Project to strengthen institutional infrastructure on standards and regulations to support business and industry in Middle East and North Africa (MENA STAR)  
*Funded by Sida*

**Summary of activities during the third quarter of 2016 (July – September)**

1. **First Implementation Phase of ISO Interventions for the Institut National de la Normalisation et de la Propriété Industrielle (INNORPI) on 31 May – 3 June 2016**

Following on the needs assessment mission to INNORPI in Tunisia on November 2015, a 1*st* follow up mission took place on 31 May – 3 June 2016 by the ISO consultant / Dr. Anwar El-Tawil. The mission included an evaluation of progress achieved regarding the implementation of the recommendations of the needs assessment mission and two major workshops on enhancing the collaboration between INNORPI and the technical centers, universities and centers of export promotion (CEPEX) as well as on increasing awareness about the benefits of standards for the Tunisian society.

The programme was designed around the following main objectives of the mission (please click [here](#) to access the mission programme):

- Review of the progress INNORPI had achieved since the fact-finding mission in November 2015 as regards recommendations in respect of the standards development and publication processes in Tunisia.

- Provide training and coaching to INNORPI staff on the management of ISO technical committees to enhance the participation of INNORPI in the ISO technical work as well as to highlight the roles of responsibilities of the country that shows interest in holding the secretariat of an ISO/TC/SC.

- Facilitation of a workshop for the technical centers, universities and centers of export promotion (CEPEX) to encourage them to participate actively in the development of national standards in Tunisia as well as to explore the best means to provide the Tunisian exporters with accurate and complete information on the standards and regulations to access the target markets.

- Facilitation of a workshop on the role and the importance of standardization and the activities of INNORPI to extend the outreach activities, information and training to other regions in the country. This workshop was held in Tabarka, which is located in the Northwest region of Tunisia.
INNORPI has made some progress with the implementation of the recommendations dealing with achieving better efficacy in standards development, but much still needs to be done. INNORPI has drafted a vision, mission and a standardization strategy based on the six axes of the National Strategic Development Plan 2016-2020 and on the identification of the stakeholders’ priorities. The focal point of the World Trade Organization (TBT / WTO) Technical Barriers to Trade Agreement is in good working order and responds to a large number of requests for information each year.

This mission has helped to further convince the related stakeholders in Tunisia of the importance of standardization and cooperation with INNORPI. The workshop for technical centers, universities and CEPEX has produced a series of important recommendations to be applied by the related stakeholders and INNORPI. This workshop has shown a significant change in the attitudes of the related stakeholders which are now more than ever convinced of the importance of standardization and cooperation with INNORPI.

In addition, it is worth to mention that INNORPI has published a 'Guide to procurement' which represents a major achievement to promote the good use of public finances and the fight against corruption. To realize the potential of this Guide, it is imperative that INNORPI conduct a campaign of information and training on this guide among the Government departments and State agencies who should use it.

The mission report and the updated action plan could be obtained via the project national coordinator in the beneficiary country.
2. Needs Assessment Mission for the Palestine Standards Institution (PSI) on 17-21 July 2106

The needs assessment mission for the Palestine Standards Institution (PSI), the ISO member body for Palestine, was conducted on 17-21 July 2016. The ISO consultant, Mr. Iain Muir, has reviewed during this mission the national standards development processes and related activities of PSI as well as conducting a set of meetings and interviews with the key staff of the NSB and their related stakeholders to ensure that the ISO technical assistance measures that follow this mission are appropriate and justified, and will result in an improvement in the NSB performance.

The overall impression of the evaluation expert is that PSI performs an essential function in Palestine within its available resources. PSI, however suffers the same problems in its standards work as many developing country standards bodies, in terms of low stakeholder engagement and participation, difficulty in obtaining government funding for expansion, low international involvement, the need for training in standardization and difficulty in adjusting, among the NSB’s stakeholders and staff alike, to modern best practices in technical regulations using standards.

After the approval of the mission report and the related action plan by the beneficiary NSB, three missions are foreseen to implement the ISO INS Action plan for PSI. The ISO interventions are clustered in categories that correspond to the result areas of the ISO MENA STAR project and have been derived from the mission recommendations.

The mission report and the related action plan could be obtained via the project national coordinator in the beneficiary country.
3. First Implementation Phase of ISO Interventions for the Institut Algérien de Normalisation (IANOR) on 24 – 28 July 2016

Following on the needs assessment mission to IANOR in Algeria on March 2016, a 1st follow up mission took place on 24 – 28 July 2016 by the ISO consultant / Mrs. Clare Chagué from AFNOR. The mission included an evaluation of progress achieved regarding the implementation of the recommendations of the needs assessment mission and two major workshops on the management of technical committees work and the writing and drafting of standards.

The programme was designed around the following three main objectives of the mission (please click here to access the mission programme):

- Review of the progress IANOR had achieved since the fact-finding mission in March 2016 as regards recommendations in respect of the standards development and publication processes in Algeria.

- Provide training and coaching to IANOR staff on the following subjects:
  - develop “standard for standards” for the development, approval and publication of standards
  - develop a system of follow-up of the different phases of the standards development, at least in a manual mode
  - a control system to ensure that the vote on the draft international standards are made on time

- Facilitation of a workshop for the members of technical committees and IANOR staff on the best practices for the management of technical committees work to enhance their performance and productivity

- Facilitation of a workshop for the members of technical committees and IANOR staff on the writing and drafting of standards to improve the quality of the national standards

It is to be noted that the process for adoption of standards is silent for cases where IANOR is or has been actively engaged throughout the development cycle of a standard at ISO level. For IANOR to benefit from its active involvement at ISO, the adoption process needs to be reviewed to allow for an accelerated adoption of ISO standards (usually called "parallel" development or adoption). The result is gain in time elapsed between publication of an ISO standard and its adoption nationally. For instance, IANOR could start the adoption process at an early stage either when the ISO Draft International Standard (DIS) is published or even earlier at the ISO committee draft stage whenever it is actively involved and the ISO drafts placed on appropriate national mirror committees. The public enquiry stage could then be undertaken in parallel (during 5-month period) for the ISO enquiry stage. This would also be helpful especially in formulating the national voting position on such ISO drafts.
It is highly recommended that IANOR must continue its work in increasing awareness on the importance of standards among the ministries and regulator bodies in Algeria. The national work programme should focus on the development of national standards for the priority sectors in Algeria. Also, the publication of reference documents governing the standardization activity is imperative. Some documents, as for example those governing the activity of the national mirror committees may be published in the short term. The Director General of IANOR is waiting for a new decree that would allow IANOR to have more flexibility in the definition of the scope of the national TCs and creating new TCs.

The mission report and the related action plan could be obtained via the project national coordinator in the beneficiary country.
4. **ISO Regional Training of Trainers (ToT) on Environmental Management Systems and its linkages to Life-Cycle-Assessment on 25-28 July 2016**

The ISO Regional Training of Trainers (ToT) on **Environmental Management Systems and its linkages to Life-Cycle-Assessment** was conducted from 25-28 July 2016 for the English and French speaking countries in Amman, Jordan, hosted by JSMO. The event was attended by 15 national trainees from the following countries: Algeria (4), Egypt (4), Iraq (4), Jordan (4), Lebanon (4), Morocco (2), Palestine (4) and Tunisia (3). The ToT was led by Susan Briggs, USA, Convenor of ISO’s working group responsible for the 2015 revision of ISO 14001.

The main objective of this regional ToT is to provide training on the following topics:

a) Requirements of the standard ISO 14001:2015

b) The evolution of the standard from the previous edition

c) Linkages or integration between ISO 14001:2015, ISO 14040 and ISO 14044

d) A full example (case study) on the implementation of the life cycle perspective requirements as part of ISO 14001:2015

e) Actions to be taken by organizations to migrate to the new edition of the standard within the transition period

f) ISO 14001:2015 for SMEs (including case study)

The ToT focused on ISO 14001:2015, reviewing the requirements in each clause with implementation examples from ISO 14004:2016 and the ‘ISO 14001 Handbook for Small and Medium Enterprises: Are you ready?’. A comparison of the Life Cycle Perspective (LCP) to the Life Cycle Analysis (LCA) in ISO 14044/ISO 14040 was given, highlighting the elements of LCA that can be used to inform the LCP required by ISO 14001. Trainees participated in team exercises, practicing application of the key requirements to their pilot organizations. Also, Trainees participated in the ToT through plenary discussions on relevant topics 2-4x per day, a team exercise 1-2x per day, critique of a hypothetical case study, and an open forum for questions and answers throughout each day. The trainees were asked to read ISO 14001:2015 before the ToT. A quiz was given at the end of the ToT with discussion of answers.

The national trainees will work with at least one selected pilot organization on ISO 14001:2015, Life Cycle Perspective. Using the knowledge gained during the training, and tools/templates provided in the training exercises, they will develop an environmental aspects register taking into account the organization’s product life cycle stages. They will identify potential risks and opportunities according to ISO 14001:2015. Trainees will assist the organization in identifying actions to mitigate or eliminate the significant adverse environmental aspects and risks that need to be addressed, as well as actions to leverage beneficial opportunities for the organization. They will build a training document to train the pilot organization on ISO 14001:2015, using knowledge gained from the workshop, and excerpts from the training materials (acknowledging copyright, as required).
The additional ISO Regional Training of Trainers (ToT) on Water Management was conducted from 2-4 August 2016 for the English speaking countries in Amman, Jordan, hosted by JSMO. The event was attended by 15 national trainees from the following countries: Egypt (3), Iraq (4), Jordan (4) and Palestine (4). The ToT was led by two international trainers: Nydia Suppen (Mexico) and Naji Tannous (Lebanon).

This additional ToT on Water Management was organized based on the request of the beneficiary countries during the second JCC meeting held on 5-6 April 2016 to provide the national trainees with more support on the calculation methods of water footprint before the national events.

Thus, the main objectives of this regional TOT are:

a) Increase the understanding of water management, water footprinting and related sustainability concepts, more extensively with exercises.

b) Build local capacity in particular on ISO 14046 and ISO/AWI TR 14073 standards on water footprint and their application to allow all types of organizations to apply the standards and principles in their operations, including calculation and communication of water footprinting.

c) Share regional experience and good practices among the partner countries on the application of these standards.

It is to be noted that the use of standard ISO 14046:2014 “Environmental management - Water footprint - Principles, requirements and guidelines” becomes a suitable tool for a more correct and a life cycle based approach towards communicating the water impacts from an organization’s products and services. Also, this standard is based on a life cycle analysis and it is useful to implement it at different levels as follows:

a) Assessment of the extent of potential environmental impacts related to water,

b) Identifying opportunities to reduce these impacts,

c) Implementation of effective water management and optimized in terms of products, processes and organizations and,

d) Providing consistent and reliable information from a scientific point of view to presenting the results of the water footprint and monitoring over time.
The ISO regional workshop on **standards and technical regulation: Good practice similarities and differences in development and implementation** was conducted from **16 to 18 August 2016** for the English and French speaking countries in Amman, Jordan, hosted by JSMO. The event was attended by 25 delegates from eight countries from the MENA region, i.e. Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Tunisia and Palestine. The workshop was facilitated by Martin Kellermann and Iain Muir – both from South Africa – and the ISO Programme Manager, Nesreen Al-Khammash participated as well. There was a good balance of delegates from national standards bodies and regulators. There was also representation, albeit smaller, from conformity assessment bodies and industry and commerce as shown in the figure below.

![Steakholder groups](image)

This regional workshop aimed to provide the participants with knowledge of technical regulation development and implementation through discussions on international requirements, technical regulation building blocks and their modalities. Moreover, the important role that the National Quality infrastructure (NQI) plays was explained. Frequently experienced challenges and conflicts of interest to be avoided was also considered. The workshop is organized around an intensive three-days which includes both pre-workshop and post-workshop assignments.
After a formal opening of the event, the workshop took the form of formal presentations by the facilitators and presentations from six invited countries on standardization and technical regulation in their own countries. The workshop also included three discussion groups where the delegates were given questions based on the topic being discussed. Each group would appoint a leader and a rapporteur for the topic and afterwards would present their answers to the other groups. The delegates enjoyed this experience and contributed well in the preparation of their presentations and in the feedback.

Towards the end of the workshop, the delegates were invited to stay in touch with each other with the objective of expanding the knowledge gained in the workshop and the practical application in their own countries. A follow up assignment was allocated to the delegates based on the workshop topics, the delegates of each country to collectively develop a Cabinet Position Paper on the following basis:

- **Scope:** The fundamental overhaul of the technical regulation regime in the country to align it with international good practices and render it more effective and efficient.

- **Content:** (i) Overview of current systems, (ii) best practice for the future taking country realities into account, (iii) major implementation steps (SMART), and (iv) envisaged impact of the re-engineering.

- **Length:** Maximum 10 pages, 11 point Arial, 1.5-line spacing.

The responses to this assignment were due by November 2016, where after these would be evaluated and commented by the experts as feedback to the participants.
Following on the needs assessment mission to LIBNOR in Lebanon on August 2015, a 1st follow up mission took place on 5 – 9 September 2016 by the ISO consultant / Dr. Jochen Fornather from ASI. The mission included many working sessions with LIBNOR staff to discuss the followings:

- Website of LIBNOR
- Publication of ISO standards as LIBNOR standards
- Criteria, where participation in ISO TCs is relevant:
- Screening of national technical Committees (including 3 examples)
- Delegation principles of LIBNOR staff and experts at meetings of ISO/TCs and WGs
- Adoption of standards from different origin as national standards
- Tasks and roles of Chairpersons
- Involving the education sector in standardization

The workshop with LIBNOR staff showed that there is already a high knowledge about standardization in general. Nevertheless the expert could observe that procedure of developing national standards and of mirroring international standardization work varies among the different standards divisions. Thus, issuing the draft document "Standard for Standards" and providing training will help to remove these differences.

It is to be noted that the ISO consultant didn’t conduct an evaluation of progress achieved regarding the implementation of the recommendations of the needs assessment mission due to the lack of time. However, the evaluation of progress achieved using the INS action plan will be made through communications with LIBNOR before the start of the next mission on February 2017.

The mission report and the related action plan could be obtained via the project national coordinator in the beneficiary country.
The first round of the national follow-up events on Environmental Management System and LCA covering one-day for the national awareness-raising seminar and two-days for the national workshop per country have been conducted in the following three countries: Jordan, Lebanon and Morocco. The dates of these national follow-up events are shown below.

<table>
<thead>
<tr>
<th>Country</th>
<th>City</th>
<th>National awareness seminar</th>
<th>National workshop</th>
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<tbody>
<tr>
<td>Jordan</td>
<td>Amman</td>
<td>8 August 2016</td>
<td>9-10 August 2016</td>
</tr>
<tr>
<td>Lebanon</td>
<td>Beirut</td>
<td>6 September 2016</td>
<td>7-8 September 2016</td>
</tr>
</tbody>
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The main objectives of the national follow-up events are:

- Raise awareness and understanding among authorities and industry and other stakeholders about Environment Management Systems (EMS) and Life-cycle-assessment (LCA) standards, related business opportunities, existing best practices and risks
- Raise awareness of the need of a strategic vision about LCA, both with regards to trade and business and with regards to competence development
- Provide a platform for specialists from industry, government and academia to share experiences and discuss issues related to the implementation of EMS and LCA standards
- Provide detailed information on the standards on Environment Management Systems (EMS) and Life-Cycle-Assessment (LCA) and related tools for application
- Build local capacity on ISO 14001:2015, ISO 14040 and ISO 14044 and their application to allow all types of organizations to apply the principles of these standards

The seminar is open to a wide audience (up to 100 participants), in order to sensitize key stakeholders of the NSB, in particular the private sector (certified and non-certified enterprises, consulting companies) public sector, NGOs, and academia. Also, the two-days workshop had targeted a selected group (up to 25 participants) from the private sector, in particular companies who are ISO 14001 certified and participants from the seminar.
It is to be noted that the team of national trainees have prepared the programme and materials of the national follow-up events with a support from the international experts. In addition, a preparatory on-site meeting was organized between the national trainees and the international expert the day before the national follow-up events to ensure that the materials are updated and to discuss the key points that should be communicated to the participants.

Following on from the national workshop, a visit was made to the pilot organization that has been identified by the National Standards Body in cooperation with the team of national trainees to implement Life Cycle Assessment (LCA), following ISO 14040/ISO 14044 and ISO 14001:2015. A national case study has to be developed by the team of national trainees as a result of their support and follow-up with the selected pilot organization(s) to apply the selected ISO standards. The international expert (through country visits - as part of the national follow up events - and distance mentoring) mentors the work that will be undertaken by the team of national trainees in each beneficiary country.