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#125



# ISOfocus

November-December 2017

**2** Why good governance matters  
Comment by Sergio Mujica.

**4** Who won the 2017 poster and video competition?  
Meet the winners of the World Standards Day contest.

**6** How Microsoft is bursting the bribery bubble  
Big plans to cut corruption pay off.

**12** The new arsenal of risk management  
Are you prepared for the next crisis?

**18** How Google leverages ISO 31000  
Turning risks into opportunities.

**20** Strengthening anti-bribery in Peru  
Why ISO 37001 makes good business sense.

**24** Keep calm – the first rule of business continuity  
Smooth sailing over treacherous waters.

**30** Buying for a better world  
What you must know about sustainable procurement.

**38** Pushing the tourism limits  
Sustainable travel is the final destination.

**44** Opening minds and spirits at the ISO Week in Germany  
Highlights from the General Assembly in Berlin.



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Head of Communication | **Katie Bird**

Editor-in-Chief | **Elizabeth Gasiorowski-Denis**

Writers | **Barnaby Lewis, Clare Naden**

Contributing writer | **Ann Brady**

Copy editor and Proofreader | **Vivienne Rojas**

Designers | **Xela Damond, Pierre Granier, Alexane Rosa**

Translator | **Alexandra Florent**

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**36-37** And the Georges Garel Award goes to...  
Feeling the energy in Astana  
Winning talent



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# Why good governance MATTERS



**Sergio Mujica**, ISO Secretary-General.

The concept of “governance” means different things to different organizations, not to mention to different actors within these organizations. In a nutshell, governance is the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organization. From the World Bank and other multilateral development banks to organizations like the United Nations, European Commission and Organisation for Economic Cooperation and Development, almost all major development institutions today say that promoting good governance is an important part of their agendas.

In recent years, the question of “how to improve governance” has become a global theme. Indeed, good governance is at the heart of any successful international organization. It is central to achieving its objectives and driving improvement, as well as maintaining legal and ethical standing in the eyes of its stakeholders and the wider community. But what is good governance and can it be improved? And how do we measure or assess the quality of governance?

As a leading developer of International Standards, good governance is a central part of our organization on three levels. First, ISO is a system composed of members from all parts of the world, with a membership that today

Good governance  
is at the heart of  
any successful  
international  
organization.

stands at 162 national standards bodies. Our vision has led to a growing diversity and size of our community of members who take part in, or are affected by, standardization. Second, our consensus-based and transparent mechanisms, both for initiating and delivering International Standards, are designed to enable participation of all interested parties. Our scope and collaborative arrangements permit buy-in from multi-stakeholder groups. Third, we respond to the new needs of society and its economic players. Take, for instance, our recent publications on such important governance issues as anti-bribery management systems and compliance management systems.

With governance issues becoming more prominent, this *ISOfocus* issue looks at our current achievements and developments in the area and where our standards can contribute. In addition to anti-bribery and compliance, the recently created ISO technical committee, ISO/TC 309, *Governance of organizations*, will develop standards for all aspects of governance, including direction, control and accountability. This issue also puts the spotlight on such areas as risk management, business continuity and sustainable procurement, by increasing transparency and accountability of organizations. No wonder ISO is increasingly solicited!

The ISO “brand name” is now well known and associated with the construction, expression and demonstration of quality. Yet, to be perceived as the best in the international class is not enough; we must be on a constant quest for progress and the regular evaluation of our stakeholders’ needs, expectations and satisfaction. Updating our set of governance documents at the last ISO General Assembly in Berlin was the occasion to do just that: provide increased clarity on important issues that were unresolved with the previous governance reviews.

The availability, in a single set of documents, of all the relevant information on the organization, its organs, its officers and leaders of governance groups, along with terms of reference and rules of procedures regarding their functioning, improve the transparency for its members and stakeholders. Adopted unanimously by the General Assembly, these documents, together with the support of good principles of organizational governance, will allow ISO to work with a more effective, efficient and fair governance structure in compliance with recognized international best practices.

Leading ISO under this new set of governance documents will be one of my priorities as I take over the responsibility as Secretary-General of ISO. It will also be my role to make sure that all the various components of this system – our 162-member-strong family, our committed experts, our long-time regional and international partners and the ISO Central Secretariat – interact positively, so that good governance is firmly entrenched and no one is left behind.

As this *ISOfocus* issue is the last in 2017, I would like to take the opportunity to extend my good wishes and thanks to all those who contributed to the ISO System during the year, who play such an important part in our success. It is my privilege to be working as part of the ISO family, of which we are all intensely proud. Thank you all most sincerely. ■

# Who won the 2017 poster and video competition?



Watch the winning video: [www.youtube.com/watch?v=G8uSH6bGxb4](http://www.youtube.com/watch?v=G8uSH6bGxb4)



Reza Rahimian from Iran.



Gabriel Hernández from Mexico.

Standards makes cities smarter! That is the theme of this year's World Standards Day, organized on 14 October to highlight and celebrate the global value of standards.

The call put out by the World Standards Cooperation\* for creative illustrations of how International Standards contribute to making cities smarter brought in 120 poster and 24 video entries from all over the world. The entries were submitted via social media and all videos are available on YouTube at [www.youtube.com/worldstandardscoop](http://www.youtube.com/worldstandardscoop).

Graphic designer Reza Rahimian from Iran and Gabriel Hernández, a tech enthusiast from Mexico, were chosen as winners for this competition. Their poster and video will be used to celebrate World Standards Day on 14 October 2017.

\* The World Standards Cooperation is a high-level collaboration between ISO, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU) to strengthen and advance the international standardization system.



Standards  
Make  
Cities  
Smarter

World Standards Day  
14 October 2017





# How Microsoft is bursting the bribery bubble

*by Elizabeth Gasiorowski-Denis*

A business tool designed to fight bribery is gaining traction. Published just last year, ISO 37001 is the first international anti-bribery management system standard designed to help organizations combat bribery risk in their own operations and throughout their global value chains. Its uptake is garnering followers from both governments and businesses. But is ISO 37001 working to improve anti-corruption practices? Microsoft seems to think so.

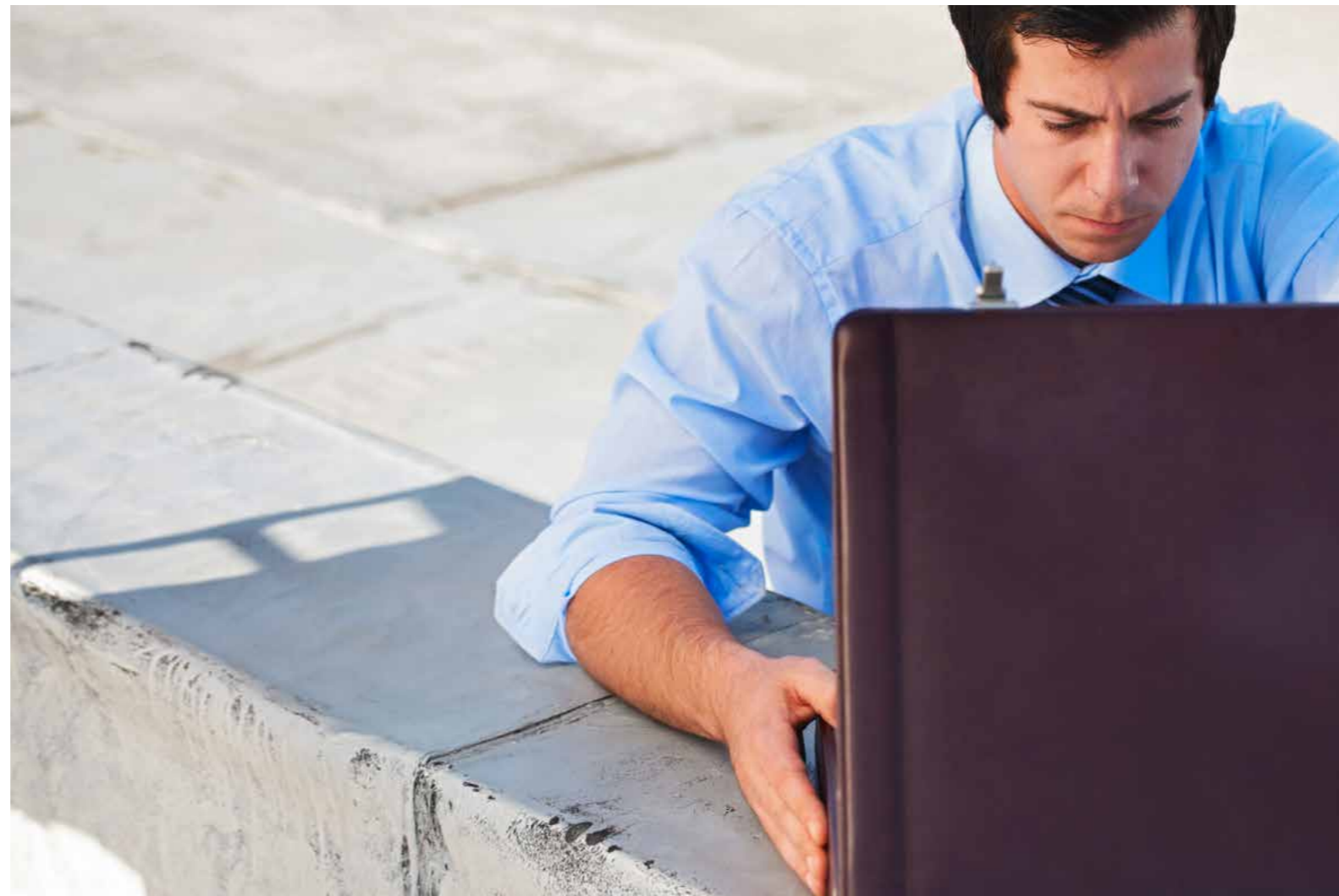
Earlier this year, Microsoft announced plans to adopt ISO 37001, the new international anti-bribery standard, across its operations. Speaking on behalf of the company, Judd Hesselroth, Programs Director in Microsoft's Office of Legal Compliance, explains how the new standard equips organizations to strengthen their fight against bribery: "We think ISO 37001 is going to be an important tool for improving anti-corruption efforts."

So what is ISO 37001? Simply put, it is an anti-bribery standard that will assist organizations in implementing and maintaining an effective anti-bribery and corruption compliance programme and promoting an ethical business culture. ISO 37001 is welcome news for organizations operating internationally and may one day become mandatory for corporations as they partner with other organizations in international business.

For Microsoft, ISO 37001 lays down a much needed "common language" to set global best practices for anti-bribery schemes, says Hesselroth. "It will provide any organization with a global benchmark to evaluate, improve or build its own anti-bribery programme. It will also give confidence to stakeholders (e.g. customers, suppliers, shareholders, etc.) that the organization has met that global benchmark."

Apart from minimizing the risk of bribery and the financial loss it causes, ISO 37001 will help governments in at least a couple of ways, predicts Hesselroth. "It's a resource that governments can leverage in their evaluation of anti-bribery programmes, and it gives governments an internationally recognized benchmark for anti-corruption programmes that they can encourage organizations to meet."

According to Microsoft's Legal Compliance Programs Director, the application of ISO 37001 can bring a competitive advantage to organizations of any size or structure, helping them to build trust and mitigate bribery risk. The fact that the standard will be consistent across borders is also very important for companies operating globally, says Hesselroth. "For larger organizations conducting business in a variety of geographies and jurisdictions around the world, ISO 37001's global applicability and scalability are also really helpful."



ISO 37001 has the potential to be a powerful tool to combat bribery.

Corruption is a big drain on economic development.

### Gaps in the system

Corruption is a big drain on economic development. According to the World Bank, some USD 1.5 trillion are paid globally in bribes each year, a figure that dwarfs the value of economic assistance. "Getting business done" is one thing, but bribery has a much darker side: lack of competition, delivery of sub-standard goods and services, price distortions, and wasted foreign aid contributions. More than any other type of occupational fraud, bribery leads to substantial financial and reputational damage, according to the Association of Certified Fraud Examiners, the world's largest anti-fraud organization and premier provider of anti-fraud training and education.

Bribery has been around for a very long time and the sums involved are huge. And while existing anti-bribery guidance has proven useful – namely in the forum of national anti-bribery legislations and a complex web of corporate policies – corruption is a cross-border problem and demands a common language to help solve it. That's where ISO 37001 comes in. It defines, for the first time, a single internationally recognized set of measures addressing anti-bribery compliance. ISO 37001 provides a common ground where all global branches of an organization, no matter the location, have the same basis for compliance.

### Call to combat

Developed with the participation of business and other stakeholders, and written in plain language, ISO 37001 is meant to be widely applicable to businesses of different sizes as well as public-sector entities and non-profits. It is also designed to integrate easily with existing management processes and other risk management schemes.

The standard, which replaced British national standard BS 10500, provides a number of requirements that represent globally recognized good practice for anti-bribery. It builds on guidance from various organizations, such as the International Chamber of Commerce, the Organization for Economic Cooperation and Development, Transparency International and various governments representing a global consensus on anti-bribery leading practices.

With the development of international efforts to combat bribery, an International Standard defining how organizations must address the issue was long overdue, says Jean-Pierre Méan, Leader of the task group that has day-to-day responsibility for the standard under the supervision of technical committee ISO/TC 309, *Governance of organizations*. "ISO 37001 has the vocation to fill that need and to become the global standard for anti-bribery management systems," he says.

Many companies have already invested significant time and resources into developing internal systems and processes for preventing bribery. ISO 37001 is designed to support and broaden those efforts, while providing transparency and clarity on the measures and controls that companies should be putting in place and how to implement them most effectively and efficiently.

Governments have also begun to show interest in the anti-bribery standard, with Singapore and Peru already endorsing ISO 37001 for use in public procurements. Other governments and multilateral financial bodies may soon follow suit, while several multinationals are considering the standard for their supply chain, especially those working with government.

### The ISO 37001 difference

So what's different about ISO 37001? The standard requires organizations to take a series of measures, proportionate to their circumstances, to prevent, uncover and address bribery. These include:

- Adopting an anti-bribery policy
- Appointing a compliance officer
- Vetting and training employees
- Undertaking risk assessments
- Implementing financial and commercial controls
- Instigating reporting and investigation procedures
- Communicating the policies, procedures and requirements to all staff, contractors, suppliers, and other third parties

Having an anti-bribery management system in place, such as ISO 37001, communicates the organization's commitment to prevent bribery from occurring in its midst, explains Méan. "ISO 37001 creates clarity on the measures which may be reasonably expected from organizations to manage the bribery risk. It will make it possible to identify organizations that are serious about fighting bribery from those that are not."

Will compliance with the standard guarantee that no bribery has occurred? The answer is, unfortunately, that it cannot provide absolute assurance. However, as Méan explains, compliance with the new standard will help organizations ensure that they have appropriate measures in place designed to prevent bribery by, on behalf of, or against the organization, and may be taken into consideration by prosecutors should a bribery-related event occur.

### A powerful tool

General consensus is that ISO 37001 has the potential to be a powerful tool for all organizations seeking to combat bribery risk in their own operations and throughout their global value chains. Fernando Cevallos, Forensic Services Partner at Deloitte, comments: "ISO 37001 is the international tool that assists organizations in demonstrating that they are taking seriously the fight against bribery and will also tell public officials and the private sector (society in general) that no bribes are allowed to be paid."

ISO 37001 is a flexible tool, which can be adapted to the size and nature of any organization and the bribery risk it faces. It also offers the opportunity for external certification and the chance for organizations to:

- Maximize financial gains or minimize financial losses to shareholders by creating controls, procedures and processes to mitigate bribery and corruption
- Create an anti-bribery culture for companies and public organizations
- Create a differentiating advantage among competitors and other government and non-profit organizations

- Increase the reputation of, and provide greater prestige and confidence to, the brand or public entity vis-à-vis society, clients and potential investors
- Strengthen the compliance programme and leverage it internationally to its subsidiaries and other third parties (i.e. suppliers, distributors, representatives, etc.)
- Provide the methodology to obtain the right evidence and documentation during internal investigations and establish the remediation plan according to the standard

Cevallos asserts that bribery is constantly requested at all levels in different ways, and ISO 37001 is the tool to prevent, mitigate and remediate it in all its many forms. "People are tired of suffering bribes and absorbing those costs and, in some cases, increasing the price to the end customer," he says. "We all foot the bill, so now is the time to make a difference. Adopting the standard will not stop organizations from ever doing it, but it will make people think twice before promising, soliciting, offering, giving or receiving bribes."

### All for one, one for all

After being closely involved in the development of ISO 37001, Microsoft will seek certification from an independent and accredited third party to demonstrate that its anti-bribery programme satisfies the requirements of the standard. This means that an independent and accredited third party will perform a rigorous analysis of its programme and ensure that it satisfies the very specific requirements of the new standard.

Microsoft is encouraging organizations, regardless of industry, to adopt the new standard. David Howard, Corporate Vice President & Deputy General Counsel, Litigation, Competition Law and Compliance, comments on Microsoft's blog: "We encourage other major companies to adopt ISO 37001. We think a consistent approach to anti-corruption programmes is a good thing. That, along with an objective and independent certification process, should give governments around the world confidence that the companies which achieve certification are doing everything they reasonably can to reduce corruption."

So are we anywhere closer than we were before? In just a short time, ISO 37001 seems to be gaining recognition as a viable mechanism in the fight against bribery, with businesses and governments welcoming and implementing it across their own operations and throughout their global value-added chains. For now, it is safe to conclude that commitment and action are the challenge in any organization and the key to effective anti-bribery management programmes. The new ISO standard gives corporates a set of tools by which to meet that challenge, but whether those tools are deployed effectively is a matter of real testing and assurance. ■





# The new arsenal **of risk management**



A new version of ISO 31000 is due to be unveiled early next year. As the threat of risks grows for governments, organizations and the public alike, how can the new, streamlined standard help to make our future more secure?

Ten years ago, the boardrooms of banks and financial institutions around the world were rattled to hear the news of the collapse of prestigious and highly respected names, such as Lehman Brothers, Bear Stearns and Northern Rock. Alan Greenspan, the former Chairman of the Federal Reserve, described the shock waves that swept the world as a “credit tsunami”.

In family businesses, governments and industry, the aftermath of the global financial crisis is still being felt. Since then, the spotlight has been turned on risk and exposure to risk – how to manage it; how to prepare for it; how to benefit from it; how to learn from it. In our increasingly complex and interconnected world, one of political uncertainty and economic unease and austerity, these questions are more pertinent than ever and the need for best practice even more compelling.

### How to manage risk

Kevin Knight, Chair of the ISO working group that developed the ISO 31000 standard on risk management, published as a standard in 2009, summed it up succinctly. “Risk is inherent in all activities. And it can be argued that the global financial crisis resulted from the failure of boards and executive management to effectively manage risk. ISO 31000 is expected to help industry and commerce, public and private, to confidently emerge from the crisis.”

Risks, of course, can come from various sources – uncertainty in financial markets, threats from project failures (during design, development or production), legal liabilities, credit risk, accidents, natural causes and disasters – and can take a heavy toll. Look at the havoc and loss of life wreaked by Irma in the Caribbean and the devastating floods in India and Bangladesh.

Risks, of course,  
can come  
from various sources.



### Turning risk into opportunities

Lessons are learned the hard way – but they are learned, and risks can be turned into opportunities. In Japan, for instance, the constant threat of earthquakes and typhoons has led to the development of one of the world’s most sophisticated emergency management systems. In turn, this has been repurposed for missile defence. Officials can now send messages to every mobile phone in the country as well as interrupting TV and radio broadcasts.

As the world enters a new “smart” era, technology poses a new set of risks, from robotics, artificial intelligence and machine learning, to the Internet of Things. Here, too, the response to challenges has led to innovative solutions. Take blockchain technology, a complex set of algorithms that allows so-called crypto-currencies to be traded electronically with a central ledger. Despite concerns about the digital currency’s volatile nature and fraud fears, banks are now exploiting the technology to speed up back-office settlement systems.

To meet this wide array of new challenges, organizations, big and small, around the world, have realized the importance of integrating risk management into their business strategy. Accordingly, the general scope of ISO 31000 – the first-born in the family of risk management standards – was not developed for a particular industry group, management system or subject matter field, but rather to provide best-practice structure and guidance to all operations concerned with risk management.

### Moving with the times

The Thales Group, for example, is a leading organization in the security sector. It states that managing social and environmental risks and developing new standards and procedures are key to risk prevention. Jason Brown, National Security Director of Thales Australia and New Zealand, is Chair of ISO technical committee ISO/TC 262, *Risk management*. He says of ISO 31000: “The standard is now used to assist planning and decision making in areas as diverse as finance, engineering, space flight and international security.”

Moving with the times, ISO’s trailblazing standard on risk management is now being revised and a new edition is scheduled for early 2018. In order to ensure that the principles and guidelines in the standard remain relevant to users, ISO 31000 and ISO Guide 73, which lays down the operative terminology, were revised in 2015 and the 2018 revision is the next step in making risk management easier and clearer and keeping it simple. The text has been reduced to its fundamental concepts to create a shorter, clearer and more concise document that is easier to read while remaining widely applicable.

Brown highlights the fact that ISO 31000’s principles-based model and open-system approach, with the renewed emphasis on the iterative nature of risk assessment, maintains and ensures the standard’s relevance across multiple disciplines. “Governments,



large and small businesses, and in fact all those who have objectives they would like to achieve in our increasingly complex world, will benefit from using 31000 as their guide to managing the risks to their endeavours,” he says.

He advises that the new version has streamlined and refined the key elements and emphasized the iterative nature of the process. “The important issue of a recursive, iterative model is its relevance to reducing uncertainty in a highly volatile and uncertain operational environment, where the requirement for monitoring and continuous assessment of risk is often driven by external events.”

### **Creating growth**

One region that is reaping the benefits of ISO 31000 is Latin America. Jorge Escalera, member of the Mexican delegation for ISO/TC 262, *Risk management*, and ISO/TC 292, *Security and resilience*, points out that the topic of risk management may be relatively new in Latin America but it is significantly growing. Organizations, he reveals, are increasingly proactive in considering ISO 31000 in the implementation of risk management in their general management systems.

Escalera is also a director of Risk Mexico, a company offering solutions for education, certification and consulting in the public and private sectors. “Risk Mexico promotes the implementation of risk management (RM) according to ISO 31000, and in each consultancy we carry out, the fundamental principles of our operation are based on implementing an RM that creates value for our clients and generates benefit for our community,” he says.

### **No easy task**

Cooperation and collaboration are all-important. And although developing a cohesive culture is no simple task, ISO 31000 is a big step in that direction. Of course, it will take more than the application of the revised ISO 31000 to avoid things like another global financial crash, but it will be a help in understanding the causes and identifying the treatments needed to reduce the uncertainty about our financial future. Jason Brown says: “It will, however, take a willingness by all partners to take the actions necessary to reduce uncertainty. Some of these actions must include transparency of financial operations, good regulations and compliance, integrity and responsibility and, importantly, good governance.”

And what about the future – the next steps for ISO 31000? Among them, technical committee activities will focus on the increasing uptake of the standard globally. Indeed, one example of the growth of interest comes from Latin America. Brown says: “There are more ideas in the pipeline from a number of member countries. These include a special Spanish translation task force, which will provide a unified Spanish language approach for the 400 million native speakers, and with official status in a staggering 21 countries, spanning South, Central and North America, Spain, as well as Africa and Europe.” Watch this space. ■

# How Google leverages ISO 31000

Erike Young, Google's Global Safety Manager, who participated in the development of the new version, explains why ISO 31000 is a standard that helps companies worldwide make the best decisions on risk management.

**D**ynamic, innovative, willing to take risks. These are just some of the words that spring to mind when describing the culture at Google. The multinational technology giant, which specializes in Internet-related services and products, states that its mission is “to organize the world's information and make it universally accessible and useful”. In many respects, risk was, and continues to be, an integral part of the company's growth and development.

Indeed, as a motivation technique, Google uses a policy often called Innovation Time Off, where Google engineers are encouraged to spend 20% of their work time on projects that interest them. Some of Google's newer services, such as Gmail, Google News, Orkut and AdSense, were the result of these bold endeavours. Here, Erike Young, Google's Safety Manager, outlines the importance of ISO 31000 for risk management in making those sparks of genius happen.



*Erike Young, Global Safety Manager at Google.*

The main benefit to Google is that ISO 31000 provides a common language and approach to assessing risk.

**ISOfocus:** What do you see as the main benefits and value to Google of ISO 31000?

**Erike Young:** The main benefit to Google, and other global companies, is that ISO 31000 provides a common language and approach to assessing risk, without being too prescriptive. This flexibility, combined with the revised standard's focus on how an organization's leaders can use risk management processes to make better decisions for added and sustained value, is a substantial improvement over the 2009 version.

**What do you think are the biggest challenges ahead in risk management?**

Since the publication of ISO 31000:2009, the importance and understanding of risk management by boards and corporate leadership have grown. Unfortunately, the paradigm that only a “risk manager” or “risk department” manages risk is still the model that many organizations use.

The reality is that everyone in an organization manages risk and makes decisions that can impact an organization's ability to achieve its objectives. While this is nothing new, the amount of data available and the increased speed at which decisions need to be made in today's fast-paced world make the ability to identify and mitigate risks an even bigger challenge for organizations.

**How can ISO 31000 help to address these challenges?**

One of the major improvements in the revised standard is that it is written with end users being the ones who manage risk, so it's not just for professional risk managers.

Some of the simple changes that were made involved using plain language – not jargon – as much as possible, and focusing on the idea that managing risk is as straightforward as identifying risks that might affect an organization's objectives, assessing said risks, and making a decision on how to mitigate (treat) those risks. ■



Rosario Uría Toro, Director of the Directorate of Standardization at INACAL.

# Strengthening anti-bribery in Peru

Rosario Uría Toro, Director of the Directorate of Standardization at INACAL, explains why ISO 37001 is such an important standard in cracking down on corruption and for building trust and best practice across all sectors of Peruvian society.

Over the past 15 years, Peru has enjoyed a period of relative political and economic stability. Millions of Peruvians have overcome poverty and have benefitted from the growing opportunities offered by socio-economic advancement expressed in better levels of human development and an increase in GDP per capita, while income inequality has declined.

However, disparities remain high compared with the levels of OECD countries and poverty is more concentrated in certain areas. On top of this, Peru has not been exempt from corruption scandals at the highest levels, both in the public and private spheres.

All this highlights the need for the government to strengthen its reform of public governance in the socio-economic context and to make concrete steps in building trust across all sectors of Peruvian society – public, private and especially among its citizens.

## Building trust

Just recently, Peru has embarked on an ambitious medium-term development agenda of anti-corruption initiatives. Established to aid socio-economic progress through enlightened public policy, its ambitious national development plan entitled “Bicentennial Plan: Peru towards 2021” defines six strategic goals to be reached within ten years. These include substantial state reforms as a means of achieving more efficient public management and governance. The initiative signals a clear trend towards increased enforcement of anti-corruption laws and decreased tolerance of public corruption.

One significant measure geared towards the prevention of corrupt activities is ISO 37001, *Anti-bribery management systems – Requirements with guidance for use*. The ISO standard represents a global consensus of good practices of public- and private-sector organizations in ensuring anti-bribery compliance. Most importantly, using ISO 37001 is expected to help meet Peru’s modern climate of increasingly austere anti-corruption reform and enforcement.

## Proactive participation

Within the development of ISO 37001, INACAL – the National Institute for Quality and ISO member for Peru – actively participated in the Spanish Translation Task Force for ISO 37001. With the Spanish version completed, it wasn’t long before ISO 37001 was adopted as a Peruvian national standard under the designation NTP-ISO 37001, *Anti-bribery management systems and requirements with guidance for use*, making Peru one of the first countries in the region to implement the ISO anti-corruption standard.

The standard couldn’t be more timely given the efforts deployed in Peru to promote an ethical image that is good for business. The implementation of anti-bribery measures in our public administrations and companies is a surefire way of building trust and creates an obvious competitive advantage as

companies that are certified to the standard will have a much better chance of securing contracts with the state and corporations at the global level.

In addition, INACAL, within the framework of establishing the necessary requirements for conformity assessment, also adopted as its national standard ISO/IEC TS 17021-9, a technical specification published jointly with the International Electrotechnical Commission. It sets out the fundamentals for assessing the technical competence of compliance auditors involved in the certification of anti-bribery management systems.

To promote awareness around the adoption of ISO 37001 as a Peruvian standard, we carried out a number of training programmes for both public- and private-sector stakeholders, which included the online participation of Neil Stansbury, anti-bribery expert and former Chair of ISO project committee ISO/PC 278, *Anti-bribery management systems*. We are also putting together a working group made up of interested parties, tasked with devising a training and dissemination plan based on ISO 37001 and other supporting documents. The Peruvian government has been proactive too. To support us in these various activities, we have engaged government authorities and private institutions interested in implementing an anti-bribery system and their response has been most positive.

### Exchanging ideas

Promoting ISO 37001 for both the public and private sectors is key to furthering the standard's use. We believe that institutions duly audited to the ISO anti-bribery management system will entice other organizations wishing to demonstrate that they, too, have mechanisms in place to prevent bribery. Early signs show that ISO 37001 has the potential to be a key market enabler, with numerous benefits on offer for both citizens and users.

- **For organizations:** demonstrates that they have internationally recognized mechanisms for the prevention of bribery practices
- **For suppliers and contractors:** shows they have client organizations that have anti-bribery management systems, promoting trust in the supply chain
- **For owners, directors and managers of organizations:** reduces the risk of bribery and its consequences
- **For judges and prosecutors:** gives objective evidence on actions to prevent bribery

All of our initiatives underscore the importance of INACAL's participation in ISO and in the work of ISO/TC 309, *Governance of organizations*, a newly created committee specializing

The Peruvian government has been proactive too.

in government ethics that will be responsible for providing ongoing guidance and support on ISO 37001. We are currently evaluating our role in the different working groups and overseeing the appointment of experts who will be members of the Peruvian mirror committee to ISO's international technical committee.

Of course, collaboration and communication play a significant role in tackling corruption. It would be of great benefit, therefore, if ISO were to hold future workshops in our region to enable us to exchange ideas and experiences that help combat institutional bribery and advance our country's economic and social progress. ■

Collaboration and communication play a significant role in tackling corruption.





# Keep calm the first rule of business continuity

by Barnaby Lewis

Some things are hard to predict. And others are unlikely. In business, as in life, both can happen at the same time, catching us off guard. The consequences can cause major disruption, which makes proper planning, through business continuity management, an essential tool for businesses that want to go the distance.

**T**he Millennium brought two nice examples, both of the unpredictable and the improbable. For a start, it was a century leap year. This was entirely predictable (it occurs any time the year is cleanly divisible by 400). But it's also very unlikely, from a probability perspective: in fact, it's only happened once before (in 1600, less than 20 years after the Gregorian calendar was introduced).

A much less predictable event in 2000 happened in a second-hand bookstore in the far north of rural England. When the owner of Barter Books discovered an obscure war-time public-information poster, it triggered a global phenomenon. Although it took more than a decade to peak, just five words spawned one of the most copied cultural memes ever: Keep Calm and Carry On.

## From propaganda to public safety

The phrase dates from 1939, a period before management systems existed as a defined approach, but it nicely sums up the importance of perseverance and keeping a cool head when crises loom. Although when it comes to dealing with the complexities of a modern business, there's a bit more to it than just keeping a stiff upper lip, as James Crask, Convenor of the ISO working group on continuity and organizational resilience, explained to me.

As Chair of the working group responsible for ISO standards for business continuity and organizational resilience and as Head of Risk for the UK's Nuclear Decommissioning Authority, James has the perfect job to satisfy his lifelong interest in how people and businesses avoid, and recover from, disasters. He's brought expertise gained in roles from local government and the London Fire Brigade, as well as "Big-Four" consultancy, to the ISO process, contributing alongside other experts in the field to standards such as ISO 22301, *Societal security – Business continuity management systems – Requirements*. I started by asking him what the difference is between risk management, crisis management and business continuity.

"They share a common goal of providing protection. Risk management tends to concentrate on specific threats and opportunities whilst business continuity provides a recovery plan that can be used under any circumstances when things go wrong and the business is disrupted. There's wide acceptance of the concept having been in use for many years and ISO 22301 formalizes that as an International Standard." So, in essence: business continuity management is about building a recovery plan to recover from disasters when they happen. When coupled with risk management, organizations have a comprehensive system to identify potential hazards with the goal of avoiding disasters before they happen; establishing contingencies and defining procedures that will limit the impacts if, despite your best efforts, disaster does strike; and getting back on your feet as soon as possible afterwards. "The most important thing is to avoid incidents in the first place, and above all to make sure that people and the

environment are safe.” It’s reassuring to know that for the Nuclear Decommissioning Authority, which is charged with dealing with nuclear sites around the UK, safety is a top priority.

### Looking to the future

But as James goes on to explain, there’s a more encompassing side to business continuity management that moves into longer-term resilience. “In the long-term, a business that has really understood the process of identifying threats to its survival will also apply that to the products and services that they offer.” In other words, resilience is about more than just resisting earthquakes or floods, it can be about looking at the business environment and asking whether you’re in shape for the future.

While hindsight tends to throw things into sharp focus, it still seems worth asking whether owners of video rental stores or manufacturers of camera film could have benefitted from an integrated approach to business continuity. I’m fairly sure that, right now, manufacturers of hard drives, games consoles and maybe even combustion-engined cars are asking some pretty searching questions about their future.

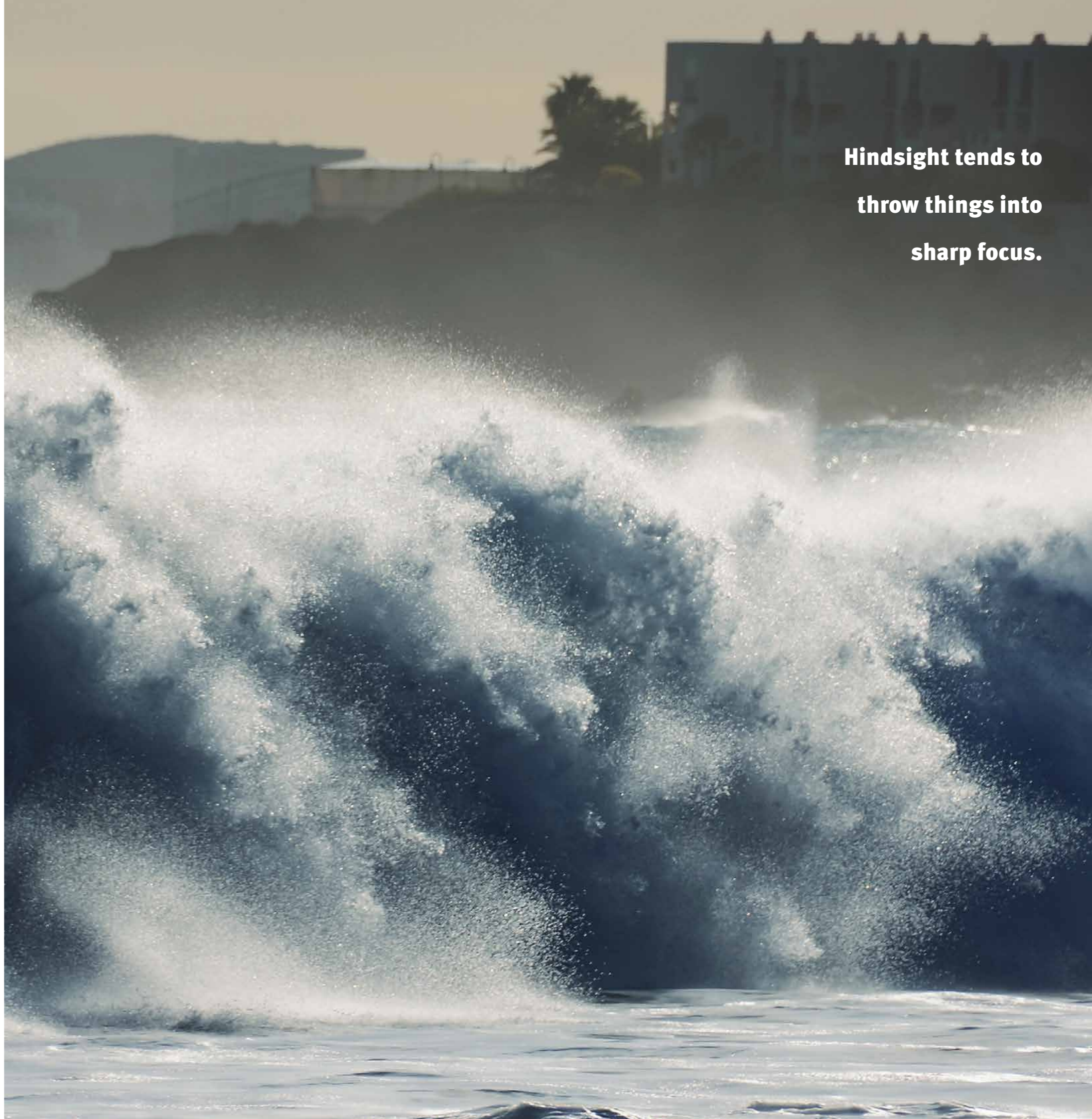
And while the really big questions might, at first, seem outside the scope of ISO 22301 (being more directly addressed by ISO 22316, *Security and resilience – Organizational resilience – Principles and attributes*), the links are there. For example, just a few months ago, China’s Xin Guobin, the Vice-Minister of Industry and Information Technology, announced that the government is planning to end the sale of cars that burn fossil fuels<sup>1</sup>. It’s a brave, forward-looking move that recognizes the effects that such vehicles have not only on the lungs of people whose grid-locked cities they pollute, but in places that experience the worst of climate change.

### Devastating effects

As I write, the destruction wreaked by hurricane Irma, the strongest tropical hurricane in more than ten years, continues. Irma follows hot on the heels of Harvey, which caused widespread devastation, particularly in the US state of Texas, just two weeks earlier. When it comes to the impact on businesses in Houston alone, the early estimates<sup>2</sup> are in the high tens-of-billions of US dollars. While, for some companies, it’s a matter of wrangling it out with their insurance company, for others, it will be the end of the road. Too big a hit coming on the long tail of a period of economic malaise.

1) *China Fossil Fuel Deadline Shifts Focus to Electric Car Race*, Bloomberg News, 10 September 2017 (updated 11 September 2017)

2) *Hurricane to Cost Tens of Billions but a Quick Recovery Is Expected*, New York Times, 28 August 2017



**Hindsight tends to  
throw things into  
sharp focus.**

For the survivors, there's no doubting the enormity of the task; those that do make it through will have done so only through some kind of serious planning and level-headed action. Whether just a hybrid of common sense and business acumen or a consistent, defined approach, business continuity is about continually trying to look around the corner. Taken together, ISO 22301 and ISO 22316 serve as something like a convex traffic mirror; they can't help you predict the future with perfect clarity but they can help to see the shape of what's coming, and to manoeuvre accordingly.

In the case of 2017's Atlantic storms, the focus is on reducing loss of life, and while it is too early to say with certainty, it seems that prudence on the part of planners has considerably lowered potential death tolls. Organizations in the USA, such as the National Hurricane Center and the Federal Emergency Management Agency (FEMA), have developed their own crisis management protocols, suited to disaster avoidance and recovery at the national level, but many of the principles are similar to those of business continuity management.

### We're all in this together

Some degree of this resilience can be attributed to size. In a big country, a larger business can spread its operations between different sites, and there are areas of "high ground" to which people can be evacuated. Often for smaller businesses, organizations or countries, it seems there are fewer options. It is the smaller islands that have been hit the hardest; places barely visible on a world map whose economies rely on seasonal tourism have been devastated on a scale that was unprecedented.

Storms come every year, but this one has literally flattened whole islands. Even as this terrible situation develops, the threat of further hurricanes looms. It will take determination, planning and a consolidated effort from the outside world to help the people recover and rebuild. It will take even greater cooperation and foresight to achieve a serious and unified response to climate change, which, unchecked, is likely to lead to further unexpected and devastating weather events.

### A firm foundation

Understanding the underlying concepts of business continuity management helps to broaden its applicability. Although some small and medium-sized businesses may feel that International Standards are designed for global-scale companies or manufacturers of products, it's a misconception. Like many International Standards, especially ISO management systems, it's really about the formalization of processes and behaviours that, taken individually, are just good practice. The key is in defining the interaction of these practices and how loss of function in one area will impact the entire operation. It's also about moving it from something that long-time employees or owners just *know* to something that's *written down*.

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Businesses  
of any size can be  
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for the future.



In this way, by understanding and implementing the underlying principles of ISO 22316, and related standards such as ISO 31000, *Risk management – Principles and guidelines*, even small businesses can adopt a comprehensive approach to improving their resilience. For some, it's enough to have robust systems in place, while others, typically larger organizations, will seek certification to ISO 22301. James Crask again: "Typically, companies that sit within a supply chain or professional services networks have gone for certification. In my experience, it's not only about public reassurance, or even avoiding problems in the future, it has immediate benefits by reducing insurance costs and demonstrating preparedness."

### A basic two-step formula

"Historically, especially from the risk management perspective, it tended to be heavily regulated industries, such as banking, that were early adopters of business continuity management," Crask informed me. So while safety-critical industries, like extractives, were good at the process end of things, such as safety on ships or drilling platforms, they often had weaknesses in other areas, like IT: "An over-focus on dealing with sharp-end risks can leave vulnerabilities. Resilient organizations will look at behavioural aspects too."

By taking a broad approach, examining the underlying principles, and asking themselves "what does this mean to me", businesses of any size can be better prepared for the future, and for the unexpected. It seems that the formula for business continuity is simple: Keep Calm and ISO 22301. ■

**ISO 22301** specifies the requirements for a management system to protect against, reduce the likelihood of, and ensure your business recovers from disruptive incidents.

**ISO 22316** provides an overview of resilience, describing the foundations required and explaining how to build resilience. It deals with an organization's capacity to anticipate, respond and adapt – which could be crucial to its survival.



# Buying



for a  
better  
world

*by Clare Naden*

Picture a world where every product and appliance is environmentally friendly, where every supermarket item is fair trade, where corruption is an urban myth and poverty a long-distant memory. Hard to imagine? Technically, it is possible... if everyone adhered to sustainable procurement.



Every purchasing decision we make has an impact on the environment, economy and society, from the energy we use to power our computers to the conditions of the workers who made our clothes. What an organization purchases and who it purchases from can have far-reaching implications, not only on the supply chain and the end consumer, but on the wider community, affected by the different segments of that supply chain.

But what if we stopped to consider the effects of our purchasing decisions? If public- and private-sector organizations took the time to ensure their purchasing reflects broader goals linked to resource efficiency, climate change, social responsibility and economic resilience, we could surely expect to reduce poverty, improve human rights and mitigate our negative impacts on the environment.

The fancy name for this is sustainable procurement, and it means making sure that the products and services we buy achieve value for money with the lowest environmental impact and most positive social results. This is done by considering the environmental, social and economic effects of our purchasing decisions.

Procurement makes up a large part of any organization's budget. In the public sector alone, it accounts for around 12% of GDP and 29% of government expenditure in the member countries of the Organization for Economic Cooperation and Development (OECD). With such figures to contend with, the procurement profession needs to raise its game like never before – and the new ISO 20400 on sustainable procurement can help it do just that.

## For the greater good

Inspired by the concept of buying for a better world, many governments and businesses have already embedded sustainable procurement programmes in their day-to-day activities. These contribute directly to the United Nations' 2030 Agenda for Sustainable Development, which includes targets to promote sustainability in private- and public-sector procurement.

With a procurement spend of over USD 17 billion a year, the United Nations (UN) system has significant potential to help shift local markets towards achieving more sustainable outcomes. Through their significant purchasing power, UN organizations can deliver key policy objectives within all areas of sustainable development: environmental (improved carbon, energy and water efficiency), social (reduced poverty and capacity building) and economic (better incomes and optimized costs).

With this goal in sight, the UN developed the United Nations Global Marketplace (UNGM) as the main procurement portal for suppliers and procurement officers in the UN system of organizations. The easy-to-use platform boasts a comprehensive sustainable procurement programme featuring a wide range of guidelines for UN staff, which cover every stage of the procurement cycle. Not only does it give criteria for the sustainable procurement of many of the products and services that the organization purchases, from computers and cleaning products to stationery and transport, it also provides the rules and regulations manufacturers or suppliers must comply with to be eligible for business with a UN organization.

## Sharing the load

At the other end of the spectrum, consumers are also raising their expectations in terms of environmental responsibility and ethical practice, increasingly calling for more sustainable products made from locally sourced materials. For a company to ignore these factors is to risk losing reputation and business.

Antonino Serra Cambaceres, Advocacy Manager, Consumer Justice and Protection, at Consumers International, says sustainable procurement – the act of making sure that each organization and each stage in the supply chain meet certain sustainability targets – plays a vital role in driving change on a broader scale. “For the consumer, this can help build a clearer picture of sustainability, and ensure that the onus of sustainable consumption is not placed solely in their hands,” he explains.

Sustainable procurement also helps build consumer trust in a brand and in the products and services it sells, says Antonino. In time, this can spur demand for further action and even encourage consumers to take action themselves. “Because consumers, too, have a responsibility to understand the consequences of their consumption,” Antonino stresses. “Therefore, they should be informed and seek out those providers of products and services that have a commitment to sustainability in their production and distribution chains. There should be no distinction between the effect of the products and the effect of how they were produced.”

The promotion of sustainable consumption patterns is one of the legitimate consumer needs set forth in the United Nations Guidelines for Consumer Protection and a key element in a consumer protection policy. It encourages countries and international organizations to introduce sustainable practices into their own operations, which should, in all likelihood, promote the wider use of environmentally sound products and services among consumers worldwide. For in truth, “a company can only really ask a consumer to make a sustainable consumption choice, when it is making sustainable choices itself,” argues Antonino.

## The standard approach

Government, corporate and societal demand for sustainability has grown to the point that it is becoming a core objective for many organizations around the world. While most organizations rely heavily on their supply chains to deliver sustainable products, convincing suppliers and partners to comply with new constraints and to change their culture and practices is nothing short of a challenge. Enter ISO 20400, *Sustainable procurement – Guidance*, the world's first International Standard from ISO to provide guidance on delivering sustainability objectives through the supply chain. By dissecting how sustainability impacts the different aspects of the procurement activity – such as policy, strategy, organization and process – it aims to help companies make better purchasing choices through the implementation of sustainable procurement processes.

Many would correctly point out that sustainability should always have been part of a good procurement strategy. So what does ISO 20400 bring to the table that we didn't already know? To begin with, the standard does not purport to hand out a “one size fits all” solution, but provides frameworks and management tools that can be applied by all organizations, regardless of sector, size and location. As a matter of fact, the standard is for anybody who contributes to procurement decisions or deals with suppliers. In some organizations, this can include a large number of people who may work in different departments in different countries and across different time zones.

Combining the strengths of sustainable strategy, risk management and more “traditional” procurement, ISO 20400 highlights the pivotal role a supply chain plays between managing sustainability risks and capitalizing on sustainability opportunities. In its section on fundamentals, it discusses the key principles of sustainable procurement, including accountability, transparency, respect for human rights and ethical behaviour, and their vital importance to organizational success. But the standard also uses the core subjects of social sustainability, taken from ISO 26000, *Guidance on social responsibility*, to help organizations embed their corporate social responsibility strategy throughout the supply chain by applying procurement processes and expertise.

Just as its social responsibility counterpart, ISO 20400 is a guidance standard rather than a certification standard. This means companies cannot be certified for compliance. Instead, the aim is to provide a benchmark for responsible procurement that meets global consensus and has worldwide recognition. And while it doesn't replace legislation, the standard does provide a baseline for the effective integration of sustainability concerns into the procurement activity and supply chains.

The procurement profession needs to raise its game like never before.



## Value in consistency

For a growing number of companies striving for sustainable operation, the new ISO 20400 offers the key to fine-tuning their sustainability achievements and goals. By using the right procurement techniques, organizations can now introduce sustainability principles into their procurement process in a way that delivers value for money. The standard can also help them get ahead of current and future regulatory requirements.

Released earlier this year, ISO 20400 is already stirring interest, with companies of all sizes hurrying to implement its good practice. For example, at the official London launch of the standard's national adoption, BS ISO 20400:2017, developed by BSI, the ISO member for the United Kingdom, leading UK contractor Balfour Beatty was announced as being one of the first to complete the ISO 20400 assessment.

The value of this consistency is often underestimated, but a common understanding of sustainable procurement means organizations worldwide can tread a common path towards higher levels of sustainability. Private and public procurement can go a long way to healing the world of its environmental woes, unethical labour practices and endemic corruption, agrees Staffan Söderberg, Vice Chair of the working group that developed ISO 26000. Even if just a small number of organizations follow the guidance in ISO 20400, the effect through the supply chain would be exponential and make a difference to the world we live in.

Encouraging the wider application of sustainable procurement practices takes us a step further towards a more sustainable world. And that means refusing any alternative. “I don't see why I, as a consumer, should have to choose between less sustainable and more sustainable,” says Staffan. “I only want sustainable goods and services and, hopefully, ISO 20400 will contribute towards that future.” ■

ISO 20400 is already stirring interest, with companies of all sizes hurrying to implement its good practice.



## AND THE **GEORGES GAREL AWARD** GOES TO...

Neil Reeve was honoured with the prestigious Georges Garel Award from the International Federation of Standards Users (IFAN) for meritorious contributions to standardization. Neil Reeve had been Chair of technical committee ISO/TC 67, *Materials, equipment and offshore structures for petroleum, petrochemical and natural gas industries*, for many years before he retired in 2012. He was asked to become Chair again and was reappointed in 2016.

Until 2012, Neil was also Chair of the strategy committee "Energy supply, transport and distribution" and ran the Advisory Board of NEN for many years. He was awarded the prestigious prize by unanimous agreement of the IFAN Board for his ongoing service to the international standards community. In his reply to IFAN, Mr Reeve stated: "Standardization provides cooperation not competition, it is much better to try to use industry, regional or international standards in preference to a company specification wherever possible. It is essential though to ensure that a level playing field is established with a focus on the technical and economic issues that also address health, safety and environmental requirements to prevent, as far as is reasonably practical, both major and minor incidents."

Previous recipients of the award include Laura Hitchcock from the USA (2013), Ziva Patir from Israel (2007), and Christian Favre, the then Acting ISO Secretary-General, who was given the award notably for his work in creating the so-called Vienna Agreement between the European Committee for Standardization (CEN) and ISO. For more information: [www.ifan.org](http://www.ifan.org)



## HONDURAS TACKLES **CLEAN COOKSTOVES**

Cooking shouldn't kill, but for far too many people in developing countries, this is exactly what happens. Today, nearly one million Honduran households use wood stoves as their primary means to cook food. It's no surprise therefore that the country's standards organization, OHN, is one of 25 ISO members participating in the work of technical committee ISO/TC 285 on clean cookstoves.

With millions of injuries and deaths caused annually by open fires and traditional cookstoves, ISO/TC 285 represents a major step towards defining criteria for clean, efficient and safe cookstoves for countries like Honduras. Participation in the ISO committee has enabled the country to contribute its own national experiences, including the development of an OHN standard – marking a quantum leap in the cookstove challenge.

The standard was launched in the presence of representatives from several secretariats of state, civil society, international cooperation, national and international manufacturers of improved cookstoves, and beneficiaries who expressed their experience in the use of cookstoves. A letter of intent was also signed for the creation of an interinstitutional platform for the development of the "improved cookstoves value chain".

OHN launched the standard, which was sponsored by one of its strategic partners, the Honduran Environment and Development Foundation (Fundación VIDA), through the PROFOGONES Project. Its objective was to present to the public, strategic partners and government the OHN standard that establishes the minimum requirements in terms of efficiency, safety, and the amount of indoor and total emissions of the improved stoves.



## **FEELING THE ENERGY** IN ASTANA

World fairs have always been platforms for state-of-the-art science and technology displays from around the globe forecasting a better future for society. EXPO 2017 Astana was no exception. From 10 June to 10 September 2017, the world came together at the international Expo in Astana, Kazakhstan, to explore and discuss "Future Energy". ISO was represented by KAZMEMST, its member for the country.

Organized in the Swiss Pavilion, the talk was devoted to the subject of "Education & Innovation for a Sustainable Future". The representative from KAZMEMST, Zhassulan Kenzhegaliev, gave an overview of ISO standards for smart cities using, as his example, the transformation of Astana on the path to becoming a thriving "smart city". The talk also included presentations from UNICEF Kazakhstan regarding the UNICEF's work in education in the country, and from the University of Geneva on the design and implementation of higher-education spaces in refugee camps.

The cooperation with the Perception Change Project, which promotes the work of United Nations and international organizations based in Geneva, made this International Geneva presence at EXPO 2017 Astana possible and was a great opportunity for ISO standards to be presented to a new audience. In total, the Swiss Pavilion received 2 000 to 3 000 visitors per day.



*Majd Majed Shatnawi, Standardization Officer at the Jordan Standards and Metrology Organization (JSMO).*

## HOW TO ENJOY **A SOLAR ECLIPSE** IN TOTAL SAFETY

The first rule of a solar eclipse is, you don't look directly at the sun with the naked eye. The second rule of a solar eclipse is, you don't look directly at the sun with the naked eye. If you value your eyesight, you can admire this astronomical event in all safety with a pair of protective glasses conforming to ISO 12312-2:2015, *Eye and face protection – Sunglasses and related eyewear – Part 2: Filters for direct observation of the sun*.

Ahead of the total solar eclipse on 21 August 2017, ophthalmologists and astronomers alike were warning people to view the celestial spectacle only through proper solar filters that protect against the sun's rays. Authentic glasses have lenses that meet the ISO 12312-2 standard, the International Standard for safely viewing the sun.

The primary concern is "eclipse blindness" or retinal burns caused by exposure to intense visible light that damages or even destroys the ability of our cells to respond to visual stimulus. In order to prevent this, people can wear a pair of protective glasses designed specifically to view a solar eclipse, complying with ISO 12312-2. Everyday sunglasses are not enough.

## EDUCATION **BOOMS IN BULGARIA**

Students of universities, business schools and other institutions of higher learning are the potential business managers and professional experts of the future. Whether they become engineers, economists or lawyers, they will decide the future role and importance of standardization.

In Bulgaria, the Bulgarian Institute for Standardization (BDS) is keen to communicate the value of standardization to students in vocational schools and universities, as well as adults who would like to acquire basic knowledge about standards. It is actively participating in the implementation of the ISTR Project, which includes the use of International Standards in vocational education and training for the promotion of market-relevant education.

## WINNING **TALENT**

The winner of the 2016 ISO/DIN essay contest for young standardizers in developing countries has come a long way since her win last year. Majd Majed Shatnawi, Standardization Officer at the Jordan Standards and Metrology Organization (JSMO), won hands down with her entry on the role of standards in the Jordanian economy.

A lot of hopeful contenders wanted to hear about the experience of previous winners and how they managed to get there. To answer their call, *ISOfocus* caught up with Majd Majed Shatnawi, who agreed to share with the rest of young people across the world her experience of the competition. Here's the conversation between us.

### **What inspired you to participate in the ISO/DIN essay contest?**

The fact that such distinguished organizations as ISO and DIN collaborated to hold this contest played a big part in my decision. And with the topic of the essay focusing on urban development, I felt it was a good opportunity to shine the spotlight on the challenges my country faces, strained as it is by the extraordinary pressure on resources brought on by the refugee crisis, and to explore ways of solving them using standards.

### **How was your experience at DIN? What interested you the most?**

My experience at DIN was a memorable one as it was a unique chance to meet with the people behind the scenes and learn from their experience. I was impressed by how passionate people in the standards community are about their work and how DIN encourages their engagement and raises awareness of the importance of standards in everyday life.

### **What tips can you share with young people who would like to get involved in International Standards?**

To my mind, young people represent the willingness for change. They should never forget that they are the treasure of the future, and a driving force for development in their countries as well as in standards. They will eventually empower their countries to fight the cause of sustainable development and prosperity for a better future.



# Pushing the tourism limits

*by Elizabeth Gasiorowski-Denis*

All tourism activities of whatever motivation – holidays, business travel, conferences, adventure travel and ecotourism – are giving the industry a big boost. Today, tourism is one of the world’s fastest developing sectors, with increasing growth forecasted for the coming years. But how can International Standards bring clarity and contribute to this development?

Whether you're looking for a romantic retreat or a fun family getaway, the tourism industry is your oyster. Across the globe, people are beginning to rely on travel. They don't consider it an optional luxury, but rather an essential part of who they are and who they want to become. It seems that everyone, everywhere, is giving the tourism industry a big boost.

Here are just a few figures. Last year alone, 1,235 million travellers crossed international borders in one single year. By 2030, this 1.2 billion will become 1.8 billion, according to the United Nations World Tourism Organization (UNWTO) Tourism Highlights (2017 edition).

Yet while its growth is often widely broadcast – international tourism currently accounts for 30% of the world's services exports as well as bringing economic benefits to local communities and encouraging greater global connectivity – the role of International Standards is less likely to be discussed. In fact, with international tourism on the increase, International Standards will be more important than ever. Here's a look at how the booming industry is unravelling.

### A global benchmark

So how do International Standards contribute to these travel trends? With many countries lacking regulation and guidance, the role of International Standards shouldn't be underestimated, says Natalia Ortiz de Zárate Crespo, Secretary of ISO technical committee ISO/TC 228, *Tourism and related services*. "ISO standards represent the best practices agreed among the tourism industry worldwide," she explains. "They have become a valuable tool and a useful source of knowledge for tourism service providers."

Transparency, quality and promotion of tourist activities were the goals behind the creation of ISO/TC 228. The committee – led by Spain's national standards institute UNE, ISO member for the country, in collaboration with INNORPI (Tunisia) – finds consensus on the best way to deliver tourist-related services. This has resulted in over 20 standards that help public and private organizations improve their tourist services in such areas as diving, thalassotherapy, protected natural environments, adventure tourism and marinas.

### Emerging trends

Like other forms of development, tourism can also cause its share of problems. It is therefore no surprise that the role of tourism is increasingly gaining prominence in the debate over how we can move towards more sustainable patterns of development.

Especially in recent years, the term "sustainable" has been increasingly paired up with words like "travel" and "tourism" to denote a desired way of operating. Hotels want to be "sustainable". Tour companies want to be "sustainable". And travellers are increasingly concerned with only spending their money on



# Tourism at a glance



Source: UNWTO

"sustainable" ventures. Sustainable tourism is becoming so popular that what we presently call "alternative" will be the "mainstream" in a decade.

In Spain, where tourism generates 11% of the country's GDP and contributes directly to the creation of one in nine jobs (Ministry of Industry, Energy and Tourism, 2014), there can be no doubt as to the importance of quality in driving sustainable tourism.

For Miguel Mirones, the President of the Spanish Tourist Quality Institute (ICTE), the industry should be looking at tools that focus on quality of service and infrastructure

– an important component of the tourist experience. "Sustainability within the tourist industry can only be achieved when products and services have been developed taking quality into account," he says.

Mirones suggests that it is also necessary for destination managers (where those tourist products and services are provided) to understand the importance of promoting quality as a basic tool for tourist development. "Only a public sector which is engaged with using quality and a private sector which uses quality as a management tool will be able to achieve an appropriate sustainability level."

## World of benefits

The publication of International Standards and other ISO deliverables on tourism services:

- Fosters transparency in the exchange of tourism products and services
- Increases consumer confidence in the tourism market
- Promotes fair competition
- Facilitates environmental protection through environmentally friendly tourism products and services
- Supports ethical tourism
- Supports “tourism for all”
- Improves personal and property security
- Adapts to innovations
- Opens new markets
- Helps developing countries to promote themselves
- Transfers knowledge and best practice
- Improves customer satisfaction, attracts and reassures tourists

All these factors together contribute to a general and common benefit: the stimulation of the global tourism market.

## Excellence in action

The achievements of ISO/TC 228 have been recognized through the Lawrence D. Eicher Award for excellence and superior performance, presented on 20 September 2017 at the 40<sup>th</sup> ISO General Assembly, held in Berlin, Germany.

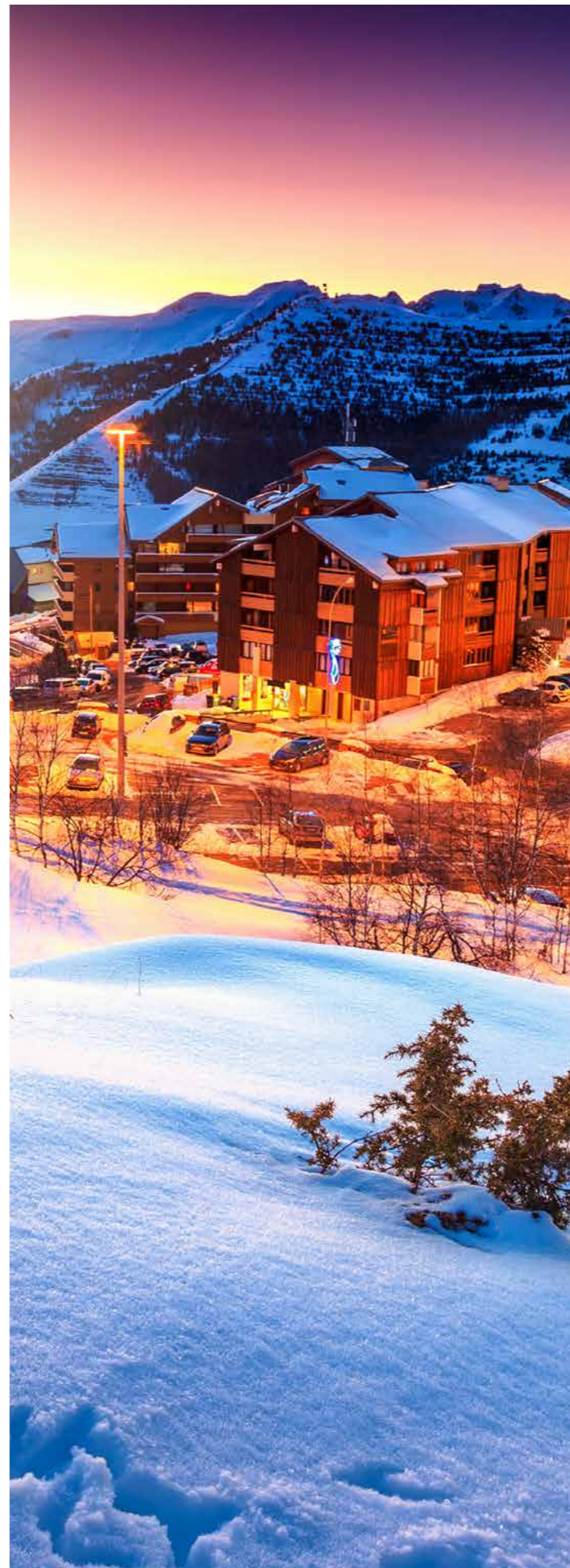
Announcing the award winner, ISO President Dr Zhang pointed out that ISO/TC 228 has also been growing – both in numbers and in geographical spread – with representatives from all five continents, including countries with economies in transition.

The ISO President drew attention to the committee’s extensive efforts not only to recruit new members but to integrate them successfully. He cited the example of new members being received with a personalized welcome pack, making them feel informed and at home.

Dr Zhang congratulated the committee on its excellent project management practices that have also ensured their work is efficient and effective. “On behalf of all of ISO, I am pleased to present the award certificate and to offer our congratulations and thanks for the work accomplished efficiently, effectively and harmoniously.”



*Natalia Ortiz de Zárate Crespo and Chokri Makhlouf, respectively Secretary and Twinned Secretary of ISO/TC 228.*



## Achieving sustainable tourism

This year, sustainable tourism is taking a leading role. 2017 has been designated as the International Year of Sustainable Tourism for Development by the United Nations. It is an opportunity to look at how tourism is affected by climate change and how emissions from the sector can be curbed, along with finding ways for the industry to better adapt to the inevitable impacts of rising global average temperatures.

But how exactly does tourism contribute? Tourism has the potential to contribute, directly or indirectly, to all of the United Nations Sustainable Development Goals (SDGs), which are set to guide the global development agenda until 2030. In particular, it has been included as targets in Goals 8, 12 and 14 on inclusive and sustainable economic growth, sustainable consumption and production and the sustainable use of oceans and marine resources, respectively. The World Charter for Sustainable Development incorporates 17 SDGs and represents a great opportunity to firmly steer tourism down an inclusive and sustainable path.

At ISO, the subject of sustainability in tourism has also been making headway. One of the most important developments in ISO/TC 228 in recent years has been the need to address sustainability. A new working group on sustainable tourism was created to address the management of sustainability for accommodation establishments. This is one of tourism’s key areas and a potential management model that could be used by other subsectors of the industry.

What’s more, two additional working groups within ISO/TC 228 have taken up sustainability initiatives. The working groups on adventure tourism and diving services are developing standards to raise awareness of tourists and providers alike of the need to take into account the three pillars of sustainability and, in so doing, minimize the negative impacts on tourism destinations.

## Tomorrow’s tourism

As global tourism reaches unprecedented levels of demand, the need for sustainability will be imperative for the industry to survive as a whole. How? A key priority will be to develop International Standards that truly respond to market needs, are practical, target-oriented and feasible.

ISO/TC 228 does just that. Its documents do not impose unnecessary demands on the tourism industry and always respect its diversity, providing a gentle approach that should gain plenty of traction within the sector. The committee’s Vice-Chair, Mounir Ben Miled, explains: “The implementation of standards and their application on a large scale is expected to ensure a positive impact on the sustainability of its activities at all levels of service delivery.” Thus, he concludes, “the commitment to ISO/TC 228 is crucial not only for the tourism sector, but also for the future of future generations”.

In summing up his hopes for the future, Ben Miled argues the case for sustainability. “Sustainable tourism is a way of managing life to ensure the good governance of planet Earth,” he says. “The adherence of everyone to this philosophy of life management is essential for a better environment and a better quality of life, and an intelligent management of the energies and resources of the earth.” ■

# ***Opening minds and spirits***

at the ISO Week  
in Germany

open  
minded  
open for  
change

*by Clare Naden*

“Open-minded. Open for change” was the theme of this year’s ISO Week, inviting the global standardization community to think openly and widely in order to fulfil the expectations of our stakeholders in the best possible way.





*This year's ISO week was hosted by DIN, ISO's member for Germany.*

“We must continue to reach out beyond the ISO family towards other standards development organizations and key partners, to ensure relevance and compatibility,” said ISO Secretary-General Sergio Mujica as he addressed delegates from all over the world at the 40<sup>th</sup> ISO General Assembly in Berlin, Germany, from 18 to 22 September 2017.

“It requires generosity and vision to understand that the big picture is more important than the individual pieces,” he continued. “We need to be ready to lose in order for the big picture to win.” These powerful words encapsulated the spirit of the ISO Week in Germany, a week of meetings which included the ISO General Assembly.

ISO's annual event brings together representatives from ISO members around the world to discuss the future of standardization and how best to improve it. The theme for the week was “Open-minded. Open for change”, inviting the ISO community to look to the future through four key topics: exploring standardization needs of the future; using new technologies; collaborating with other organizations; and attracting a new generation of standardizers. The ISO Week was hosted by DIN, ISO's member for Germany. “I would like to thank Christoph Winterhalter from DIN,” said Sergio Mujica, “for his motivation and supporting the spirit of innovation and openness, and for the development of the Berlin Declaration.”

A range of perspectives from within the ISO community and beyond were brought together to provide input into debates and discussions on the current and future needs of standardization. James Shannon, President of the International Electrotechnical Commission (IEC), highlighted the importance of such international collaboration: “We have to recognize that these are not ordinary times... We are being called upon to do more and be involved in more areas than any of us could have ever imagined and under very difficult circumstances. Every part of the world is represented in this room... It is something we take for granted, but there are people out there in positions of influence all over the world who don't believe in the type of international cooperation that this assembly represents. They don't understand that the only way the world can advance is if we can get more people into more rooms like this.”



*Brigitte Zypries, German Federal Minister for Economic Affairs and Energy.*

### **Making globalization fair**

“The success of International Standards is a good example of the benefits international cooperation can bring,” agreed Brigitte Zypries, the German Federal Minister for Economic Affairs and Energy, speaking during the ISO General Assembly.

Although today we are seeing increased criticism of open markets, she continued, the answer is not “isolation”. Ms Zypries instead emphasized the importance of making globalization fair. “International Standards can help achieve this, particularly when they offer a high level of protection for workers, consumers and the environment,” she said.

The Minister also underlined the key, but often hidden, role that International Standards play in daily life. “The first ISO standard was published in 1951, and there are now more than 21800 standards. These figures reflect an impressive productivity rate. But the figures themselves only tell part of the story. They don't show the important role played by International Standards in our day-to-day lives, and how much more complicated our lives would be without them.”

### **More trade, less poverty**

Standards reflect the concerns of society, said Ms Zypries, observing that they are “a mirror of the needs of their time”. They also reduce barriers to international trade, as referenced in the World Trade Organization's (WTO) Technical Barriers to Trade (TBT) Agreement.

“The TBT Agreement strongly encourages harmonization based on International Standards,” emphasized Aik Hoe Lim, Director, Trade and Environment Division, at the WTO, who participated in a panel discussion on the global influence of ISO standards. In trade today, he explained, the role of tariffs is much less significant than it was in the past. There is a lot of focus on non-tariff measures and on trying to reduce the risk of them becoming barriers. International Standards help to reduce those barriers.

With International Standards being the key to market access, they also contribute to alleviating poverty through job creation. Attending the panel discussion, Paramita Dasgupta, Practice Manager at the World Bank, observed: “The only sustained way of reducing poverty is through producing jobs, and quality infrastructure is key to that.” Standards, she said, significantly enhance productivity, bring down the cost of trade and offer benefits from economies of scale through using standardized technologies.

*Aik Hoe Lim, Director, Trade and Environment Division, WTO.*



## Berlin Declaration

Sergio Mujica and Dr Zang Xiaogang signed the Berlin Declaration during the General Assembly week. The objective of this declaration is to ensure that the spirit of openness and enthusiasm for innovation that featured so strongly during the week is not lost following this meeting. [go.iso.org/berlin-declaration](http://go.iso.org/berlin-declaration)



ISO Secretary-General Sergio Mujica and ISO President Dr Zhang Xiaogang signing the Berlin Declaration.

## Missing persons and refugees

Developing countries were another key focus of the week, discussed at the meeting of the ISO Committee on developing country matters (DEVCO). The gathering featured guest speakers from the International Committee of the Red Cross (ICRC) and the Lebanese foreign ministry, who explored whether ISO's standards, which encapsulate the highest level of international expertise, could support the development of solutions for humanitarian work.

The DEVCO meeting, which brings together ISO members from around the world, explores how the ISO community can better support developing country members and their needs. One of the issues under debate was the refugee crisis the world now faces. By the end of 2016, more than 65.6 million people worldwide were forced to flee their homes, displaced by conflict and persecution. Standards are an important tool for organizations like the ICRC that deal with this issue, to ensure the quality and efficacy of certain products and services, such as hospital design and record management systems.

"It will not come as a surprise that ISO standards are regularly used in the work of the International Committee of the Red Cross," said Prof. Jürg Kesselring, Chairman of the ICRC MoveAbility Board. "When a product, activity or service meets ISO standards, there is a general expectation that it will be delivering what is expected from it," he said.

"This applies to relief items, manufacturing, record management systems, hospital design, engineering, etc. In health or forensic fields, authorities often refer to validation and routine control done in accordance with ISO standards in order to show the seriousness of their processes."

But there is potential for them to help even more. "The ICRC firmly believes that the development of standards and the standardization of practices in the field of the missing can be an effective vehicle to provide a better quality and rate of answers, including on the fate and whereabouts of the missing," Prof. Kesselring explained.

## Combining approaches

According to the United Nations Refugee Agency, 84% of the world's refugees are hosted by developing countries, said Alia Aoun, Senior Legal Advisor on Humanitarian Affairs at the Ministry of Foreign Affairs and Emigrants of Lebanon, the middle-income country hosting the biggest number of refugees per capita and by square kilometre. "I propose to provide some food for thought by exposing the situation in Lebanon in order to identify the gaps



Alia Aoun, Senior Legal Advisor on Humanitarian Affairs at the Ministry of Foreign Affairs and Emigrants, Lebanon.

and to reflect on existing mechanisms," she said. "One out of every three persons living in Lebanon is displaced or a refugee. We owe it to ourselves, and to them, to figure out how to manage and exit the humanitarian crisis."

Lebanon's emergency refugee plan covers basic assistance, education, food security, health, livelihoods, protection, shelter, social stability, energy and water. Although key United Nations partners provide important protocols and guidance in some of these areas, ISO standards address most of the aforementioned sectors, but *out of context* of the refugee crisis. "Maybe we should aim for a combination of both approaches, naturally under the umbrella of the norms of international law," she concluded.

For Ms Aoun, standardization is a way of putting in place practical solutions that are reproducible and harmonized, which could help host countries in their response to many of the issues they face when helping refugees.

Lastly, the ISO Week also included a number of facilitated discussions about current challenges for standardization such as energy and the environment, encouraging the widespread use of standards through regional engagement, and how to attract the younger generation to standardization.

## Open minds ready for change

Achieving the four goals explored throughout the week – relevance, attracting younger generations, efficiency and collaboration – requires open minds that are ready for change, said ISO Secretary-General Sergio Mujica in his closing speech to all ISO members and partners.

"Our work has to address global challenges, like those put forward by the United Nations Sustainable Development Goals. But as the world around us changes, we must also anticipate the needs of tomorrow," he said.

"We have to be ready for the fourth industrial revolution: smart cities, smart manufacturing and the Internet of Things, to name a few. This General Assembly is only the first step. We have the skeleton and now we must build on it – and we will do it together." ■

Speakers at the 40th ISO General Assembly.



