

YOU MAY NOT
SEE THEM
BUT THEY ARE
ALL AROUND YOU

ISO

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Technical standardization is unlikely to cross the minds of many of us in our roles as members of the general public during the course of our everyday lives – yet we daily benefit from the “invisible” support of International Standards.

ISO AND INTERNATIONAL STANDARDIZATION

ISO is the International Organization for Standardization. It is made up of national standards institutes from countries large and small, industrialized and developing, in all regions of the world. ISO develops voluntary technical standards which add value to all types of business operations.

They contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner.

They make trade between countries easier and fairer. ISO standards also serve to safeguard consumers, and users in general, of products and services – as well as to make their lives simpler.

ISO develops only those standards for which there is a market requirement. This work is carried out by experts on loan from the industrial, technical and business sectors which have asked for the standards, and which subsequently put them to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, consumer organizations, academia and testing laboratories.

Published under the designation of International Standards, ISO standards represent an international consensus on the state of the art in the technology concerned.

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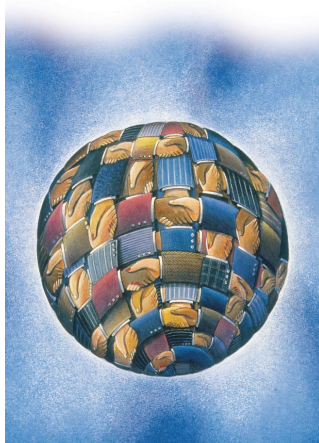
SERVING ISO'S STAKEHOLDERS



The beneficiaries of International Standards developed by ISO include the Organization's national member institutes, business and industry, both governmental and non-governmental organizations, consumers and society as a whole. In 1998, ISO "delivered the goods" to all its stakeholder groups.

STRONG FUTURE ROLE FOR NATIONAL STANDARDS INSTITUTES

While the primacy of International Standards is increasingly recognized, there is still a need for bodies at the national level to provide an interface which is responsive to their particular economic and cultural context. This was the principal conclusion of ISO's open session (15 September 1998, Geneva) on the future role of the 130 national standards bodies (NSBs) which comprise its membership. The often quoted slogan, "Think Globally – Act Locally", was not actually said at the session, but this phrase could be used to sum up the debate at which a wide spectrum of interest groups were represented: consumers, government, labour, small and medium sized enterprises and multinational corporations, as well as NSBs from both developing and highly industrialized countries.



ISO IN THE NEW CENTURY: STRATEGIES FOR 1999-2001

ISO approved strategies for 1999-2001 of which the key concepts are "Value – Partnership – Optimization". Commenting on the strategies, ISO's Vice-President (policy), Mr. Akira Aoki, said that they emphasized a business stance based on market relevance and an operational model in which the potential of information and communication technology was exploited to the full – with priority in this respect given to the developing countries.



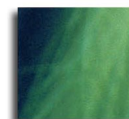
*The new deliverables
will take more passengers
aboard on a faster ride
to standardization*

NEW DELIVERABLES FOR SPECIAL NEEDS

ISO standards are developed according to strict rules to ensure that they are transparent and fair. The reverse side of the coin is that it can take time to develop consensus among the interested parties, and for the resulting agreement to go through the public review process in the ISO member countries. For some users of standards, particularly those working in fast-changing technology sectors, it may be more important to reach and publish a technical agreement quickly than to go through the various checks and balances



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needed to win the status of a full International Standard. Therefore, ISO in 1998 introduced a new range of "deliverables" (Technical Specification, Publicly Available Specification, Industry Technical Agreement), comprising different categories of agreement with streamlined development procedures, to meet such needs.

In a related move, ISO introduced the new Liaison "D" category which allows direct participation in technical work by groups such as industry consortia.

While consensus and due process remain the foundation of ISO's standards, the development of these new procedures and deliverables demonstrates its willingness to be flexible and responsive to the particular requirements for technical standards by specific market sectors.

A full description of ISO's new deliverables is available on the organization's Web site, *ISO Online*.



as well as the standardized test methods that allow the meaningful comparison of test results so necessary for international trade. In partnership with IEC (International Electrotechnical Commission), ISO develops ISO/IEC Guides covering various aspects of conformity assessment activities, and the organizations that carry them out. The voluntary criteria contained in these Guides represent an international consensus on what constitutes best practice. Their use contributes to the consistency and coherence of conformity assessment worldwide and thus facilitates trade across borders.

In practice, the ISO/IEC Guides have turned out to be so well respected that a number have been adopted by governments as standards, sometimes making their use mandatory. As a result, ISO now has a process for transforming some of these Guides into International Standards to reflect their status in world trade and governmental legislation.

The interest in ISO's work in this field is considerable, and includes such actors as the WTO (World Trade Organization). To further increase the market relevance of this work, ISO decided in 1998 to focus on discussing global conformity assessment issues with the participation of interested stakeholder groups including users, consumers and business associations.



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GROWING IMPORTANCE OF CONFORMITY ASSESSMENT

Today, most sophisticated products require testing for conformance with specifications, or compliance with safety, health or environmental regulations, before they can be put on many markets. Even simpler products may require supporting technical documentation that includes test data.

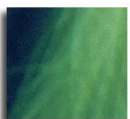
Over the years, ISO has developed many of the standards against which products are assessed for conformity,

EXPANDING ISO'S HORIZONS

Standards for services

For free trade to have any meaning today, services, which have become such an important component of trade, need to flow as freely across borders as manufactured products.

The question is whether ISO, which has traditionally developed standards for "products" in the sense of manufactured products, can add value to the products of the service sector. Is there a market need for ISO to launch new work on International Standards which facilitate the development of a global market in services?





To answer these questions, ISO, in collaboration with the WTO, organized regional seminars during 1998 in Singapore, Argentina, France and the United States to gather the views of service sector professionals in a variety of fields, including hotels and tourism, financial services, engineering consultancy and public utilities.

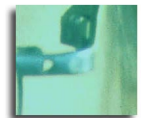
The results of those seminars are now being collated and a number of recommendations arising from them are to be presented to ISO Council in 1999 for action.

EXTENDING ISO'S INFLUENCE

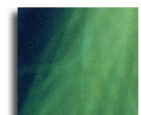
There is no question about the importance of international standards to world trade. So much so that, as an annex to the GATT agreement, there is a Code of Good Practice for the preparation, adoption and application of standards. The GATT Standards Code urges governments to use international standards in order to prevent obstacles to the free flow of products across borders. The problem, identified by ISO's members, is that government delegations of developing countries to

the WTO may not necessarily have any knowledge of standardization issues and may lack contact with the ISO member institute in their country.

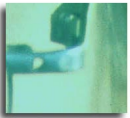
The solution developed by ISO's President for 1997-1998, Mr. Liew Mun Leong, is a White Paper which has been distributed to governments in developing countries, explaining the growing importance and linkage of international standardization to their economic development.



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STANDARDS HIGHLIGHTS



With international standardization today firmly occupying a position on the strategic high ground, there is a risk of losing sight of the practical, day-in, day-out, benefits provided by ISO standards "on the ground". In 1998, ISO published 1 058 International Standards solving problems in business sectors ranging from traditional activities, such as agriculture and construction, through mechanical engineering, quality and environmental management, to the newest information technology developments, such as the digital coding of audio-visual signals for multimedia applications. The following section presents some of the high notes of ISO's work in 1998.

STANDARDS IN EVERYDAY LIFE

Technical standardization is unlikely to cross the minds of many of us in our roles as members of the general public during the course of our everyday lives – yet we daily benefit from the "invisible" support of International Standards. They make so many aspects of life safer, healthier and more convenient, as well as ensuring quality and bringing economic benefits. To highlight this, "Standards in Daily Life" was chosen as the theme for the 29th World Standards Day, 14 October 1998, by ISO and its partners in international standardization, IEC and ITU (International Telecommunication Union).

The leaders of the three organizations, in their joint World Standards Day message, gave some practical examples: "Imagine, for example, not being able to withdraw money from an automated

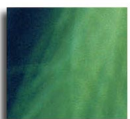


telling machine because your bank card is too big to fit in the slot; imagine batteries that will not fit any of your electrical equipment; stores without barcodes to quantify and price stocks of goods; imagine Internet sites without standardized domain names."

They continued: "In today's world, where we expect fast, efficient communications, we demand compatibility and interoperability between electronic appliances, and we want our work tools, our consumer goods and our products to be cheap, easily available and of the best



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quality. International Standards are hence absolutely essential – even if most of the time they are so invisible as to be taken for granted.”

Standards, said the ISO, IEC and ITU chiefs, provide the end-user with a criterion for judgement, a measurement of quality, and a certain guarantee of compatibility and interoperability.

“Whether it is a standard to ensure global linking of telephone networks, a standard to ensure that life-saving medical equipment in the hospital is electromagnetically compatible, or a standard to help a company in providing a service that is quality managed and environmentally friendly, International Standards provide a veritable backbone for daily life. They encourage an improved quality of life by contributing to safety, human health and the protection of the environment.”

Take the ISO 9000 bus!

Live in the ISO 14000 city!



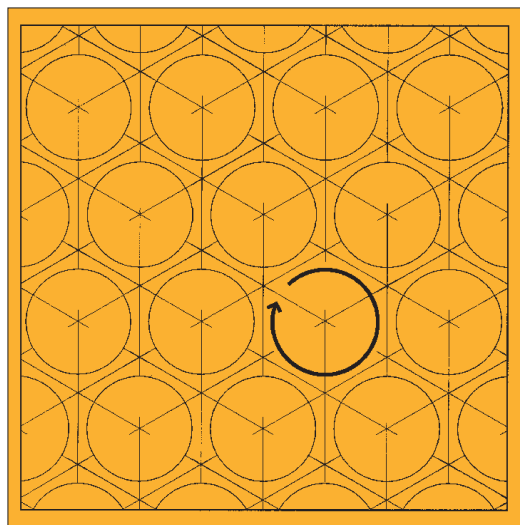
The Swiss city of Geneva and the Japanese city of Joetsu were the settings in 1998 for what may prove to be a sign of the times as far as ISO 9000 and ISO 14000 developments are concerned. ISO's two families of management system standards, which are internationally known in business and government circles, now appear to be all set to make an impact on the general public.

Two recent developments suggest this trend.

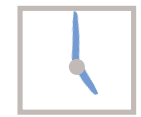
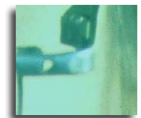
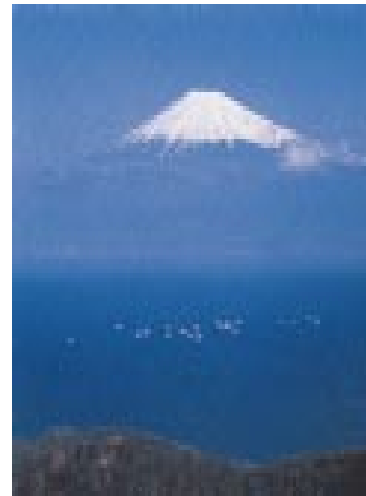
Firstly, the quality management system implemented by Geneva's public transport authority has been certified as conforming to ISO 9001 – and is making sure the public knows about it. The city's 340 trams, trolleys and buses have been emblazoned with logos to mark the achievement. Secondly, the environmental management system implemented by Joetsu has been certified as conforming to ISO 14001. Officials from the Japanese city emphasized their wish to lead, by this example, the local population and businesses towards a higher awareness of environmental issues.

ISO IS MORE THAN JUST INTERNATIONAL STANDARDS...

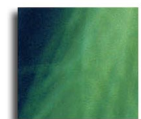
Just as manufacturers today often offer services to support their products, ISO offers services or additional products that support its core business portfolio of International Standards. An example is the series of Development Manuals which ISO has published to help developing countries and economies in transition to establish and strengthen their standardization infrastructure in order to assist in their economic growth.



In 1998, ISO published the latest in the series, Development Manual 10, *Environmental Management and ISO 14000*. Mr. Gene Hutchinson, Chairman of ISO/



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THE WORLD IN YOUR POCKET

The first historical examples of standardization involved agreement over measurements. Today, the metric system – SI (International System of Units) – which is defined in ISO standards provides the basis for standardized measurement without which science, manufacturing and trade would be chaotic, if not impossible.



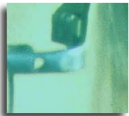
In publishing the *SI Guide* (32 pages), ISO puts “the measure of all things” into a handy, pocket-sized format for ease of reference by scientists, engineers and students.

THE WORLD ON YOUR DESK

ISO Standards Handbooks are a little too large to be described as “pocket-sized”, although as desk companions, easily stowed in a briefcase, they are also handy reference sources. The Handbooks conveniently group in one or two volumes the “whole world” of ISO’s technical work on a specific theme. Two examples were published in 1998:



- **Fasteners and screw threads**
Now in its fourth edition, this Handbook gathers in two volumes the 156 International Standards for fasteners

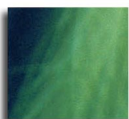


DEVCO (Committee on developing country matters), commented: “ISO 14000 goes beyond mere compliance with environmental legislation. It encourages a systematic examination of all areas where an organization’s activities have an impact on the environment and can yield bottom-line benefits such as reduced waste and savings in consumption of energy and materials. Developing countries, which obviously cannot afford to waste their scarce resources, stand to benefit from widespread knowledge and implementation of ISO 14000.”



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“ISO’s new Development Manual is intended to help developing countries attain these benefits. However, this Manual, like many of the previous ones, will also attract readers from businesses and other organizations in developed countries who will appreciate the clear, concise but comprehensive treatment of the subject.”



(bolts, screws, nuts, washers, pins and rivets) and screw threads – those humble, yet vital items that hold together structures of all types. With trillions of fasteners being used annually in Europe alone, the potential economic and technical benefits of standardization are considerable.

• **Paper, board and pulps**

We may think of paper first and foremost in relation to books, magazines and documents, but paper and paperboard are materials with hundreds of other uses in packaging, towelling, insulation, photography and construction, to mention but a few. This versatility is possible because suppliers and their customers can rely on standardized verification methods to distinguish the essential characteristics of the paper or pulp needed for the job in hand.

This Handbook brings together some 130 International Standards on paper and related subjects.

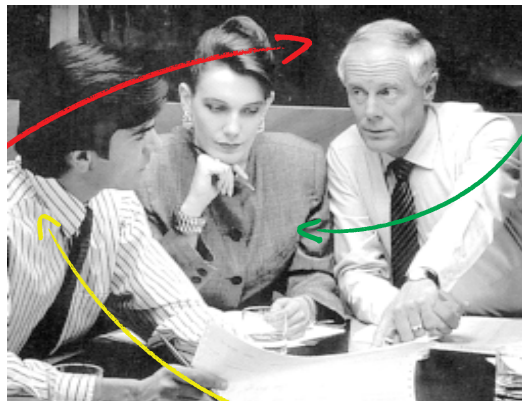


ISO'S MANAGEMENT SYSTEM STANDARDS AROUND THE WORLD

ISO carried out two cycles of *The ISO Survey of ISO 9000 and ISO 14000 Certificates*, the second of which updated the worldwide picture to end 1997. This showed that the number of ISO 9000 (quality management) certificates grew by nearly 40 % in 1997 and that ISO 14000 (environmental management) certificates more than tripled, demonstrating the impact of ISO's management system standards on business activities worldwide.

HOW TO GET THE MOST BENEFITS OUT OF ISO 9000 AND ISO 14000

Organizations that want to make the most intelligent use of ISO 9000 (quality) and ISO 14000 (environment) and draw the maximum benefits need some guidance because both these families comprise some 20 standards. ISO answered this need in 1998 with two new brochures.



• **Selection and use of ISO 9000.**

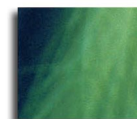
The brochure includes four examples of how organizations have taken an integrated approach to use of the ISO 9000 family. The organizations cited are a small computer software development company, a welfare agency, a washing machine manufacturer and a large chemical processing company. A bonus included in the brochure is a 10-step model for implementing ISO 9000 as a basis for continuous improvement.

• **ISO 14000 – Meet the whole family!**

This brochure explains that the family consists of standards relating to environmental management systems (EMS), and others which are tools to help an organization realize its environmental policy, objectives and targets.

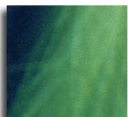


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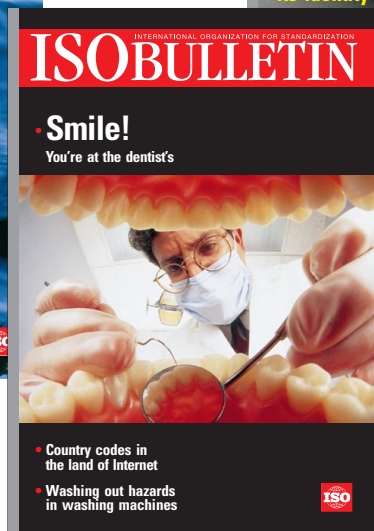
MORE OFF THE SHELF TO THE USER

The ISO standards' development system is a dynamic one. The inputs to the system are the requirements of business, industry, government and consumers which are proposed by ISO's national members and become new work items (NWI). These are processed through the different stages of committee draft (CD), draft International Standard (DIS), final draft International Standard (FDIS) and finally achieve their credentials as normative documents such as Technical Reports (TR), etc., or fully fledged International Standards, with their ISO designations.

The following selection, taken from the pages of *ISO Bulletin*, gives a surface glimpse of some of the outputs of the ISO standards' development system and the benefits it brings ISO's stakeholders, from direct users to society as a whole.

ISO/DIS 10015, *Quality management – Guidelines for training*

Personnel at all levels should be trained to meet the organization's commitment to supply products of required quality in a rapidly changing market-place where customer requirements and expectations are continuously increasing. This standard provides guidelines to assist organizations and their personnel when addressing training issues that include a commitment to continuous improvement.





**ISO/TR 14645, Road vehicles –
Test procedures for evaluating child
restraint system interactions with
deploying air bags**

Although there is very little experience with vehicles equipped with passenger air bags, preliminary laboratory tests have indicated that the forces they generate when opening can be sufficient to injure children installed in child restraint systems. The guidelines contained in this standard were developed to improve the understanding of such interactions and to aid in the assessment of future designs.

ISO/DIS 15027, Immersion suits

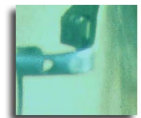
This standard defines minimum performance requirements for immersion suits worn by people whose work or leisure activities take place on, or near water. These suits provide protection from the elements and, in the event of an accidental immersion, prolong life and make rescue easier. The standard specifies the minimum levels of insulation

provided by the various types of suit in specific water temperatures and is intended to assist manufacturers, purchasers and users.

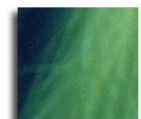


**ISO 12944, Paints and varnishes –
Corrosion protection of steel structures
by protective paint systems**

Unprotected steel structures in air, water, or the soil risk damage through corrosion and therefore need protection adequate to the service life required of the structure. This eight-part standard deals with protection by paint systems and covers. It gives complete, unambiguous and easily understandable



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information which promotes efficient and effective cooperation between the many interested parties: owners of steel structures, planners, consultants, companies carrying out corrosion protection work, inspectors and manufacturers. Although the standard does not deal with financial and contractual issues, it points out that, because of the considerable implications of inadequate corrosion protection, non-compliance with requirements and recommendations given in this standard may result in serious financial consequences.



with which a wheelchair can be tipped about its rear wheels, such as happens when negotiating kerbs.

ISO 13686, Natural gas – Quality designation

Natural gas already supplies 20 % of the world's primary energy and is likely to increase its market share greatly, yet there has been no generally accepted definition of the quality of this resource. This standard remedies the situation. It applies to natural gas prior to any treatment and so covers the greater proportion of the natural gas which is traded internationally.

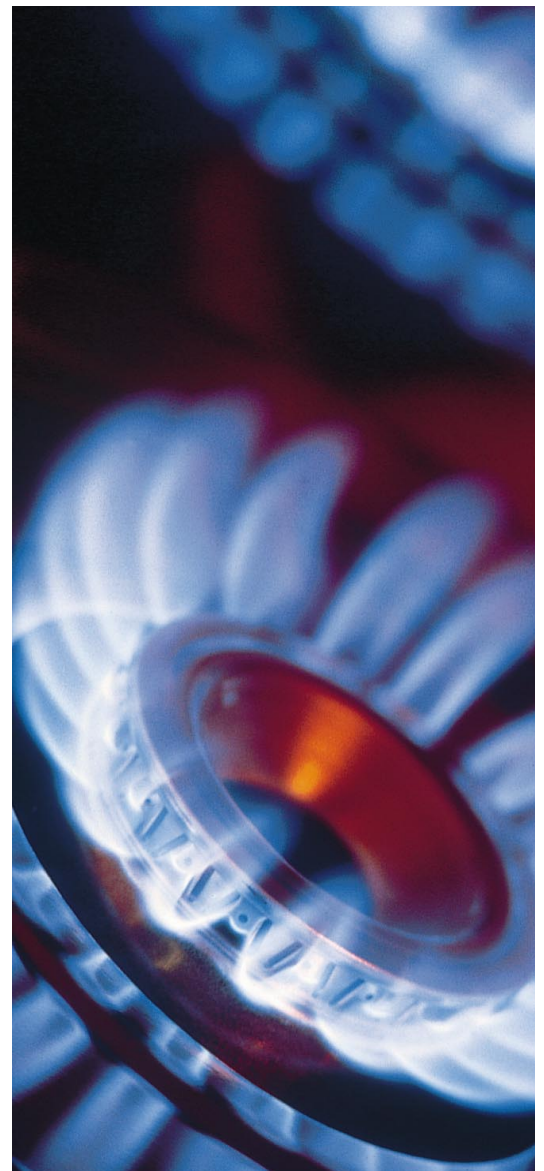
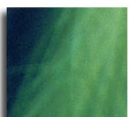


ISO/FDIS 7176-1, Wheelchairs

When prescribing a wheelchair for a disabled user, or adjusting it to meet his or her specific needs, it is important to know the device's stability characteristics. Some users need large reserves of stability to ensure their safety, while others prefer finely balanced wheelchairs which have better manoeuvrability. This standard, one of a multi-part series on wheelchairs, specifies test methods for measuring wheelchair stability in a variety of common situations, such as applying wheel locks (parking brakes) on a slope, or the situation on a level surface with the wheels unlocked and the wheelchair user reaching for an object. The tests will also yield information about the ease



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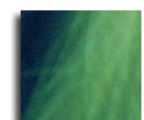
ISO 14012, Guidelines for environmental auditing – Qualification criteria for environmental auditors

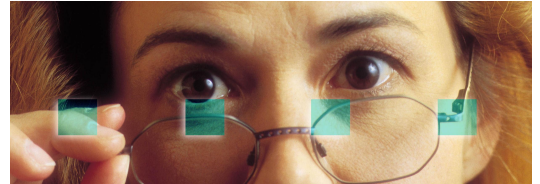
To support the implementation of environmental management systems and environmental auditing, guidance is needed on qualification criteria for environmental auditors. The aim of this standard is to provide such guidance for both internal and external auditors,

since both categories require the same set of competences. However, internal auditors may not meet in all respects the detailed criteria given in this standard, depending on such factors as the size, nature, complexity and environmental impacts of the organization in which they work, as well as on the rate of development of environmental expertise and experience within the organization.



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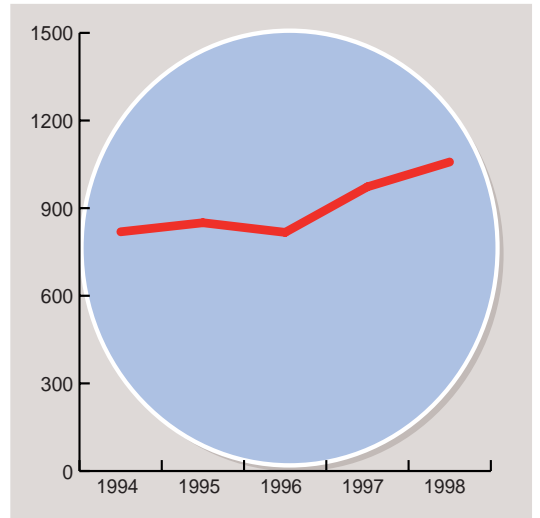


Annual production: standards published

1 058 new and revised International Standards in 1998

ISO's total portfolio as of end 1998:
11 950 International Standards

Migration to full electronic delivery of standards was achieved in 1998, all new standards are posted on the ISO standards and publications server (ISOSTD)



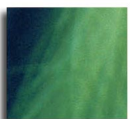
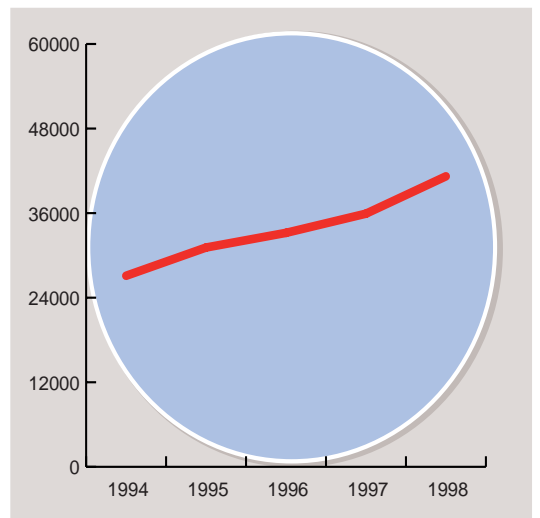
Annual production: number of pages

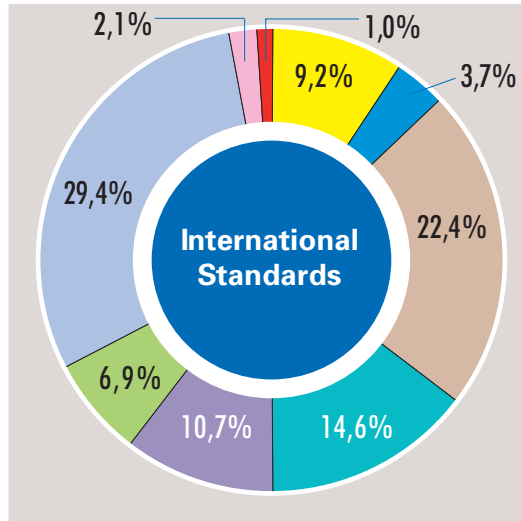
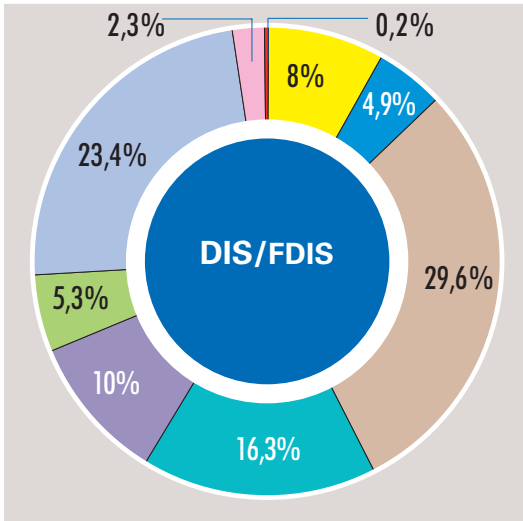
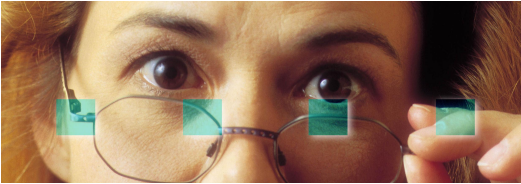
41 221 pages in English and French in 1998

ISO's total output of pages as of end 1998: **323 921 pages**

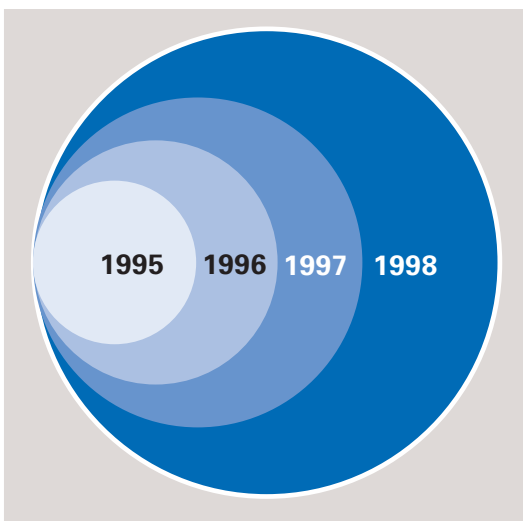
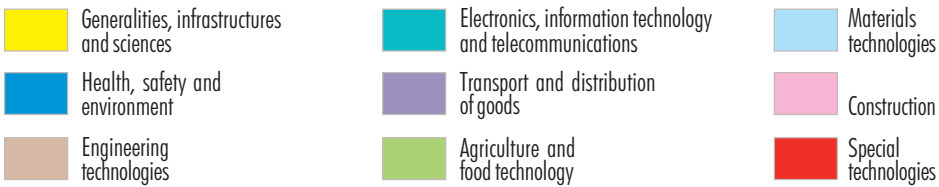


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Portfolio of ISO standards and draft International Standards by technical sector as of end 1998

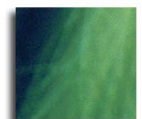


Number of accesses (from outside ISO Central Secretariat) to the ISO Web site, *ISO Online*

1995	1,3 million
1996	2,8 million
1997	5,1 million
1998	10,2 million

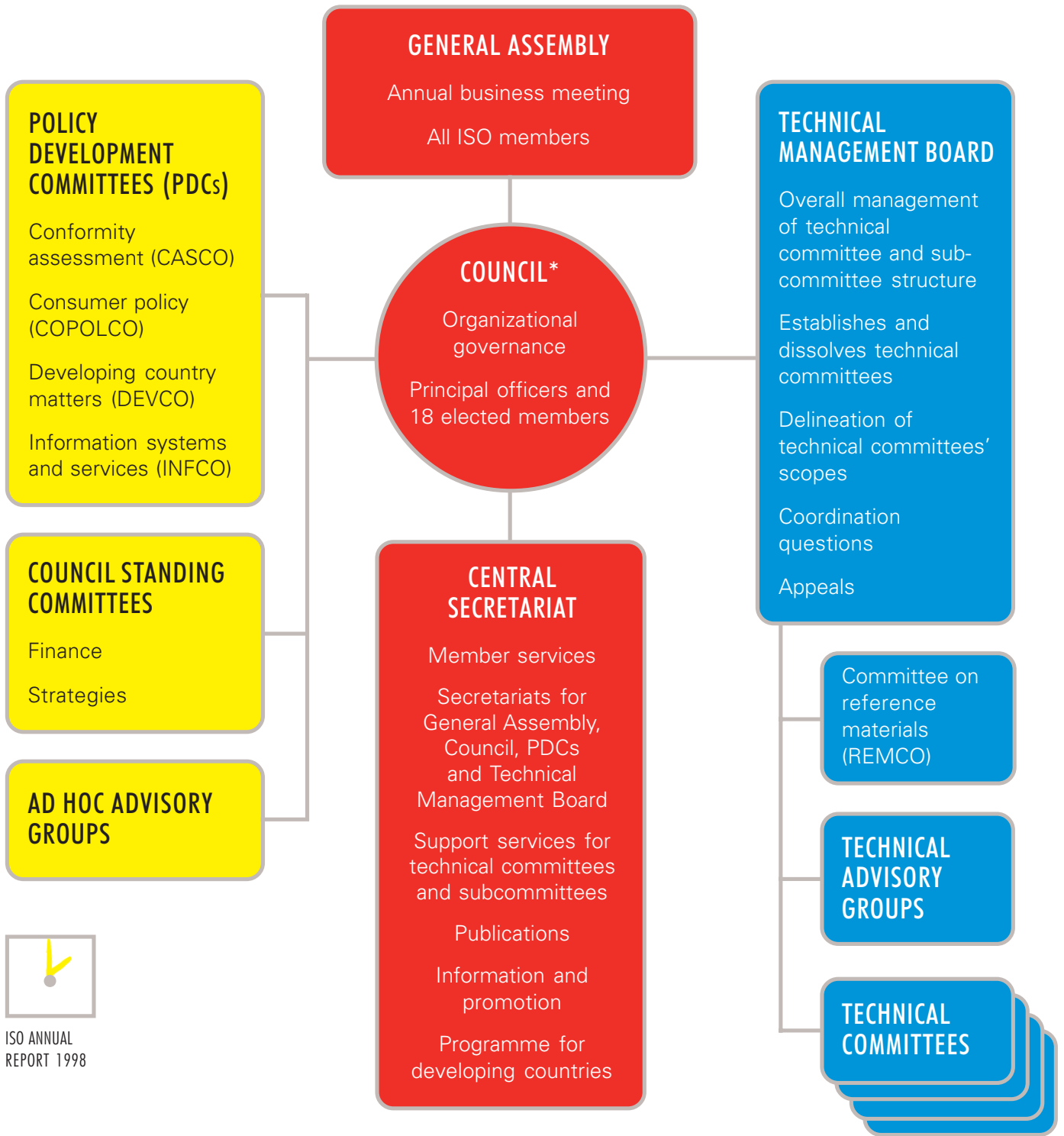


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ISO'S STRUCTURE



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* COUNCIL MEMBERS IN 1998

- AFNOR (France)
- ANSITEC (Colombia)
- SCC (Canada)
- ANSI (USA)
- IRAM (Argentina)
- SIS (Sweden)
- BIS (India)
- JBS (Jamaica)
- SNV (Switzerland)
- BSI (United Kingdom)
- JISC (Japan)
- SNZ (New Zealand)
- DIN (Germany)
- SAA (Australia)
- TCVN (Viet Nam)
- EOS (Egypt)
- SAZ (Zimbabwe)
- TSE (Turkey)

PRINCIPAL OFFICERS



Liew Mun Leong President – Singapore

was elected ISO President for the 1997-1998 term. He is President of Pidemco Land Ltd., a property investment, development and management company active in many Far Eastern countries and in the United Kingdom. Before joining the private sector, Mr. Liew had

a 22-year career in the public sector, which he began as a civil engineer with high-level responsibilities in airport building. His direct interest in standardization, both nationally and internationally, dates back to 1988, when he became Chief Executive Officer of the Singapore standards body. His strong business background led him also to serve on several business fora to promote trade between Singapore and other countries.

Akira Aoki Vice-President (policy) – Japan

was elected ISO Vice-President (policy) for the 1998-1999 term. He is Vice-President of 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.

John Kean Vice-President (technical management) – Canada

was re-appointed as Vice-President (technical management) for a second term of office, 1997-1999. As such, he also fills the post of Chairman of the Technical Management Board. Mr. Kean joined the Canadian Standards Association in 1958

and occupied various posts in its Canadian and European operations until his appointments as Managing Director in 1974 and President in 1981.



Pierre Amsler Treasurer – Switzerland

was elected ISO Treasurer for the 1996-1998 term, and is currently President of Amsler & Bombeli S.A., a civil engineering and geotechnics firm, which he founded himself 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.



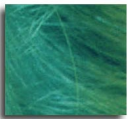
Lawrence D. Eicher Secretary-General

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.



M E M B E R S H I P



At the end of 1998, ISO's worldwide membership comprised the principal standards organizations of 131 countries.

Of these, 86 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

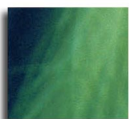
ISO also counted 36 correspondent members. These are usually organizations in countries which do not yet have a fully developed national standards activity. Correspondent members do not take an active part in ISO's technical work and have no voting rights, but are entitled to attend meetings as observers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



In addition, ISO had nine 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.

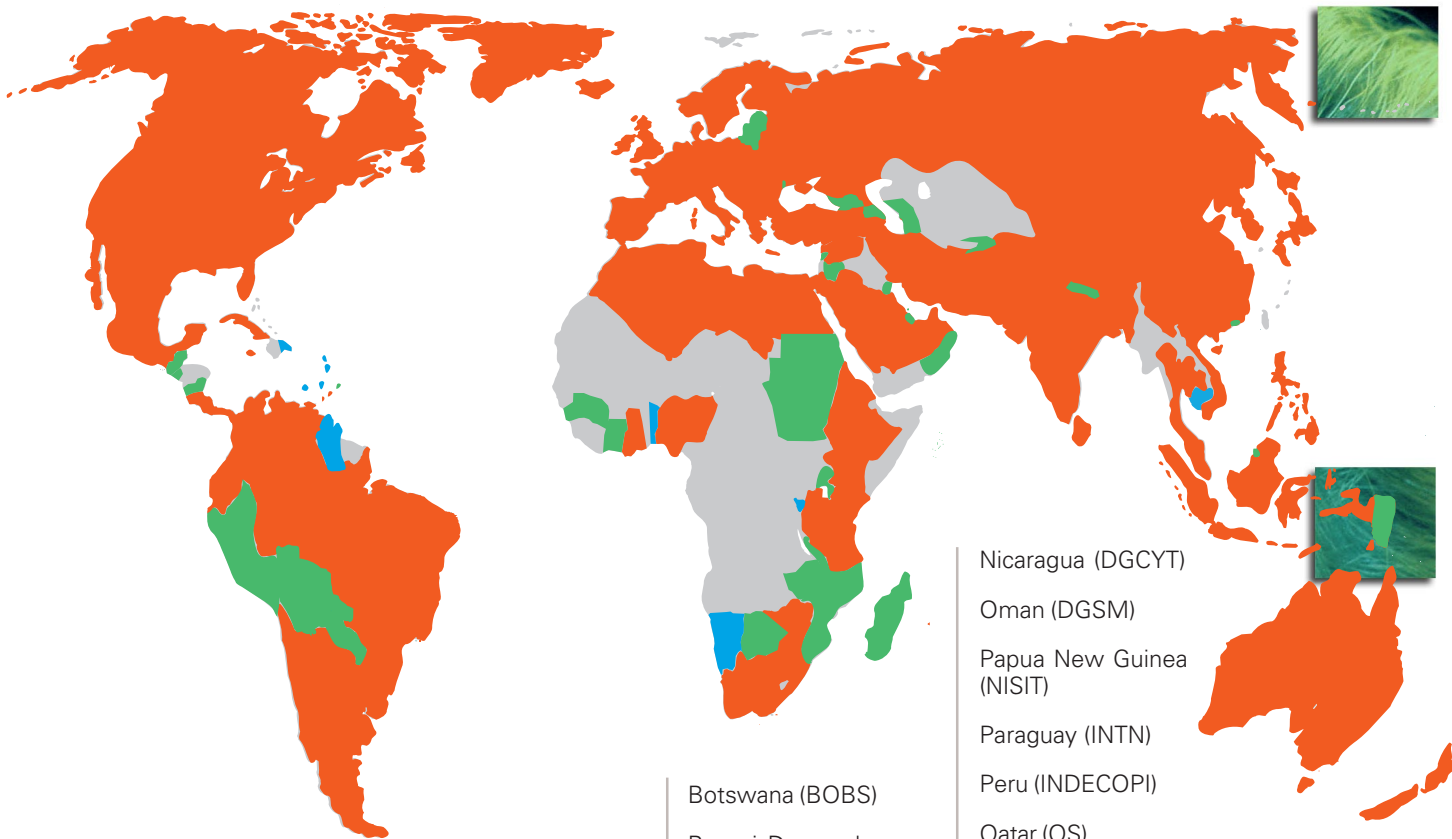


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Member bodies

Albania (DSC)	France (AFNOR)
Algeria (IANOR)	Germany (DIN)
Argentina (IRAM)	Ghana (GSB)
Armenia (SARM)	Greece (ELOT)
Australia (SAA)	Hungary (MSZT)
Austria (ON)	Iceland (STRI)
Bangladesh (BSTI)	India (BIS)
Belarus (BELST)	Indonesia (BSN)
Belgium (IBN)	Iran, Islamic Republic of (ISIRI)
Bosnia and Herzegovina (BASMP)	Ireland (NSAI)
Brazil (ABNT)	Israel (SII)
Bulgaria (BDS)	Italy (UNI)
Canada (SCC)	Jamaica (JBS)
Chile (INN)	Japan (JISC)
China (CSBTS)	Kenya (KEBS)
Colombia (ICONTEC)	Korea, Democratic People's Republic of (CSK)
Costa Rica (INTECO)	Korea, Republic of (KNITQ)
Croatia (DZNM)	Libyan Arab Jamahiriya (LNCSM)
Cuba (NC)	Luxembourg (SEE)
Cyprus (CYS)	Malaysia (DSM)
Czech Republic (CSNI)	Mauritius (MSB)
Denmark (DS)	Mexico (DGN)
Ecuador (INEN)	Mongolia (MNCSM)
Egypt (EOS)	Morocco (SNIMA)
Ethiopia (QSAE)	Netherlands (NNI)
Finland (SFS)	New Zealand (SNZ)
	Nigeria (SON)
	Norway (NSF)



Pakistan (PSI)
 Panama (COPANIT)
 Philippines (BPS)
 Poland (PKN)
 Portugal (IPQ)
 Romania (IRS)
 Russian Federation (GOST R)
 Saudi Arabia (SASO)
 Singapore (PSB)
 Slovakia (UNMS)
 Slovenia (SMIS)
 South Africa (SABS)
 Spain (AENOR)
 Sri Lanka (SLSI)
 Sweden (SIS)
 Switzerland (SNV)
 Syrian Arab Republic (SASMO)
 Tanzania, United Rep. 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

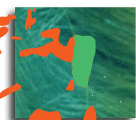
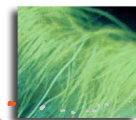
Azerbaijan (AZGOST)
 Bahrain (BSMD)
 Barbados (BNSI)
 Bolivia (IBNORCA)

Botswana (BOBS)
 Brunei Darussalam (CPRU)
 Côte d'Ivoire (CODINORM)
 El Salvador (CONACYT)
 Estonia (EVS)
 Georgia (GEOSTAND)
 Guatemala (COGUANOR)
 Guinea (INNM)
 Hong Kong, China (IDHKSAR)
 Jordan (JISM)
 Kuwait (KWSMD)
 Kyrgyzstan (KYRGYZST)
 Latvia (LVS)
 Lebanon (LIBNOR)
 Lithuania (LST)
 Madagascar (MADNOR)
 Malawi (MBS)
 Malta (MSA)
 Moldova (MOLDST)
 Mozambique (INNOQ)
 Nepal (NBSM)

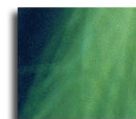
Nicaragua (DGCYT)
 Oman (DGSM)
 Papua New Guinea (NISIT)
 Paraguay (INTN)
 Peru (INDECOPI)
 Qatar (QS)
 Seychelles (SBS)
 Sudan (SSMO)
 Turkmenistan (MSIT)
 Uganda (UNBS)
 United Arab Emirates (SSUAE)

Subscriber members

Antigua and Barbuda (ABBS)
 Benin (DPQC)
 Cambodia (ISC)
 Dominican Republic (DIGENOR)
 Fiji (FTSQCO)
 Grenada (GDBS)
 Guyana (GNBS)
 Namibia (NSIQO)
 Saint Lucia (SLBS)



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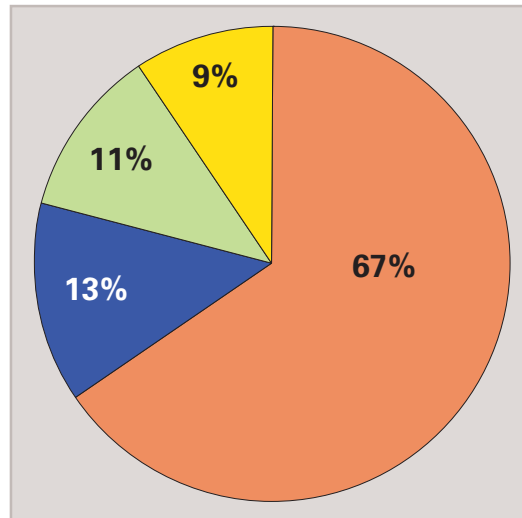
ISO member bodies' contribution to the standards process

Technical and administrative services for ISO technical bodies are provided by ISO member bodies. In 1998, the following member bodies held secretariats and convenorships of technical committees (TC), subcommittees (SC) and working groups (WG).



Resources of the ISO Central Secretariat

Distribution of the 1998 costs of the ISO Central Secretariat



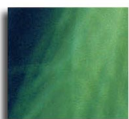
The ISO Central Secretariat in Geneva coordinates the meeting schedules, the flow of documentation in all directions, clarifies technical points with chairmen and secretaries of the technical bodies, and ensures that the agreements approved by the committees are edited, printed, submitted as draft International Standards to ISO member bodies for voting, and published as International Standards. These activities are carried out at the ISO Central Secretariat by a staff of 165.

The operational expenditure for ISO's work is estimated at 150 million Swiss Francs, of which one fifth finances the Central Secretariat.

Member body	Number of secretariats (TC/SC)	Number of convenorships (WG)
ABNT (Brazil)	4	2
AENOR (Spain)	5	7
AFNOR (France)	82	196
ANSI (USA)	135	446
BIS (India)	11	5
BSI (United Kingdom)	113	342
CSBTS (China)	6	15
CSNI (Czech Republic)	1	3
DIN (Germany)	138	371
DS (Denmark)	7	36
DSM (Malaysia)	2	2
ELOT (Greece)	2	2
GOST R (Russian Federation)	18	9
IBN (Belgium)	5	19
ICONTEC (Colombia)	1	–
IPQ (Portugal)	2	3
ISIRI (Iran)	4	5
JISC (Japan)	31	85
KNITQ (Republic of Korea)	–	1
MNCSM (Mongolia)	–	1
MSZT (Hungary)	2	–
NNI (Netherlands)	22	75
NSAI (Ireland)	–	3
NSF (Norway)	17	37
ON (Austria)	2	14
PKN (Poland)	5	5
PSB (Singapore)	–	2
SAA (Australia)	11	40
SABS (South Africa)	6	2
SCC (Canada)	20	61
SEE (Luxembourg)	–	1
SFS (Finland)	3	10
SII (Israel)	3	3
SIS (Sweden)	36	89
SNV (Switzerland)	22	35
SNZ (New Zealand)	2	3
TBS (Tanzania)	1	–
TISI (Thailand)	–	1
TSE (Turkey)	4	–
UNI (Italy)	17	36
UNMS (Slovakia)	3	–



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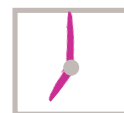
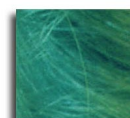


FINANCIAL STATEMENT



REVENUE AND EXPENDITURE AT 31 DECEMBER 1998

	1998 CHF 000	1997 CHF 000
Revenue account		
Membership subscriptions	18 927	18 822
Operating income		
Sales of publications	5 640	5 617
Royalties	3 917	3 637
Other services invoiced	221	372
<i>ISO 9000 News</i> service subscriptions	567	654
Financial income	264	280
50th Anniversary sponsorships		523
TOTAL REVENUE	29 536	29 905
Operating expenditure		
Salaries and social charges	21 125	20 961
Rental & maintenance	3 091	3 025
Other running costs	3 274	3 443
General Assembly and 50th Anniversary	143	807
Capital investment	1 460	1 509
TOTAL EXPENDITURE	29 093	29 745
RESULTS surplus/(deficit)	443	160
TRANSFER (to)/from provisions		
General Assemblies	(150)	284
Fluctuating rates	0	(40)
Provisions for specific projects	(93)	(303)
Building reserve	(250)	(101)
General fund	50	
NET RESULTS	0	0



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BALANCE SHEET AT 31 DECEMBER 1998

	1998 CHF 000	1997 CHF 000
Fixed assets		
Installation and equipment	0	0
Long term assets		
Securities	6 565	6 809
ISO endowments	873	887
	<u>7 438</u>	<u>7 696</u>
Current and liquid assets		
Cash, Bank, Post	271	1 199
Debtors and prepayment	3 370	3 083
Short-term bank deposits	5 050	3 600
Income receivable	142	154
	<u>8 833</u>	<u>8 036</u>
TOTAL ASSETS	16 271	15 732
Current liabilities		
Suppliers	1 125	947
Other creditors	1 051	893
Social charges to be paid	258	296
Member subscriptions paid in advance	657	677
Income received in advance	254	191
	<u>3 345</u>	<u>3 004</u>
Provisions for specific projects	2 103	1 677
Trust funds received for specific projects		
ISO endowments	873	887
Other financed seminars	(20)	144
	<u>853</u>	<u>1 031</u>
General fund	9 970	10 020
TOTAL LIABILITIES	16 271	15 732



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