



Developing **talent**

Catalogue of
ISO's technical assistance
and training programmes
for ISO members

International
Organization for
Standardization





ISO in brief

ISO is the International Organization for Standardization. ISO has a membership of 163* national standards bodies from countries large and small, industrialized, developing and in transition, in all regions of the world. ISO's portfolio of over 18 600* standards provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and social.

ISO standards make a positive contribution to the world we live in. They facilitate trade, spread knowledge, disseminate innovative advances in technology, and share good management and conformity assessment practices.

ISO standards provide solutions and achieve benefits for almost all sectors of activity, including agriculture, construction, mechanical engineering, manufacturing, distribution, transport, medical devices, information and communication technologies, the environment, energy, quality management,

conformity assessment and services.

ISO only develops standards for which there is a clear market requirement. The work is carried out by experts in the subject drawn directly from the industrial, technical and business sectors that have identified the need for the standard, and which subsequently put the standard to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, testing laboratories, consumer associations and academia, and by international governmental and nongovernmental organizations.

An ISO International Standard represents a global consensus on the state of the art in the subject of that standard.

* In March 2011

Foreword

Both developed and developing country members of ISO need to keep up to speed with new developments in the area of international standardization. This is not only valid for the staff of national standards bodies, but also for their experts (internal and external) and stakeholders who contribute to the development of standards, or who use and implement them.

Obviously, the 163 ISO members have different needs and expectations due to various factors such as institutional and legal frameworks, the size of the organization and its place in the national economy, the resources at disposal, buy-in from stakeholders, level of involvement in ISO technical work, etc. Developing country members, who represent three-quarters of the ISO membership, constitute a special group with more specific support needs.

ISO has therefore developed technical assistance and training packages tailored to the variety of needs of its members. This catalogue describes these various packages and to whom they are addressed (please note that updates of this catalogue will be posted as and when necessary on ISO Online at www.iso.org/iso/education_and_training).

ISO members from developing countries benefit mostly from technical assistance activities delivered by ISO in the context of the implementation of the *ISO Action Plan for developing countries 2011-2015* thanks to financial support provided by donors and other ISO members. In accordance with the objectives laid down in the *Action Plan*, awareness-raising and capacity-building as well as support to participate in the technical work of ISO are the most important outputs.

On the other hand, ISO members from both developed and developing countries, who have the resources and who participate fully in the technical work of ISO, make the most of the various training courses that are provided in order to operate efficiently and effectively, using the most relevant information technology (IT) tools and eServices. This ensures timely release of much-needed ISO deliverables. The technical assistance and training provided by ISO is absolutely critical for keeping the ISO system primed and operating to the maximum efficiency. We owe this not only to our members, but also to the international community who expects us to provide quick, credible and consensus-based solutions to an increasingly complex world.

I take the opportunity to commend ISO members who also contribute, on a bilateral basis, in providing assistance and training to other ISO members over and above what ISO is doing. I would also like to put on record the invaluable financial support provided by donors and ISO members to help developing countries benefit from much-needed technical assistance.

Rob Steele

ISO Secretary-General

March 2011

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Standards referred to in this publication

ISO 14001:2004, *Environmental management systems – Requirements with guidance for use*

ISO 14040:2006, *Environmental management – Life cycle assessment – Principles and framework*

ISO 14064-1:2006, *Greenhouse gases – Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals*

ISO 14064-2:2006, *Greenhouse gases – Part 2: Specification with guidance at the project level for quantification, monitoring and reporting of greenhouse gas emission reductions or removal enhancements*

ISO 14064-3:2006, *Greenhouse gases – Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions*

ISO 14065:2007, *Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition*

ISO 22000:2005, *Food safety management systems – Requirements for any organization in the food chain*

ISO 26000:2010, *Guidance on social responsibility*

ISO/IEC 27001:2005, *Information technology – Security techniques – Information security management systems – Requirements*

ISO/IEC 27002:2005, *Information technology – Security techniques – Code of practice for information security management*

ISO/IEC 27003:2010, *Information technology – Security techniques – Information security management system implementation guidance*

ISO/IEC 27004:2009, *Information technology – Security techniques – Information security management – Measurement*

ISO/IEC 27005:2008, *Information technology – Security techniques – Information security risk management*

ISO/IEC 27006:2007, *Information technology – Security techniques – Requirements for bodies providing audit and certification of information security management systems*

ISO/DIS 50001, *Energy management systems – Requirements with guidance for use*

Type of activities – Technical assistance and training services

1



All activities are planned and implemented by the Development and Training Services unit (DEVT) at the ISO Central Secretariat (ISO/CS).

1.1 Technical assistance

ISO technical assistance (TA) is targeted at developing country members and consists of national, regional or global activities on topics such as

- Raising awareness on standards
- Capacity building for managing national involvement in international standardization
- Enhancing regional cooperation
- Supporting participation in governance and technical work of ISO

- Improving information and communication technology (ICT) capability for participating in international standardization
- Assisting national standard bodies (NSBs) to adopt good management practices in order to improve their governance, operational effectiveness and efficiency, while ensuring their long-term financial sustainability

Detailed descriptions of the various TA activities, including objectives, delivery methods, target groups and beneficiaries are given in Section 4 below.

1.2 Training services

Training services (TS) are targeted at developing as well as developed country members and consist of structured training activities to assist ISO member bodies to better manage their involvement in international standardization. The training activities focus on the transfer of knowledge and refinement of skills needed to meet the requirements associated with the development, production and dissemination of International Standards. The following topics are offered:

- Procedures for ISO secretaries
- Enhanced participation in international standardization
- Drafting standards in accordance with the *ISO/IEC Directives, Part 2*, using the ISO STD template
- Using the ISO STD template – practical tips
- ISO Global Directory and the national mirror committee (NMC) extension
- Introduction to ISO eServices
- eServices for ISO secretaries
- ISO expert in international standardization (eLearning course)
- Marketing and promotion of ISO International Standards
- Good standardization practice

Detailed descriptions of the various TS activities, including objectives, delivery methods, duration, target groups and beneficiaries are given in Section 5 below.

Features of ISO technical assistance



2.1 Scope and funding

The technical assistance provided to ISO members in developing countries under the *ISO Action Plan for developing countries 2011-2015* is funded by donors or ISO members, and is based on the following key principles: it needs to be objective-oriented, demand driven, focused on delivery and geographically balanced. Participation in TA activities is fully funded with regard to air travel, accommodation and subsistence allowance, except for *ad hoc* sponsorships (please see 2.5 below).

Customized courses based on one or more of the topics mentioned in Section 1.1 can be organized upon request from any ISO member body or correspondent member from developing countries. They may be held at the premises of the member. Customized courses may also be provided to regional or sub-regional organizations cooperating with ISO. The duration and content of the courses can be customized according to the needs of the requestor, including omission or expansion of topics according to the specific requirements of the participants.

2.2 Participation criteria

Participation in all TA activities is by invitation only. ISO, through DEVT, requests ISO members (member bodies, correspondent members, subscriber members) in the targeted countries to nominate candidates corresponding to profiles specified on a case-by-case basis.



2.3 Objective oriented

The *ISO Action Plan* is built around a goal, purpose and six key outputs as follows :

Goal

To contribute to improving developing countries' economic growth and access to world markets, enhancement of the lives of citizens, fostering innovation and technical progress and achieving sustainable development when considered from each of the economic, environmental and societal perspectives.

Purpose

To strengthen the national standardization infrastructure in developing countries in order to increase their involvement in

the development, adoption and implementation of international standards in sectors and subjects of interest to them.

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

All technical assistance activities carried out are focused on achieving the above objectives. Also, performance is measured against those objectives.

2.4 Demand driven

The annual technical assistance plan is established in response to needs expressed by ISO members in developing countries and in light of future developments foreseen by ISO in areas that are of interest to them. The main sources for expressed needs are the results of the annual technical assistance survey that ISO conducts covering its developing country members.

2.5 Focus on delivery

Through the annual technical assistance plan, ISO delivers a range of technical assistance projects, using delivery methods most adapted to the needs of ISO members in developing countries. The main delivery methods of technical assistance are the following:

Seminars: Seminars are organized to raise awareness on a particular topic among stakeholders involved in international standardization or among users of International Standards from both the public and private sectors. Seminars can be organized on a global, regional or national basis, over two to three days and usually involving between 50 and 200 participants.



Workshops : Workshops enable the gathering of stakeholders and/or experts, usually for three to five days, to address a particular topic in a structured manner. The workshop includes an interactive element that allows for the exchange of information and experience, usually through smaller break-out groups. Workshops are organized at the global, regional or national level and host a carefully defined number of participants.

Training courses : Training courses are provided on specific topics which enable the participants to take a more active role in international standardization. The training courses can host up to 20 participants and are organized at the global, regional or national level.

Conferences : Conferences are held to share and disseminate information, rather than to teach or train. Conferences can be organized

at the global, regional or national level. They are targeted at a wide audience and can attract up to 200 participants.

Training-of-trainers (ToT) courses : Training-of-trainers courses are organized to help national standards bodies improve their capacity to provide effective training to national stakeholders and delegated organizations involved in standardization and related activities. Training-of-trainers courses typically last a week and are organized at the global, regional or national level. They are often followed by a series of courses delivered by those trained.

Sponsorships : Support is offered to ISO members in developing countries to encourage their participation at meetings of ISO technical committees (TCs), subcommittees (SCs) and working groups (WGs). The support is aimed at providing a catalyst for generating wider participation by developing countries at the meetings of ISO/TCs/SCs/WGs.

The following two types of sponsorships are provided to ISO members :

- **Ad hoc sponsorship** : ISO supports ad-hoc sponsorships by providing air travel only to members wishing to attend a particular TC, SC or WG of their choice. The member may hold P- or O-membership to the relevant TC, SC or WG. Any member may benefit from a maximum of three

sponsorships in a given year. Applications for these sponsorships are submitted by the members on their own initiative.

- **Project-based sponsorship** : ISO provides air travel, accommodation and subsistence allowance to members to participate in selected TCs, SCs or WGs. These sponsorships are provided by ISO upon invitation only and are limited, due to funding constraints, to a number of countries whose participation are considered critical for the relevant TC, SC or WG. Preference is given to participating P-members and candidates should satisfy strict technical profiles. Continued support is contingent upon the member establishing and maintaining relevant national mirror committees involving relevant stakeholders.

Fellowships : These allow for specialized training for individuals from developing countries in well-established member bodies dealing with their area of expertise.

2.6 Training materials and reference publications

Training materials and reference publications on standardization and related matters are prepared for ISO members in developed and developing countries.

2.7 Geographically balanced

Technical assistance is organized to benefit all ISO members in developing countries and is distributed in an equitable manner, as far as possible, among the nine ISO regions. The current ISO regions of liaison are the following :

1. Arab
2. Caribbean and Central America
3. Central Asia
4. Central and Eastern Europe
5. Central and Western Africa
6. East and South East Asia
7. Eastern and Southern Africa
8. South America
9. South Asia

2.8 Impact assessment

Feedback from participants having attended each training and awareness activity is compiled through a questionnaire that each participant completes on the last day of the event. Such feedback seeks to find out to what extent the activity provided the tools to enable the participants to better perform their day-to-day work and whether their expectations were met. Such information is used to continually improve technical content and delivery.

The above assessment is further complemented by an additional procedure for assessing impacts which consists of circulating, six to twelve months after the event, one questionnaire to each participant having attended a regional or global activity and a separate questionnaire to each NSB hosting a national, regional or global activity. The objective is to assess whether the ISO activity has had a multiplier effect at the national level and whether the NSB has undertaken steps to ensure a wider dissemination of knowledge gained by the participants it designated to attend.

Features of training services

3



3.1 Scope and funding

Regular training courses on several of the topics mentioned in 1.2 above are offered at the ISO/CS premises in Geneva, Switzerland, for ISO member bodies and correspondent members from developed and developing countries.

Customized courses based on one or more of the topics mentioned in 1.2 can be organized upon request from any ISO member body or correspondent member from developed or developing countries. They may be held either at the premises of the member or in Geneva. Customized courses may also be provided to regional or sub-regional organizations cooperating with ISO. The duration and content of the courses can be customized according to the needs of the requestor, including omission or expansion of topics according to the specific requirements of the participants.

The *eLearning course “ISO expert in international standardization”* is a practical distance learning course offered to the staff of ISO member bodies and correspondent members in key aspects of international standardization. The course is managed from ISO/CS in Geneva.

Collective regional courses on one or more of the topics mentioned in 1.2 may be conducted specifically for developing countries. These courses are distributed equitably, as far as possible, among the nine ISO regions.

Training activities are either self-funded by the participating countries or funded by the ISO budget or through donor funds as follows.

- Geneva-based courses (no fee for registration and attendance but participants have to bear their travel, accommodation and subsistence costs)
- Customized courses (requesting member or organization has to bear all costs related to participants and is charged for trainers’ costs, calculated on a cost-recovery basis)
- ISO elearning courses (funded by ISO or donors)
- Collective regional courses (funded by ISO or donors)

The courses are delivered by staff from both ISO/CS and from the ISO members themselves. Many of the courses provided are designed and delivered by the same persons responsible for operating related activities and services at ISO/CS.





3.2 Participation criteria

The details regarding participation in the Geneva-based regular training sessions may also be found on ISO Online at www.iso.org/iso/training_at_iso. *Please note that these courses are offered only in English.* A circular letter from the ISO Secretary-General each year informs all members about the courses that are offered and invites applications. Applicants are registered on a first-come first-served basis, while efforts are made to ensure equal opportunity among the membership. Pre-registration for the regular sessions should come through the relevant ISO member. The pre-registration form for the regular sessions may be found at www.iso.org/iso/dates_of_training_sessions_2011.

Participation in customized courses is determined by the requesting organization which issues and manages invitations and participation.

Participation in the eLearning courses is by invitation only through a circular letter sent by the ISO Secretary-General. *Please note that these courses are offered only in English.*

Participation in collective regional courses is by invitation only. ISO, through DEVT, requests ISO members (member bodies, correspondent members) in the targeted countries to nominate candidates corresponding to profiles specified on a case-by-case basis.

3.3 Objectives and target groups for TS courses

Each course is designed for a specific audience. Some of the courses are aimed at providing key professionals with the opportunity to acquire or refresh the knowledge needed to manage ISO committee work. These include both experienced and newly

appointed secretaries and Chairs of ISO committees, and working group (WG) convenors, as well as committee members.

Other courses are designed specifically for the staff of ISO members in order to help them perform their roles. These include communication and marketing personnel, staff from departments for international relations, and technical directors.

More details about each course are provided in Section 5 below.

3.4 **Impact assessment**

The same general process of impact assessment as for TA activities (see 2.8 above) is undertaken for TS activities, with due consideration given to the fact that the latter address trainees having specific roles in the standardization process.

ISO technical assistance – Areas covered

4



4.1 Food safety (TA 1)

Objectives

- Help organizations operating in the food chain to understand the benefits of ISO 22000:2005, *Food safety management systems – Requirements for any organization in the food chain* and of modern techniques of food safety management
- Support the dissemination of ISO 22000
- Create a pool of trainers in various countries and regions

Delivery method

- National and regional workshops
- Training-of-Trainers (ToT) course.



Target group

- For awareness activities, the targets are professionals from the food sector, including food inspection agencies, responsible for implementation of food safety management systems among companies involved at all stages of the food supply chain
- For ToT, the aim is to train specialists/practitioners from industry, government and academia with prior knowledge of ISO 22000 on the theory and “hands-on” practice in training design, delivery, evaluation and related skills. The content also include substantive material about ISO 22000 issues (including case studies) to enable the future trainers to provide ISO 22000 awareness programmes in their own countries

Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; NGOs
- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection; regulatory authorities
- The general public
- Export industry sectors
- Trade promotion organizations
- World Trade Organization (WTO) and Codex Alimentarius Commission focal points

4.2 Environment, climate change and energy management (TA 2)

4.2.1 Environmental management systems (EMS) (TA 2.1)

Objective

To promote the implementation of ISO 14001 on environmental management systems in any type of organisation with a view to preserving the environment and achieving sustainable development.

Delivery method

Awareness-raising national and regional workshops.

Target group

Participants from standardization community, industry, government and academia.

Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; NGOs
- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection; regulatory authorities
- The general public
- Export industry sectors



4.2.2 Climate change (TA 2.2)

Objective

To provide guidance in accordance with ISO 14064 to enable organizations to compile their greenhouse gas (GHG) inventories, quantify and report their GHG emission reduction or removal projects and have these GHG accounts validated or verified independently. In addition, to promote the use of ISO 14065 on guidance for setting up an accreditation system for the independent validators or verifiers of GHG accounting and verification.

Delivery method

Awareness-raising national and regional workshops.

Target group

Participants from standardization community, industry, government and academia.

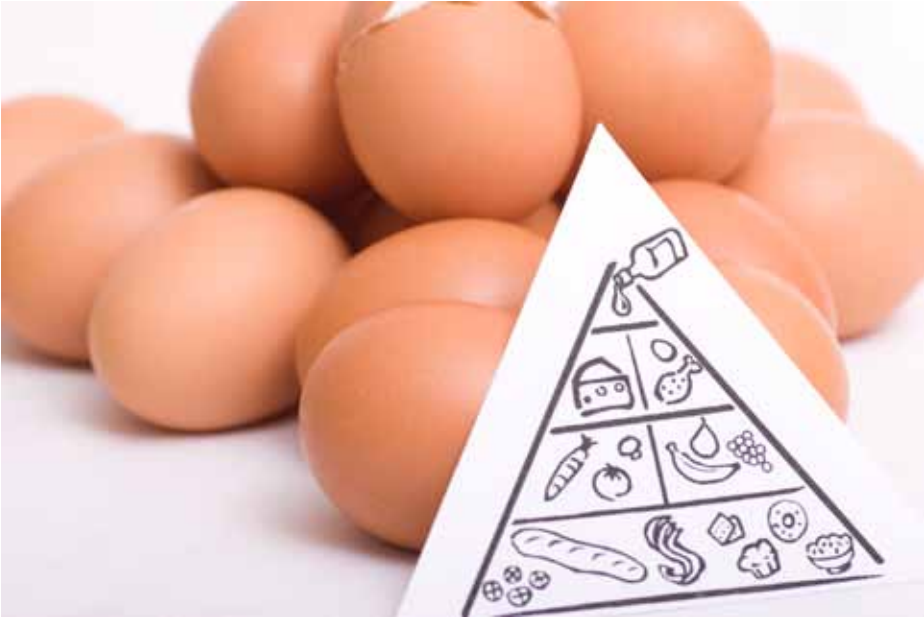
Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; NGOs
- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection; regulatory authorities
- The general public
- Export industry sectors

4.2.3 Life cycle analysis (LCA) (TA 2.3)

Objective

To provide guidance as to the principles and framework for the compilation and evaluation of the inputs, outputs and the potential environmental impacts of a product system throughout its life cycle using ISO 14040. LCA addresses the environmental aspects and potential environmental impacts throughout a product's life cycle (i.e. cradle-to-grave).



Delivery method

Awareness-raising national and regional workshops.

Target group

Participants from standardization community, industry, government and academia.

Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups professional bodies/associations; the quality/conformity assessment institutions; NGOs
- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection; regulatory authorities
- The general public
- Export industry sectors

4.2.4 Energy management (TA 2.4)

Objective

To raise awareness on ISO 50001 in order to engage policy-makers, standards authorities and prospective standard users and provide avenues for the development of national complementary policies to support the adoption of energy-efficient products and services. Some activities are carried out jointly with the United Nations Industrial Development Organization (UNIDO).



Delivery method

- Awareness-raising national and regional workshops
- Sponsorships to participate in ISO technical committee meetings

Target group

Participants from standardization community, industry, government and academia

Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local

government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; NGOs

- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection; regulatory authorities
- The general public
- Export industry and energy sectors

4.3 Conformity assessment and trade facilitation (TA 3)

Objectives

- To provide requisite knowledge and understanding on the ISO standards and guides that set out the internationally agreed practices on conformity assessment activities – the “CASCO¹⁾ toolbox”
- To provide information for improved understanding of what is expected by the WTO agreement in relation to standards, technical regulations and conformity assessment procedures/methods including acceptance of conformity assessment results through accreditation, peer assessment and mutual recognition arrangements
- To assist organizations in selected developing countries and regions in building confidence in conformity assessment activities, as a key factor to facilitate access to markets

Delivery method

National and regional workshops.

Target group

- Specialists from the national standards body, industry and government to understand the link between trade and conformity assessment
- Specialists from the laboratory, certification and inspection environments, to learn about the expectations of the CASCO toolbox, covering all aspects of definition,

1) ISO Committee on conformity assessment



implementation, evaluation, recognition and use of conformity assessment (calibration, testing, certification, inspection, and accreditation).

Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; nongovernmental organizations (NGOs)
- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection; regulatory authorities
- The general public
- Export industry sectors
- Trade promotion organizations
- World Trade Organization (WTO) and Codex Alimentarius Commission focal points

4.4 Consumer involvement in standardization (TA 4)

Objectives

- To improve representation and involvement of the consumer stakeholder group in the development of standards at the national, regional and international levels
- To create linkages between consumer organizations and NSBs
- To create a pool of trainers on consumer matters at the national, regional and international levels



Delivery method

- National and regional workshops
- Training-of-Trainers (ToT) courses

Target group

- For awareness activities, the targets are persons from the standardization community, consumer associations and policy-making organizations with regard to protection of consumers
- For ToT, the aim is to train representatives of consumer associations and standards bodies to become trainers in consumer participation in standardization covering theory and “hands-on” practice in training design, delivery, evaluation and related skills, as well as substantive issues about consumer participation (including case studies)

Final beneficiaries

- Key stakeholders of ISO members in developing countries, in particular consumers and consumer groups ; industry ; professional bodies/associations ; the quality/conformity assessment institutions ; NGOs
- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection ; regulatory authorities
- The general public
- Export industry sectors

4.5 Societal security (TA 5)

Objectives

- To support developing countries to participate in the formulation of international standards that enhances and increases crisis management capabilities as well as business continuity management capabilities, in the face of crises on societal level. This also includes the need to take into account technical, human, organizational, operational and management approaches, as well as operational functionality and interoperability
- To raise awareness among stakeholders and practitioners as to the need for proper crisis management and the tools



Delivery method

- Financial support to participate in ISO technical committee meetings
- National and regional workshops
- Mentoring of trainees at national or regional workshop

Target group

- Professionals from national standards bodies, government, disaster-management authorities and policy-making organizations for participation in international standardization work
- For awareness activities, the targets are persons from the standardization community, government, disaster management authorities and policy-making organizations with regard to societal protection

Final beneficiaries

- Key stakeholders of ISO members in developing countries, in particular consumers and consumer groups, as well as industry, professional bodies/associations, the quality/conformity assessment institutions, NGOs
- The public
- National and international aid and disaster relief organizations

4.6 Social responsibility (SR) (TA 6)

Objectives

- To raise awareness among NSBs and their stakeholders about the ISO International Standard, ISO 26000
- To build capacity within NSBs and among other stakeholders to create a resource pool to advise organizations to apply the standard
- To sensitize organizations about the benefit of applying the standard as part of good practice and help them towards achieving this goal.

Delivery method

- National, regional and global awareness and training workshops
- Training-of-trainers (ToT) courses
- Mentoring of trainees
- Technical support to selected organizations on the application of the ISO standard on social responsibility

Target group

- For awareness, training and ToT activities, the targets are professionals from national standards bodies, government, industry, consumer organizations, labour and NGOs as well as policy-makers and heads of organizations interested in applying the standard
- Selected number of organizations accepting to apply the standard on a pilot basis

Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; organized labour; educational and research establishments; NGOs
- Organizations with limited resources, e.g. small and medium-sized enterprises

4.7 Information security (TA 7)

Objective

To help organizations

- Implement information security management systems (ISMS) with a view to protect information from a wide range of threats in order to ensure business continuity, minimize business damage and maximize return on investments and business opportunities
- Understand the requirements of the International Standard ISO/IEC 27001
- Gain an in-depth understanding of the content of ISO/IEC 27002:2005, ISO/IEC 27003:2010, ISO/IEC 27004:2009, ISO/IEC 27005:2008 and ISO/IEC 27006:2007
- Gain insight into how to carry out ISMS, risk assessments and selection of controls
- Discuss important issues in risk management and gain hands-on experience in performing risk assessments

Delivery method

National and regional workshops.

Target group

Participants and IT specialists from standardization community, industry, government and academia.

Final beneficiaries

- IT and information security professionals who, through their involvement in managing or directing their organization's IT infrastructure, are responsible for establishing and maintaining information security policies, practices and procedures
- System administrators, telecommunications managers, corporate security managers and safety and continuity planning managers
- Financial and operational audit professionals as well as non-IT professionals tasked with the responsibility of assessing their organization's IT operations, infrastructure and security

4.8 Infrastructure-building support for standardization (TA 8)

Overall objective of the group of actions in this area

- To help NSBs engage their stakeholders and other users of standards, and apply good standardization and regulatory practices
- To assist NSBs to adopt good management practices in order to improve their operational effectiveness and efficiency, while ensuring their long-term financial sustainability
- To help NSBs reach out to their policy-makers and users of standards to demonstrate the essential role of standards in economic development and trade, paving the way for sustained growth and alleviation of poverty

4.8.1 Forum for CEOs of national standards bodies (TA 8.1)

Objectives

To exchange experience among NSB CEOs, inter alia, on

- Good practices in standardization
- Participation in international standardization work
- NSB governance and stakeholder involvement
- Conformity assessment practices
- Economic benefits of standards
- Raising awareness of policy makers
- Financial sustainability of NSBs
- Linkages between the NSB and regulatory authorities
- Meeting customer needs for achieving long-term sustainability

Delivery method

Regional chief executive officer (CEO) workshop/forum and networking.

Potential partners

Regional and sub-regional organizations involved in standardization or standard-related activities.

Target group

CEOs of NSBs in developing countries.

Final beneficiaries

Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; organized labour; educational and research establishments; NGOs.



4.8.2 ISO members in developing countries strengthened at institutional level (TA 8.2)

Objectives

- To provide guidance and advice to senior management of NSBs through short-term consultancy missions to meet clearly identified needs
- To encourage partnerships between the beneficiary ISO members and other ISO members, both from developing as well as developed countries (attachment training and fellowships, mentoring, exchange of good practice manuals and procedures).

Delivery method

- Consultancy missions
- National seminars and workshops
- Attachment training and mentoring

Target group and final beneficiaries

ISO members in developing countries.

4.8.3 Setting national standardization strategies (TA 8.3)

Objective

To enable standards officers in NSBs to undertake highly proactive and rigorous assessment of national priorities for standardization, ensuring that limited resources are allocated for optimal impact and that standardization activities are based on clear, well-documented needs. The programme also encourages a high-level of stakeholder input into formulation of the standardization strategy.

Delivery method

- Regional workshop
- Pre- and post-course mentoring

Target group

ISO members in developing countries

Final beneficiaries

Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; organized labour; educational and research establishments; NGOs.

4.8.4 Linking trade promotion organizations and NSBs (TA 8.4)

Objective

To provide a framework for NSBs and trade promotion organizations (TPOs) to find the best approach to develop and strengthen their cooperation to support the international competitiveness of enterprises, including small and medium-sized enterprises (SMEs).

Delivery method

National and regional workshops

Target group

NSB and TPO representatives

Final beneficiaries

Key stakeholders of ISO members in developing countries including industry; professional bodies/associations; government policy makers, e.g. in the area of international trade; export industry sectors and trade promotion organizations; World Trade Organization (WTO) and Codex Alimentarius Commission focal points.

4.8.5 Course on adopting and referencing International Standards (TA 8.5)

Objectives

- Explain the benefits of adopting International Standards (IS) as regional or national standards
- Explain national obligations under the WTO Agreement on Technical Barriers to Trade (WTO/TBT) with regard to the use of international standards as a basis for technical regulations
- Introduce participants to a WTO/TBT compliant model of a technical regulatory system that uses adopted international standards
- Explain in detail the methods for adopting international standards and other international deliverables as regional or national standards or other deliverables, in accordance with ISO/IEC Guide 21
- Give guidance on the policies and practices that NSBs should establish over the use, adoption and referencing of international standards.

Delivery method

National and regional courses.

Target group

Professionals from NSBs and regulatory authorities as well as from trade ministries and trade associations.

Final beneficiaries

Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; organizations from the national quality infrastructure, including the quality/conformity assessment institutions.



4.8.6 Role of standards in economic development and facilitating trade (TA 8.6)

Objectives

- To raise awareness on the ISO methodology for substantiation and quantification of the economic and social benefits of consensus-based standards, both for the monitoring and prioritizing of standardization activities and for communication purposes
- To provide a set of methods that measures the impact of standards on organizational value creation with an emphasis on business organizations
- To provide decision-makers with clear and manageable criteria to assess the value associated with using standards
- To provide guidance on developing studies to assess the benefits of standards within a particular industry sector

Delivery method

National and regional workshops.

Target group

Professionals from NSBs, industry, policy-making organizations and ministries.

Final beneficiaries

- Key stakeholders of ISO members in developing countries including industry; national, state/provincial and local government; consumers and consumer groups; professional bodies/associations; the quality/conformity assessment institutions; organized labour; educational and research establishments; NGOs
- Government policy makers, e.g. in the area of environment, industry, economic planning, health, international trade, consumer protection; regulatory authorities
- The general public
- Export industry sectors; trade promotion organizations; World Trade Organization (WTO) and Codex Alimentarius Commission focal points

4.8.7 Enhancing ICT capabilities (TA 8.7)

Objective

To build local capacity and expertise in the use of IT tools to facilitate the NSB's operations. To help enhance the capabilities of ISO members to use ICT in standardization and access the comprehensive range of e-services.

Delivery method

- Provision of equipment and training, both at the regional level and on site in each beneficiary country
- Development and implementation of IT solutions to facilitate the organization and management of national standardization work

Final beneficiaries

ISO NSBs from developing countries.



4.8.8 Enhancing communication and marketing capabilities (TA 8.8)

Objective

To organize standards information and promotion activities at the level of NSBs for the benefit of standards users. The course gives an introduction and practical training on the marketing and sales of International Standards and other ISO deliverables.

The course aims to develop skills to understand

- The ISO system in general and the role of the ISO/CS in particular
- Marketing in general and marketing in the ISO system in particular
- Basic policies governing marketing in the ISO system
- The importance of copyright and the protection of ISO's intellectual property

- *ISO POCOSA 2005 ISO policies and procedures for copyright, copyright exploitation rights and sales of ISO publications*
- The product mix, including the use of the ISOSTD server
- The price mix, including the pricing structure, royalties and retrocessions
- The place mix
- The promotion mix, including the use of the ISO Marketing and Communication Website

Delivery method

Regional workshop.

Final beneficiaries

Staff from NSBs responsible for information, sales and marketing services.

4.8.9 Financing NSBs – Financial sustainability for national standards bodies (TA 8.9)

Objective

To provide guidance to NSB management in establishing good management practices and identifying activities in standardization and conformity assessment that it can implement in order to contribute to its financial sustainability.

Delivery method

Regional workshop and experience-sharing fora.

Final beneficiaries

Top NSB management cadres.

ISO training services – Courses



5.1 Procedures for ISO secretaries (TS 1)

Description

The course aims to provide a solid base in the core processes involved in the development of ISO projects (standards and other deliverable) as provided for in the *ISO/IEC Directives*, Part 1, and Supplements.

This course is intended to be of benefit to ISO member bodies assuming, or considering assuming, secretariats of ISO technical committees (TCs) and/or subcommittees (SCs). It is specifically intended for the secretaries and support staff.

The course is also intended to benefit relevant committee officers, i.e. Chairs, working group (WG) convenors and project leaders (PL), involved in the management of a committee's work programme.

Objectives

The course aims to develop skills to

- Understand the importance of implementing the procedures for the technical work as outlined in *ISO/IEC Directives, Part 1*
- Manage ISO projects in a pro-active manner by recognizing the importance of establishing realistic industry-driven milestones and organizing the work to meet them by applying the development timescales laid out in the *ISO/IEC Directives, Part 1*
- Respond and address delays and setbacks in the standards development process

Duration

One day

Note – Further information may be found at: http://www.iso.org/iso/standards_development/processes_and_procedures



5.2 Enhanced participation in international standardization (TS 2)

Description

This course provides a useful introduction to international standardization and is designed to assist delegates appointed by ISO member bodies and correspondent members. It thus enables national standards bodies to take full advantage of their ISO membership by enhancing their active participation in ISO TCs, SCs and WGs.

The course provides an overview of the ISO structure and major policy-related issues. It also covers the various steps of the International Standards development process and the relevant role of ISO members, committee members and appointed experts. An introduction to the eServices provided by ISO/CS is also provided.

The course is also suitable for staff of ISO member bodies and correspondent members, as well as organizations delegated by them to coordinate national positions and voting, plus trainers and those in charge of international relations. It is also suitable for members of ISO TC/SC national delegations.

Objectives

The course aims to develop skills to understand the

- ISO system in general and the role of ISO/CS in particular
- Process of developing an International Standard
- Role of ISO members in the development of standards
- Role of the individual in the development of standards
- Use of ISO's standards development tools

Duration

Three days

Note – Further information on participating in international standardization may be found in the publications *Joining in – Participating in International Standardization* and *My ISO job*. These publications may be downloaded from http://www.iso.org/iso/developing_countries

5.3 Drafting standards in accordance with the *ISO/IEC Directives, Part 2*, using the ISO STD template (TS 3)

Description

This course explains and illustrates how the application of the *ISO/IEC Directives, Part 2*, contributes to the standardization process (whether for international, regional or national standards) and demonstrates how the ISO STD template can be used to facilitate the drafting process.

This course is intended for committee secretaries and anyone carrying out an editorial role as part of the standardization process. Prerequisites for the course are a mastery of English, familiarity with Microsoft Word for Windows and Web browsers, as well as some knowledge of the *ISO/IEC Directives, Part 2*.

Objectives

The course aims to fulfill the following objectives:

- Understand the role of the *ISO/IEC Directives, Part 2*, and how they contribute to the goal of ISO international standardization

- Demonstrate how the *ISO/IEC Directives, Part 2*, are a powerful tool to ensure that ISO standards are fit for purpose as International Standards which are suitable for regional and national adoption
- Draft the common elements of standards using the *ISO/IEC Directives, Part 2*, and the ISO STD template
- Understand the common pitfalls in drafting standards and using the ISO STD template, and how to avoid them
- Complete practical exercises in both drafting and use of the ISO STD template.

Duration

Four days

Note – Further information on drafting standards may be found at www.iso.org/templates

5.4 Using the ISO STD template: practical tips (TS 4)

Description

The course introduces the use of the ISO STD template for the presentation of ISO International Standards or other ISO deliverables. The course provides a hands-on opportunity to work with the ISO STD template guided by an ISO technical editor. This course is designed for people who are responsible for the formal preparation of International Standards and is therefore aimed primarily at ISO TC/SC secretaries, WG convenors and project leaders.

A prerequisite for the course is a basic familiarity with Microsoft Word for Windows including styles and the use of keyboard shortcuts, as well as a knowledge of the *ISO/IEC Directives, Part 2* and use of Web browsers.

Objectives

The course aims to develop skills to

- Enable participants to provide ISO/CS with higher quality documents, in terms of both presentation (using the ISO STD template) and editorial aspects (conformity with the *ISO/IEC Directives, Part 2*), in order to streamline the progress of the documents through the ISO/CS and the standards development process
- Draft an International Standard and other documents using the ISO STD template

- Understand the principles upon which the STD template is based and demonstrate how the ISO STD template is a powerful tool for applying *the ISO/IEC Directives, Part 2*, for the drafting of ISO documents
- Submit documents to ISO/CS in a manner that meets ISO's expectations of what constitutes an acceptable document
- Simplify the task of applying the ISO STD template and benefit from the ISO trainer's own experience in editing standards

Duration

Two days

Note – Further information on the ISO STD template may be found at www.iso.org/templates.



5.5 ISO Global Directory and the NMC extension (TS 5)

Description

The course gives an introduction and practical training in the use of the ISO Global Directory, which is ISO's main system for registering and managing users and their roles in ISO committees, working groups and other functions in ISO.

The ISO Global Directory is used to support most of the other ISO eServices by providing authorization and user management functions. The course is designed for user administrators in the ISO member bodies and correspondent members.

The course also covers the use of the extension of the ISO Global Directory national mirror committee (NMC) extension service to facilitate the dissemination of ISO documents to national mirror committees.

A prerequisite for the course is basic knowledge of the organizational and procedural principles of ISO's technical work, and experience in the use of the Internet and Web browsers. The course is designed for ISO Global Directory member body user administrators (MBUAs).

Objectives

The course aims to develop skills to

- Understand the functions and services of the ISO Global Directory
- Register new users and update existing users
- Assign a user to a role in a committee or a working group
- Register a user to a balloting role
- Understand the difference in registration between centralized and decentralized roles
- Understand the extensions of the ISO Global Directory to manage document dissemination to national mirror committees (NMCs)
- Map NMCs to ISO committees in the ISO Global Directory
- Register individual users and their assignment to NMCs
- Access ISO documents on the NMC server

Duration

Two days

Note – Further information on the ISO Global Directory may be found at: www.iso.org/e-guides (folder: Global Directory). See also Supporting stakeholders – Disseminating ISO documents to national mirror committees available for download at www.iso.org/iso/standards_development_publications

5.6 Introduction to ISO eServices (TS 6)

Description

The course provides an overview of ISO's main electronic services, the content of each service and the access conditions to the servers that host these services. The course is designed for representatives of ISO member bodies and correspondent members dealing with international standardization, IT or training.

Objectives

The course aims to develop skills to

- Understand the various types of ISO eServices accessible via ISO Online
- Access guidance and reference documents and information relevant for standards developers
- Access and download ISO policy documents and other general documents available on ISODOC
- Access and download published standards and draft standards including Bibliographical data on ISO's publications available on the ISOSTD server and eCommittees
- Understand the collaborative working environment for ISO committees on the ISOTC server
- Understand the principles of ISO's user and role management system – the ISO Global Directory
- Understand ISO's electronic balloting applications
- Configure how and when event notifications will be delivered to persons registered to ISO eServices
- Understand and implement the extension of the Global Directory to support the dissemination of ISO documents to national mirror committees
- Utilize the test ISO meeting management application central to organize and participate in ISO meetings
- Access the set of electronic authoring tools which support the preparation of ISO and ISO/IEC standards

Duration

Three or four days

Note – Further information on ISO e-services may be found at: www.iso.org/e-guides (folder: eServices)

5.7 eServices for ISO secretaries (TS 7)

Description

The course provides hands-on practical training in the electronic committee environment developed to support the collaborative work in ISO TCs, SCs and WGs. The course on electronic balloting provides an introduction to, and practical training in, the use of ISO's balloting applications.

It also explains options in the process of dissemination of ballot documents to national stakeholders and the submission of a national vote. The course demonstrates how to access the final ballot result and explains the subsequent processes of comment collation. The course is designed for secretaries and support staff of ISO TC/SCs as well as conveners of WGs.

A prerequisite for the course is basic knowledge of the organizational and procedural principles of ISO's technical work and some experience in ISO committee work. Participants must have a good understanding of English.

Objectives

The course aims to develop skills to

- Understand the basic features of the Livelink document management system
- Understand the electronic environment developed for ISO committee work including the new ISO eCommittee for daily standardization work
- Manage an electronic committee in terms of document dissemination and electronic balloting for individuals fulfilling the role of ISO TC/SC secretary, WG convener, or their support staff
- Understand the principles of user and role registration using the ISO Global Directory
- Use ISO's electronic balloting applications and be able to organize committee ballots
- Use the ISO Project Portal, providing access to all stages of all ISO committee work programmes
- Use the submission interface, providing a structured method for the submission of files by committee secretaries and their support staff to ISO/CS
- Utilize the ISO Event Notifications system informing users by e-mail about changes in different ISO eServices applications, such as changes in committee participation, role(s) or addresses

Duration

Two days

Note – Further information on the ISOTC server is found at:

www.iso.org/e-guides (folder: ISOTC server and Livelink) as well as under: www.iso.org/e-balloting



5.8 ISO expert in international standardization (eLearning course) (TS 8)

Description

This course has been developed by ISO/CS with the aim of providing in-depth and practical distance learning to the staff of ISO member bodies and correspondent members in key aspects of international standardization.

The course utilizes the “learning by doing” approach with students playing the role of a technical officer in the Southistan Bureau of Standards (SBS) in the fictional country of Southistan. The modules are conducted in the OpenText Livelink environment with the students’ work being submitted to a course mentor for assessment and comprise materials and tools specially developed for the course. These materials are also of practical use to a standards body.

The course is divided into three separate, independent modules. Students are taken through a number of tasks relevant to planning, organizing and participating in international standardization, as well as to implementing International Standards.

Module tasks

Module 1:

Assessing priorities for standardization – duration, six months

- Analyzing fields of national interest and assessing priorities
- Communicating with stakeholders

- Identifying relevant International Standards and work items
- Drafting a three-year action plan (selecting items, prioritizing fields of activity and estimating the resources needed)
- Accommodating stakeholder feedback

Module 2:

Managing participation in international standardization– duration, four months

- Managing the circulation of relevant information and documents in a rigorous and efficient manner
- Organizing and implementing improved project management processes
- Supporting the dialogue among national interests, and consensus building
- Preparing for ISO and national mirror committee meetings
- Supporting the consolidation of national positions

Module 3:

Adopting and implementing International Standards – duration, three months

- Ensuring the correct application of ISO/IEC Guide 21, *Regional or national adoption of international standards and other international deliverables*, Parts 1 and 2
- Understanding and communicating the benefits of standardization for specific sectors
- Interacting with standards users to monitor the use of standards and collect feedback
- Providing expertise on issues related to the implementation of the ISO standards adopted (including consulting and training programmes)

Note – For more information on nominating a participant for these modules, ISO members should contact: training@iso.org

5.9 Marketing and promotion of ISO International Standards (TS 9)

Description

The course gives an introduction and practical training on the marketing and sales of International Standards and other ISO deliverables. The course is designed for marketing and sales officers of ISO member bodies, correspondent members and their staff. It may also be of interest to communication officers and their staff, as well as to the management in general of national standards bodies.



Objectives

The course aims to develop skills to understand

- The ISO system in general and the role of the ISO/CS in particular
- Marketing in general and marketing in the ISO system in particular
- Basic policies governing marketing in the ISO system
- The importance of copyright and the protection of ISO's intellectual property
- *ISO POCOSA 2005 ISO policies and procedures for copyright, copyright exploitation rights and sales of ISO publications*
- The product mix, including the use of the ISOSTD server
- The price mix, including the pricing structure, royalties and retrocessions
- The place mix
- The promotion mix, including the use of the ISO Marketing and Communication Website

Duration

Three days

Note – Further information on ISO marketing and promotion may be found on the ISO Marketing and Communication web site at www.iso.org/marcom

5.10 Good standardization practice (TS 10)

Description

Alongside the growth of international trade and technological cooperation, procedures and modes of cooperation which are commonly considered to constitute good practice for standards development at all levels have been developed by various parties. Such practices are set out in a number of codes and guidelines, including notably in the *World Trade Organization (WTO) Agreement on Technical Barriers to Trade (TBT), Annex 3, Code of Good Practice for the Preparation, Adoption and Application of Standards*. This course provides a top-level introduction with in-depth applications of good standardization practice, highlighting the TBT Code as well as other resources. It explains what needs to be done to produce credible standards at the national level and explains linkages and participation in regional and international standardization.

The course also contributes to the knowledge and training necessary to satisfy WTO obligations related to good standardization practice. The course is targeted at technical directors of ISO member bodies and correspondent members. In addition, the course will also benefit those running national committees, in particular secretaries of national TC/SCs. A prerequisite for the course is at least a basic understanding of international standardization.

Objectives

The course aims to develop skills to

- Organize standardization activities at the national level, in accordance with the Code of Good Practice
- Ensure that different stakeholders are appropriately represented
- Develop consistent and coherent standards without “re-inventing the wheel”
- Implement a system of due process in the development of standards which everyone can understand

Duration

Two days

Note – Further information on the WTO/TBT Code of Good Practice may be found at www.iso.org/wtocode, and the ISO-UNIDO publication *Fast forward – National Standards Bodies in Developing Countries* at www.iso.org/iso/standards_development_publications



ISO Central Secretariat

1, ch. de la Voie-Creuse
Case postale 56
CH-1211 Genève 20
Switzerland

Tel. + 41 22 749 01 11

Fax + 41 22 733 34 30

Web www.iso.org

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