes. One wa y to proceed is to produce a monitoring and evaluation plan in which the following issues are clarified and agreed:

(i) Purpose and scope of the results-based work

(ii) The results framework, includ ing intended results at different levels linked to planned activities

(iii) Indicators that are going to be used in monitoring and how they are going to monitored

(iv) A plan for evaluations

(v) Roles and resources

(vi) Reporting and feedback

The review of the 2005 -2010 Action Plan sho wed that ISO already has put in p lace important components of a monitoring and evaluation system. A log-frame and objective tree was developed for the 201 1-2015 Action Plan, th ere was an annual re port to members, key performance indicators were being pr esented to the DEVCO CAG, impact questionnaires were being sent out and compiled and recently an analysis of the INS programme has been produced. Among other things ISO faces the challenge co mmon to ot her centralised technical assista nce providers to aggregate results from a great n umber of relati vely limited tech nical assistance activities benefitting a large number of countries and stakeholders.

This being said DEVCO's annual report on d evelopment and training to the ISO Council mainly contains information on activities, b ut provides limited indications a s to the resu lts achieved. The review of the 2005-201 0 Action Plan suggest ed that " *A publicly available and comprehensive report, on an annual basis, on ISO support to developing countries that brings the elements of monitoring together would be a valuable way to advertise ISO's TA activities, promote lessons learned and increase transparency.*"

QUESTIONS TO THE PANEL

Issue	Questions
Issue 1: ISO's technical assistance as part of domestic reform	i. What is the main driver of reform of national quality infrastructure and what is the role of technical assistance? ii. Does ISO's technical assistance cover the essential capacities involved in reform of national quality infrastructures or should there be a refocus? iii. Are citizens and SME's sufficiently considered in ISO's technical assistance activities?
Issue 2: Selecting the type of technical assistance	i. Is ISO's technical assistance sufficiently targeted at the organisational and institutional levels given its limitation in resources? ii. What is your view of the INS programme and does it have the potential to address these issues? Is it sufficiently targeted at LDCs? iii. In what way can the role of ISO membership in capacity building be strengthened?
Issue 3: Integrating results into the planning cycle	i. How do you relate to results and performance measurement in your NSB? Are these issues becoming more/less important? ii. Where does the main interest in performance measurement come from? Internally/externally? iii. What is the way forward for ISO's technical assistance in terms of performance measurements?
Issue 4: Developing a results-framework	i. What is your experience with working with results-frameworks? ii. Are donors sufficiently clear about their requirements as regards results and performance measurement? How can the creation of unnecessary bureaucracy be avoided?
Issue 5: Choosing results and indicators	i. As a donor, how do you use indicators in your work and what is the key information you are looking for? ii. How can ISO develop its work with indicators in future Action Plans? What are the key challenges? iii. Would you have examples of good indicators at the Outcome level in relation to standardisation?
Issue 6: Monitoring the activities	i. What is your experience in actually using performance measurement in monitoring and reporting? ii. Would it be advisable for ISO to develop a comprehensive monitoring plan? iii. What is the way forward for ISO in terms of reporting on activities and results?

ITEM 13   DATE AND PLACE OF THE NEXT MEETING

The 48th meeting of DEVCO will be held on 8 and 9 September 2014, in Rio de Janeiro, Brazil, followed by the ISO General Assembly from 10 to 12 September 2014.

DEVCO ACTION   DEVCO members are invited to note
                                                    the above information