Customer focus

Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

Quality Management
Principle 1: Customer focus

ISO 9000:2000

ISO's performance in 2000 was marked by determination to put into practice the customer focus which is one of the principles underlying the revised ISO 9000:2000 series of quality management system standards whose publication on 15 December was one of the major business events of the year.

For the more ambitious organization, the revised standards offer a framework for going even beyond customer focus to identifying and meeting the needs and expectations of other interested parties, such as employees, investors, suppliers and society as a whole. This evolution of the ISO 9000 series mirrors the wide range of groups that benefit from ISO standards. ISO President Prof. Giacomo Elias summed this up when interviewed by the Brazilian magazine *Banas Qualidade* which asked him to characterize ISO's work and contribution to society.

"You are right to use the word 'society'," Prof. Elias replied. "To understand ISO and what it does is to grasp that its activities make a positive difference, not just to engineers and manufacturers for whom it solves basic problems in production and distribution, but to the whole of society. Although ISO is an organization whose principal activity is the development of technical standards, those standards also have important economic and social repercussions.

"The International Standards which ISO develops are useful to business organizations in all sectors, to governments and other regulatory bodies, to conformity assessment professionals, to their customers and, ultimately, to ordinary people in their roles as consumers and the end users of products and services."

Two actions in particular highlighted ISO's efforts to enhance the satisfaction of its customers and other interested parties: the introduction of business plans for the developers of ISO standards, and the conference for the chairpersons of ISO's standards-development committees.

ISO TC business plans

ISO standards are developed within nearly 190 technical committees, each of which deals with a specific area of technology. ISO has requested each committee to develop a business plan to guide its work programme. The objectives are to require the technical committee to analyse conditions and

trends in the market sector which it serves and explicitly to link its work programme with the sector's requirements.

Effective decisions are based
on the analysis
of data and information.

Quality Management Principle 7:
Factual approach to decision making

ISO 9000:2000

This exercise is expected to generate clear priorities for which standards are needed, the target dates for their completion and what resources are needed to do the job, as well as identifying the benefits that the standards will provide.

Since the general public and special interest groups may not have the opportunity – or the desire – to participate directly in the development of standards, reviewing the business plans nevertheless allows them to contribute and help ensure the broadest possible input into ISO's standardization work. The business plans are posted for public comment on ISO's Web site.

Conference for TC and SC chairs

While thousands of ISO standards provide benefits to business, government and the general public worldwide, the people responsible for their development largely remain in the background. That changed on 5-6 June when a rare gathering of some of the key figures behind the development of ISO standards took place in Geneva.

Approximately 30 000 technical experts on loan from business, industry, government, academia, consumer organizations and other bodies take part each year in the development of ISO standards.

During the two-day conference, the standards makers discussed ISO's long-range strategy and initiatives to increase the alignment of ISO's technical work with the market requirements for them. One of the most important results of the conference was the synergy created by the cross-fertilization of experience and ideas between the chairpersons.

ISO Secretary General, Lawrence D. Eicher, the President of the Club Diplomatique de Genève, Dominique Föllmi, ISO President, Giacomo Elias and ISO President elect, Mario Cortopassi, join the TC and SC Chairs for a Gala Buffet, offered by local sponsors.

Leaders establish unity
of purpose and direction
of the organization.
They should create
and maintain the internal
environment in which people
can become fully involved
in achieving the organization's
objectives.

Quality Management
Principle 2: Leadership

ISO 9000:2000

ISO Council member, Dr. Mark Hurwitz, President and CEO of the American National Standards Institute (ANSI), described the conference as "a gathering of eagles" because, collectively, ISO's TC and SC chairpersons constitute the technical and intellectual leadership of ISO. He also described the event as a

gathering of partners “since we will enhance the success of our endeavours when the answers to our challenges come not only from the ISO officers and governance bodies, but also from the first line representatives of the ISO system as a whole”.

People at all levels are
the essence of an organization
and their full involvement
enables their abilities
to be used for the
organization’s benefit.

Quality Management
Principle 3: Involvement of people

ISO 9000:2000

Communications and communication

ISO is making more and more use of information and communication technologies (ICT) to speed up the development of standards, drive down costs and improve communication internally between ISO members and technical experts, and externally with ISO's customers and stakeholders. This section gives some examples of the many ongoing projects.

e-balloting

Reducing the time taken to develop standards has become a key strategic issue. One of the areas targeted for improvement by the ISO Technical Management Board (TMB) is the time-consuming process of gathering votes and comments from ISO's membership on draft and final draft standards.The introduction of electronic balloting promises a radical speeding up of the process.

Twelve ISO member countries participated from August to December 2000 in a pilot programme that identified improvements which were introduced in November and December 2000. Starting in December 2000 and January 2001, a further 36 member countries were given access to e-balloting and remaining members were being asked to join during the first half of 2001.

E-balloting is one component of a large-scale project to migrate the entire ISO standards-development process – from the proposal of new work items to the publication of standards – to a wholly electronic environment.

Give us the tools
and we'll do the job.

Winston Churchill

e-library, e-tools

If the famous British leader and statesman had been speaking on behalf of ISO, he would have needed to say "Give us the *electronic* tools...". A one-stop shop for such tools, as well as for explanatory and informative documents, is the open-access Standards Developers' Information Site (SDIS). As its name implies, this site provides the technical experts who develop ISO standards with information on the rules and procedures for standards development and for the drafting of standards. Also available through the SDIS are tools, such as electronic templates, used to speed up the preparation of standards.

Productivity gains

Extensive use of ICT was made by ISO/TC 176 in the development of the ISO 9000:2000 series and paid off in terms of speed and the ability to cope with large inputs of data.

The use of information
and communication technology
tools has yielded significant
benefits in productivity.

Dr. John Davies, Dr. Jeffrey H. Hooper, Charles Corrie

"How the ISO 9000:2000 series was developed"

ISO 9000 + ISO 14000 News

A Web site provided the pivot for the project management approach adopted for revision of the standards and played a major role in internal communication between the experts. Electronic templates speeded up the process of collecting and collating comments. Since the number of comments received at every stage of the development process was very large (more than 6 000 individual comments on the first committee draft), the use of these ICT tools yielded significant gains in productivity.

Finally, a wealth of product introduction and support material, along with key information on the progress of the drafts and publication of the International Standards, was made available to current and potential users via the ISO Web site and two others provided for ISO/TC 176 by, respectively, Standards Council of Canada/Canadian Standards Association International and the British Standards Institution.

Customer communication

The organization shall
determine and implement
effective arrangements
for communicating with customers...

ISO 9001:2000

Internet initiatives

ISO Online is proving an effective medium for communicating with the organization's customers and interested publics.

Many ISO technical committees have also created their own Web sites, either for internal communication, or as a "shop window" for their work – or both. For example, the huge interest in the multimedia coding standards developed by the Moving Picture Experts Group

(MPEG) of ISO/IEC JTC 1, *Information technology*, is catered for by a dedicated site established by the experts.

Face to face

Three days before the opening of ISO's 2000 annual General Assembly in Milan, at the invitation of the Italian national standards institute, UNI, the Italian President Ciampi received the visit of ISO officials.

From left to right: *Dr. Marcello Colitti, President of UNI (Italy), Mr. Mario Cortopassi, ISO President Elect, and Prof. Giacomo Elias, ISO President, in conversation with Mr. Carlo Azeglio Ciampi, President of the Italian Republic.*

During the 40-minute audience, President Ciampi said he was impressed by the global scope of ISO's activities and its consensus-building mechanisms as well as by the decentralized system that brings together several tens of thousands of experts from various market sectors, and from professional and scientific domains.

ISO and world trade

ISO standards contribute to the development of a global market open to all, including less developed countries, and not just a supermarket for the developed countries.

ISO President, Prof. Giacomo Elias

ISO and the WTO

ISO participated as an observer in the second triennial review of the WTO (World Trade Organization) Agreement on Technical Barriers to Trade (TBT).

The TBT Agreement aims to reduce impediments to trade resulting from standards and regulations that differ from

one country to another and fully recognizes the important contribution that International Standards can make to removing these technical barriers.

The outcome of the second triennial review was the adoption by the TBT Committee of six principles to be observed by international standardizing bodies. The principles, which already underlie ISO's work, are: transparency, openness, impartiality and consensus, effectiveness and relevance, coherence, and consideration of the needs of developing countries.

Conformity assessment

International product standards on the one hand and internationally agreed conformity assessment procedures on the other have been described as the twin pillars of international trade. Conformity assessment is the process of evaluating products, services, systems, processes or materials against standards, regulations or other specifications.

ISO standards and guides for conformity assessment encourage best practice and consistency internationally and ISO's work in this area is recognized and appreciated by the WTO for its contribution to eliminating technical barriers to trade.

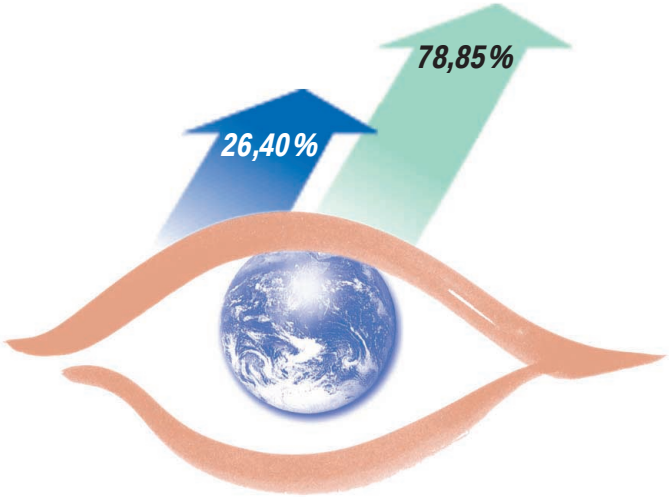
Against this background, demand rose during the year for the output of ISO/CASCO, Committee on conformity assessment. Its work covers standards and guides for supplier's declarations, accreditation, calibration/testing, inspection, product certification, and system certification.

Of particular note in 2000 was work on the development of a single accreditation standard, a common standard for quality and environmental management system certification, a standard for the certification of persons, a standard for peer assessment, and information on mutual recognition agreements. Also underway are a standard for the use of marks of conformity assessment, further guidance on product certification, the revision of conformity assessment vocabulary, guidance for identifying first, second and third parties in conformity assessment, and the revision of guidelines for drafting conformity assessment standards.

A CASCO workshop, "Facilitating recognition of conformity assessment activities in the 21st century", held in common with ISO/DEVCO, Committee on developing country matters, allowed an airing of the concerns voiced by many developing countries that they are edged out of conformity assessment activities and have difficulty in having their interests sufficiently taken into account when agreements between conformity assessment operators are reached.

Management system standards

ISO's two families of management system standards play an important role in facilitating world trade by providing a common language for cross-border business-to-business dealings and by creating confidence between suppliers and their customers. They both experienced strong growth.



The ninth cycle of The ISO Survey – for 1999 – revealed that certifications of conformity to ISO 9000 (quality) and ISO 14000 (environment) management system standards had experienced their biggest-ever annual increases.

At the end of 1999, the number of ISO 9000 certificates issued worldwide totalled 343 643. This was an increase over the previous year of 71 796 – 26,40 % – the highest recorded since the survey was launched in 1993. The number of new ISO 14000 certificates issued worldwide in 1999 was 6 219 – an increase of 78,85 % – bringing the total to 14 106.

Consumers and e-commerce

Increasingly, the links in the chain of commerce are electronic and cross-border ones, which led ISO/COPOLCO, Committee on consumer policy, to hold a workshop on the theme, "Consumer protection in the global market – using standards as a safeguard".

The workshop concluded that International Standards can help increase consumer confidence in e-commerce and further its use by creating an even playing field. They can also usefully fill some gaps in the present void in international legislation, and perform a key function in helping to create transparency. However, the legitimacy of such standards depends on the full participation of all stakeholders, including consumers, from both industrialized and developing countries.

Optimizing programmes for developing countries

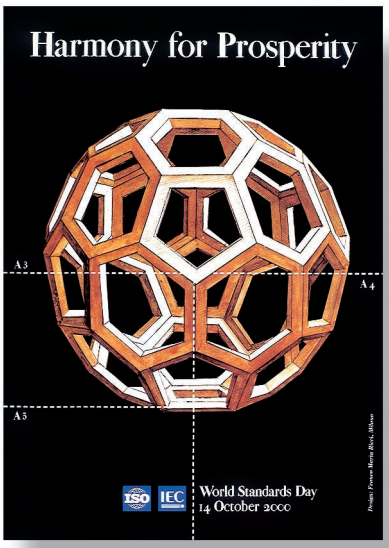
For developing countries, ISO standards are an important source of technological know-how for developing their economy and raising their capability to export and compete on global markets. ISO has a programme of training, special publications and other activities aimed at assisting developing countries to build up their standardization infrastructures.

Other international organizations also run programmes and projects for developing countries and, in order to optimize the use of such resources, ISO and partner organizations have established a common database where details of each other's programmes can be accessed.

The database, which becomes operational in 2001, has been set up within the framework of the Standards Actions in the Global Market (SGM) Forum, a grouping which brings together international organizations, representing both the private and governmental sectors, with a stake in standardization, either as developers or users. By increasing the profile and transparency of programmes and projects for developing countries run by different organizations, the database is intended to encourage opportunities for synergy and cooperation.

Standards, peace and prosperity

ISO's daily business of keeping the wheels of industry turning by developing basic standards such as for screw threads, fasteners and pulleys might seem far removed from philosophical musings on world peace, and from art. However...



...ISO and its partners IEC (International Electrotechnical Commission) and ITU (International Telecommunication Union) came to the conclusion that as 2000 was a special year, the theme of World Standards Day (WSD) should also be special. They agreed to voice the universal aspiration for *Peace and Prosperity* in 2000.

Just as it is easy to be cynical about the chances of achieving global peace and prosperity, so it is easy to be skeptical about the consensual base on which International Standards are developed. Building agreement from starting points that may be very far apart is often difficult, concurred the leaders of the three organizations, but agreement there must be in the end, for without agreement there can be no peace.

And without peace there can be no lasting prosperity. International Standards are an essential tool in mankind's continuing efforts to achieve more of both.

Standards, technology and art

WSD 2000 was also marked by the innovation of commissioning an artist to design the WSD poster. The idea came from ISO President Elias who chose a fellow Italian and well known artist in his country to blend the world of art – and all that means in terms of creative imagination, artistic know-how and emotion – with the world of technology, functional systems, and standardization.

The artist was Franco Maria Ricci, known by his initials FMR, who employed artistic licence to modify the WSD theme for the purposes of the poster to *Harmony for Prosperity*. The poster he designed featured a polyhedron by Leonardo da Vinci – who combined the talents and skills of painter, engineer, anatomist, mathematician and inventor – to symbolize this harmony.

Standards and the young

The 2000 WSD theme was chosen too for the first ISO Contest for Young Standardizers in developing countries and economies in transition. The winning essay was entered by Mrs. Adiya Ariuna, (above, in discussion with Anwar El-Tawil, Director, ISO Programme for Developing Countries) Head of the Standards Department, Mongolian National Centre for Standardization and Metrology, who became the first beneficiary of the ISO Helmut Reihlen Award.

Standards of 2000

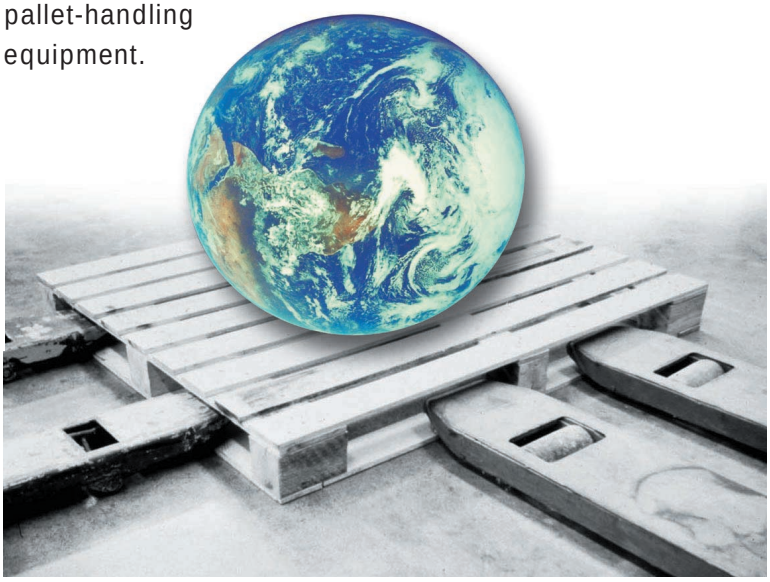
In 2000, ISO published 986 standards and related documents, bringing the total to 13 025. The following selection illustrates both the broad scope of ISO's work and the economic, technical and social benefits it brings to so many sectors.

- *Safer shipping and cleaner oceans*

At the specific request of the International Maritime Organization (IMO), ISO is developing standards that will help to prevent shipwrecks and the resulting maritime and coastal pollution. Published in 2000 were two standards defining technical specifications for, respectively, construction (ISO 15401) and repair (ISO 15402) quality of the hull structure of bulk carriers. Standards to improve the effectiveness of maritime pollution clean-up operations are also being developed.

- *Pallets move the world*

There are several billion pallets in use every day throughout the world. Many different sizes exist and this lack of standardization reduces the efficiency of transport, handling and storage, thus raising costs as well as posing safety hazards. ISO 6780 limits the useful variety of pallet sizes to six. Other standards for pallet quality will improve the efficiency of automatic pallet-handling equipment.



- *Information security for all sectors*

Electronic data is now a feature of nearly all sectors and a universal requirement has emerged for guidelines on information security management that can be applied to all types of business and in all markets. ISO/IEC 17799 transforms the British Standard BS 7799, which has been adopted in many countries, into an International Standard and it is expected to become the reference document for codes of good practice to ensure secure and trustworthy e-commerce.

- *Avoiding billion dollar 'misunderstandings' in the gas trade*

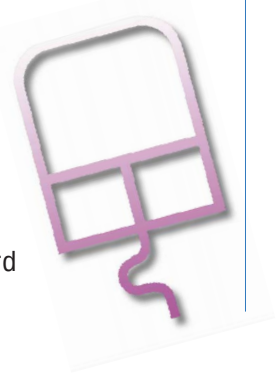
The cross-border trade in natural gas is substantial and involves many business partners. The properties of each amount of gas being traded need to be measured at different points in the supply chain and small discrepancies in these operations can easily result in billion dollar "misunderstandings". ISO/DIS 15970, *Natural gas – Measurement of properties*, will assist the international gas industry to ensure the compatibility of results and so to determine accurately the value of gas being transferred across borders.

- *Environmental assessment*

Systematic management of the environmental aspects and impacts of business activity is becoming standard practice for organizations because the consequences of pollution can prove costly. A landmark standard in the field, ISO 14015 gives guidance on how to conduct environmental assessments of sites and organizations.

- *Icons in the eye of the beholder*

Icons are a language-independent means of communicating information and they are used widely in information technology to help computer users understand and operate functions. The ubiquity of computers means that ISO 11581, *User systems interfaces and symbol*s, will prove to be a standard of universal scope.



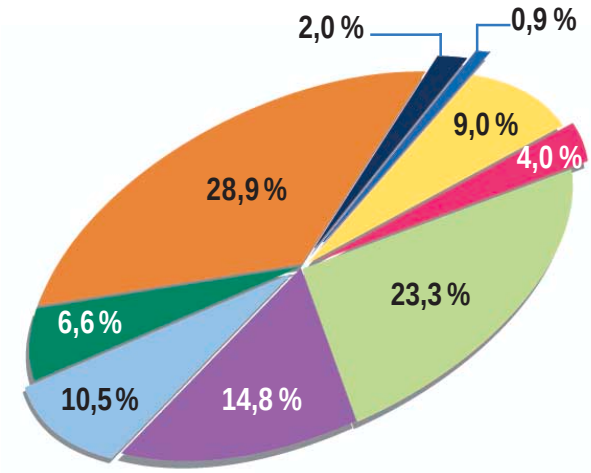
- *Ethics, dollars and human safety*

Before a medical device can be put onto the market, the safety of the product has to be demonstrated through a variety of tests, the last round of which, termed "clinical investigations", is carried out on humans. Both ethical and safety considerations have to be taken into account during such investigations and they are very costly. Standardizing the requirements for these investigations at the international level so that the results achieved in one country are accepted in others can cut the cost of development. It can also speed up the introduction of medical devices around the world and so bring relief to suffering patients.

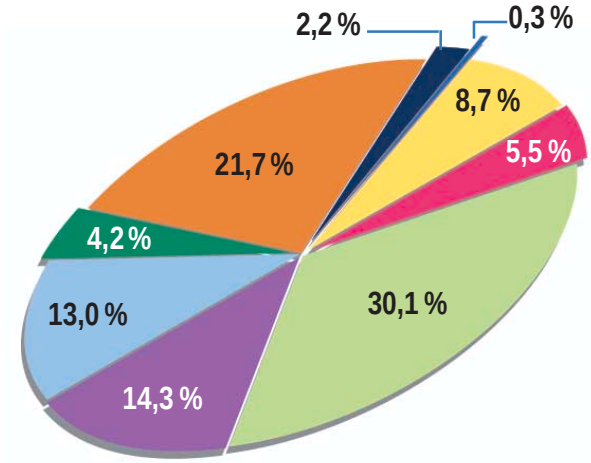
The international consensus which produced ISO 14155 has been achieved by addressing and reconciling culture-sensitive ethical issues and differing national safety requirements. Like many of the challenges which ISO faces when developing International Standards, the job was difficult, but the objectives make the effort worthwhile: increasing efficiency – which has an impact on the bottom line – and improving the quality of life for people worldwide.

Portofolio of ISO standards and draft International Standards by technical sector as of end 2000

International Standards



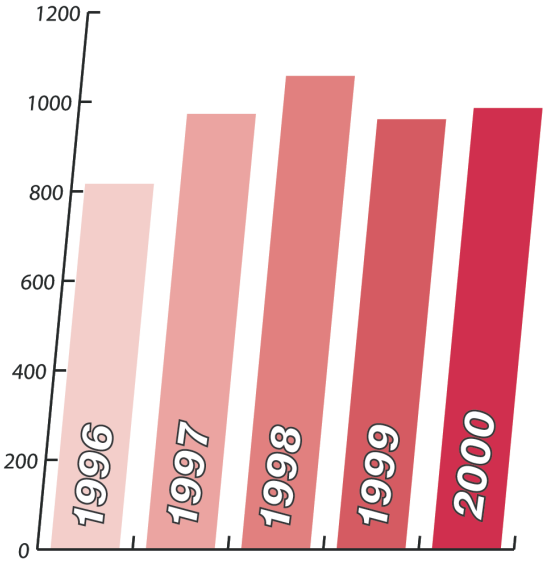
DIS/FDIS



- Engineering technologies
- Health, safety and environment
- Generalities, infrastructures and sciences
- Special technologies
- Construction
- Materials technologies
- Agriculture and food technology
- Transport and distribution of goods
- Electronics, information technology and telecommunications

Annual production

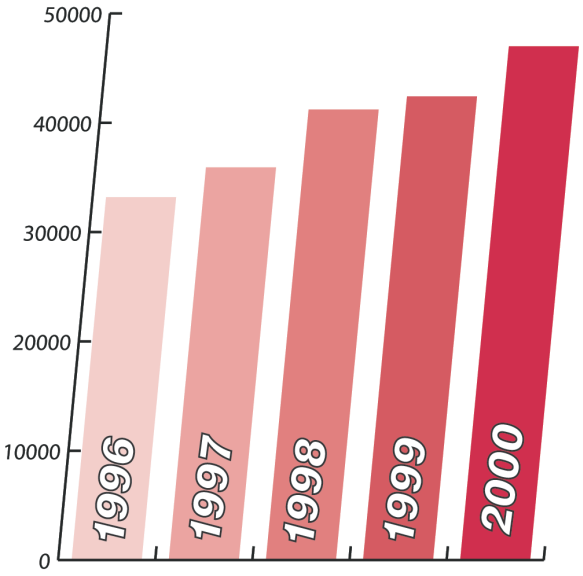
Standards published



986 new and revised International Standards in 2000.

ISO's total portfolio as of end 2000: **13 025** International Standards.

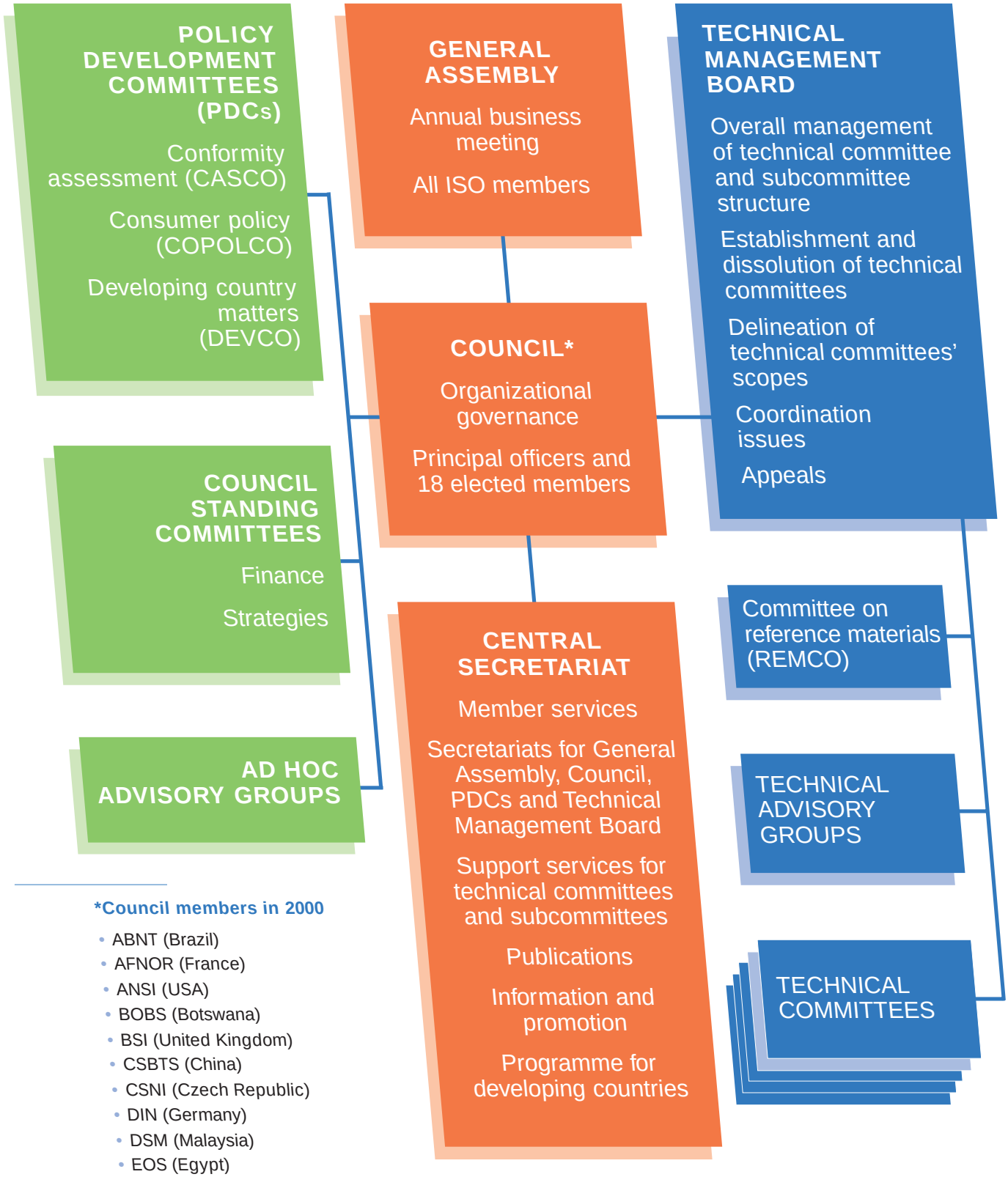
Number of pages



46 998 pages in 2000.

ISO's total output of pages as of end 2000: **391 582 pages** in English and French (terminology is also often provided in other languages).

ISO's structure



***Council members in 2000**

- ABNT (Brazil)
- AFNOR (France)
- ANSI (USA)
- BOBS (Botswana)
- BSI (United Kingdom)
- CSBTS (China)
- CSNI (Czech Republic)
- DIN (Germany)
- DSM (Malaysia)
- EOS (Egypt)
- GOST R (Russian Federation)
- JISC (Japan)
- NSF (Norway)
- PSB (Singapore)
- SABS (South Africa)
- SLSI (Sri Lanka)
- TTBS (Trinidad and Tobago)
- UNI (Italy)

Principal officers

Prof. Giacomo Elias

President – Italy

was elected President of ISO for the 1999-2000 term, and served as President of the Italian standards body (UNI) from 1985 until the beginning of 1999. Prof. Elias has been a University Professor since 1975 and currently holds the Chair of Applied Physics at the Faculty of Agriculture of the University of Milan. Among other appointments, he served as President of the European Standardization Committee (CEN) during the period 1993-1994. He is the author of over 100 publications of a scientific and technical nature, is a member of several editorial boards of scientific magazines, and is registered as a professional journalist.

Akira Aoki

Vice-President (policy) – Japan

was re-appointed ISO Vice-President (policy) for the 2000-2001 term. He is Chairman of the JISC Council for ISO and Executive Advisor to the Japanese Standards Association (JSA). He served as Chairman of the ISO Technical Committee on steel from 1981 to 1995; since 1986, he has been very active serving as representative of the Japanese Industrial Standards Committee (JISC) on ISO governance bodies and managerial ad hoc groups. Mr. Aoki has made many contributions to the research and industrial standardization activities in the Japanese iron and steel industry; he worked for more than 30 years for the Nippon Steel Corporation in managerial positions and has honorary permanent membership in the Japan Iron and Steel Institute.

Ross Wraight

Vice-President
(technical management) – Australia

was appointed as Vice-President (technical management) for the 2000-2001 term. As such, he also fills the position of Chairman of the Technical Management Board. He has been Chief Executive and Managing Director of Standards Australia International since February 1996. Before joining SAI, he held positions in business, banking and public services in Australia for over 25 years, serving in particular as a corporate and economic advisor, as well as in health services management at metropolitan and state levels. He is currently a member of the board of Quality Assurance Services, of AQQA Ltd.-London (UK), and of Loomis Saylas Australia.

Pierre Amsler

Treasurer – Switzerland

was re-appointed ISO Treasurer for a second term of office, 1999-2001. He is currently President of Amsler & Bombeli S.A., a civil engineering and geotechnics firm, which he founded in Geneva in 1979. Mr. Amsler has a strong background in engineering, which he acquired both in Switzerland and abroad, as well as broad experience in executive-level management.

Lawrence D. Eicher

Secretary-General

has held this post since 1986, having joined ISO in 1980 as Assistant Secretary-General. Prior to this he held executive-level positions in the USA at the National Bureau of Standards, now the National Institute of Standards and Technology (NIST), including Director of the Office of Engineering Standards. He has a broad background in academia and in research, specializing in physical chemistry.

Membership

At the end of 2000, ISO's worldwide membership comprised the principal standards organizations of 137 countries.

Of these, 90 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

ISO also counted 36 correspondent members. These are usually organizations in countries that do not yet have a fully developed national standards activity. Correspondent members do not take an active part in ISO's technical work and have no voting rights, but are entitled to attend meetings as observers and to be kept fully informed about the work of interest to them.

In addition, ISO had 11 subscriber members. These are from countries with very small economies. They pay reduced membership fees that nevertheless allow them to be in contact with international standardization.

Member bodies

Albania (DPS) • Algeria (IANOR) • Argentina (IRAM) • Armenia (SARM) • Australia (SAI) • Austria (ON) • Bangladesh (BSTI) • Barbados (BNSI) • Belarus (BELST) • Belgium (IBN) • Bosnia and Herzegovina (BASMP) • Botswana (BOBS) • Brazil (ABNT) • Bulgaria (BDS) • Canada (SCC) • Chile (INN) • China (CSBTS) • Colombia (ICONTEC) • Costa Rica (INTECO) • Croatia (DZNM) • Cuba (NC) • Cyprus (CYS) • Czech Republic (CSNI) • Denmark (DS) • Ecuador (INEN) • Egypt (EOS) • Ethiopia (QSAE) • Finland (SFS) • France (AFNOR) • Germany (DIN) • Ghana (GSB) • Greece (ELOT) • Hungary (MSZT) • Iceland (STRI) • India (BIS) • Indonesia (BSN) • Iran, Islamic Republic of (ISIRI) • Ireland (NSAI) • Israel (SII) • Italy (UNI) • Jamaica (JBS) • Japan (JISC) • Kazakhstan (KAZMEMST) • Kenya (KEBS) • Korea, Democratic People's Republic of (CSK) • Korea, Republic of (KATS) • Kuwait (KOWSMD) • Libyan Arab Jamahiriya (LNCSM) • Luxembourg (SEE) • Malaysia (DSM) • Mauritius (MSB) • Mexico (DGN) • Mongolia (MNCSM) • Morocco (SNIMA) • Netherlands (NEN) • New Zealand (SNZ) • Nigeria (SON) • Norway (NSF) • Pakistan (PSI) • Panama (COPANIT) • Philippines (BPS) • Poland (PKN) • Portugal (IPQ) • Romania (ASRO) • Russian Federation (GOST R) • Saudi Arabia (SASO) • Singapore (PSB) • Slovakia (SUTN) • Slovenia (SMIS) • South Africa (SABS) • Spain (AENOR) • Sri Lanka (SLSI) • Sweden (SIS) • Switzerland (SNV) • Syrian Arab Republic (SASMO) • Tanzania, United Republic of (TBS) • Thailand (TISI) • The Former Yugoslav Republic

of Macedonia (ZSM) • Trinidad and Tobago (TTBS) • Tunisia (INNORPI) • Turkey (TSE) • Ukraine (DSTU) • United Kingdom (BSI) • Uruguay (UNIT) • USA (ANSI) • Uzbekistan (UZGOST) • Venezuela (FONDONORMA) • Viet Nam (TCVN) • Yugoslavia (SZS) • Zimbabwe (SAZ)

Correspondent members

Azerbaijan (AZGOST) • Bahrain (BSMD) • Bolivia (IBNORCA) • Brunei Darussalam (CPRU) • Cameroon (CCNQ) • Congo, the Democratic Republic of (OCC) • Côte d'Ivoire (CODINORM) • El Salvador (CONACYT) • Estonia (ESK) • Guatemala (COGUANOR) • Guinea (INNM) • Honduras (COHCIT) • Hong Kong, China (ITCHKSAR) • Jordan (JISM) • Kyrgyzstan (KYRGYZST) • Latvia (LVS) • Lebanon (LIBNOR) • Lithuania (LST) • Madagascar (BNM) • Malawi (MBS) • Malta (MSA) • Moldova, Republic of (MOLDST) • Mozambique (INNOQ) • Namibia (NSIQO) • Nepal (NBSM) • Nicaragua (DGCYT) • Oman (DGSM) • Papua New Guinea (NISIT) • Paraguay (INTN) • Peru (INDECOPI) • Qatar (QS) • Seychelles (SBS) • Sudan (SSMO) • Turkmenistan (MSIT) • Uganda (UNBS) • United Arab Emirates (SSUAE)

Subscriber members

Benin (DPQC) • BurkinaFaso (FASONORM) • Cambodia (ISC) • Comoros (CSNQ) • Dominican Republic (DIGENOR) • Fiji (FTSQCO) • Grenada (GDBS) • Guyana (GNBS) • Lesotho (LSQAS) • Mali (MLIDNI) • Saint Lucia (SLBS)

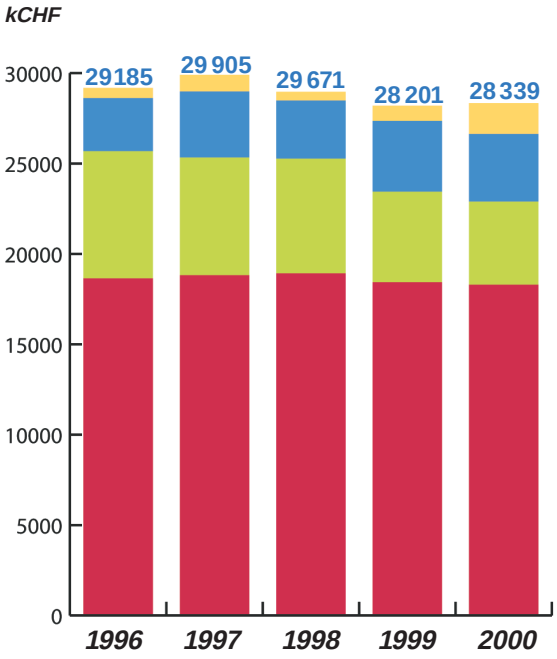
ISO member bodies' contribution to the standards process

Member body	Number of secretariats (TC/SC)	Number of convenorships (WG)
ABNT (Brazil)	4	5
AENOR (Spain)	6	7
AFNOR (France)	86	181
ANSI (USA)	139	462
ASRO (Romania)	1	–
BIS (India)	8	4
BSI (United Kingdom)	111	331
CSBTS (China)	6	13
CSNI (Czech Republic)	1	2
DIN (Germany)	124	360
DS (Denmark)	9	31
DSM (Malaysia)	2	2
ELOT (Greece)	2	1
GOST R (Russian Federation)	13	9
IBN (Belgium)	4	23
ICONTEC (Colombia)	1	1
IPQ (Portugal)	3	7
ISIRI (Iran, Islamic Rep. of)	4	–
JISC (Japan)	35	102
KATS (Republic of Korea)	–	2
MSZT (Hungary)	2	–
NEN (Netherlands)	19	73
NSAI (Ireland)	–	4
NSF (Norway)	19	34
ON (Austria)	3	11
PKN (Poland)	5	4
PSB (Singapore)	–	3
SABS (South Africa)	8	2
SAI (Australia)	15	44
SCC (Canada)	20	65
SFS (Finland)	3	10
SII (Israel)	3	3
SIS (Sweden)	30	101
SNV (Switzerland)	20	34
SNZ (New Zealand)	2	3
SUTN (Slovakia)	1	–
TISI (Thailand)	–	1
TSE (Turkey)	3	–
UNI (Italy)	17	35

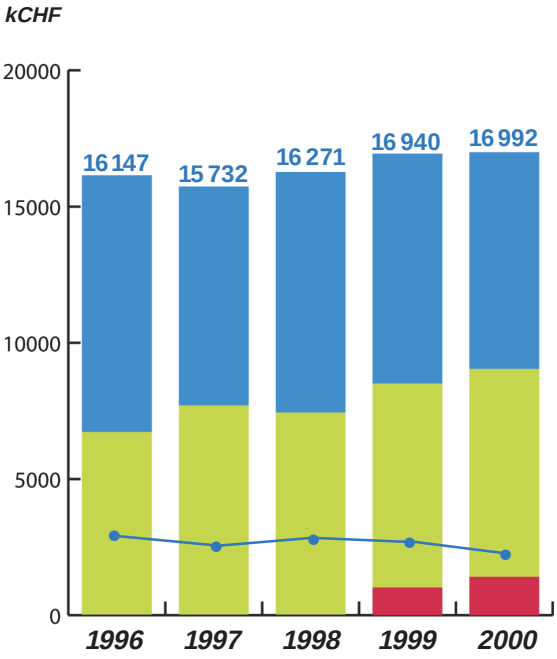
Technical and administrative services for ISO technical bodies are provided by ISO member bodies. In 2000, the member bodies listed here held secretariats and convenorships of technical committees (TC), subcommittees (SC) and working groups (WG).

Financial statement

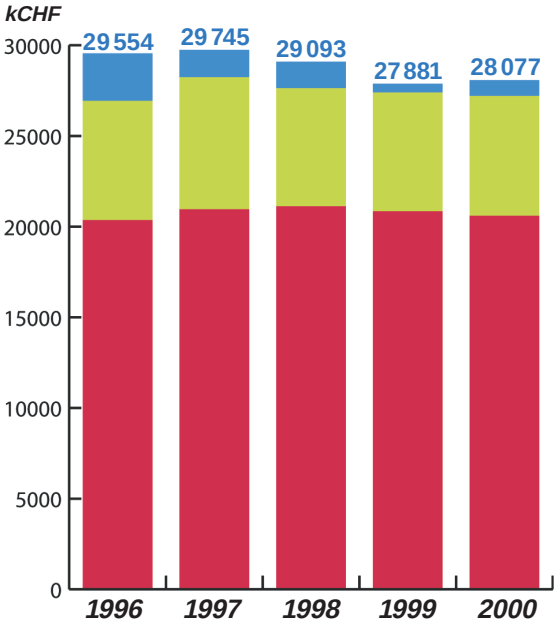
Evolution of revenue 1996 – 2000



Evolution of assets 1996 – 2000



Evolution of expenditure 1996 – 2000



* New amortization policy applied in 1999

Evolution of general fund and provision for specific projects 1996 – 2000