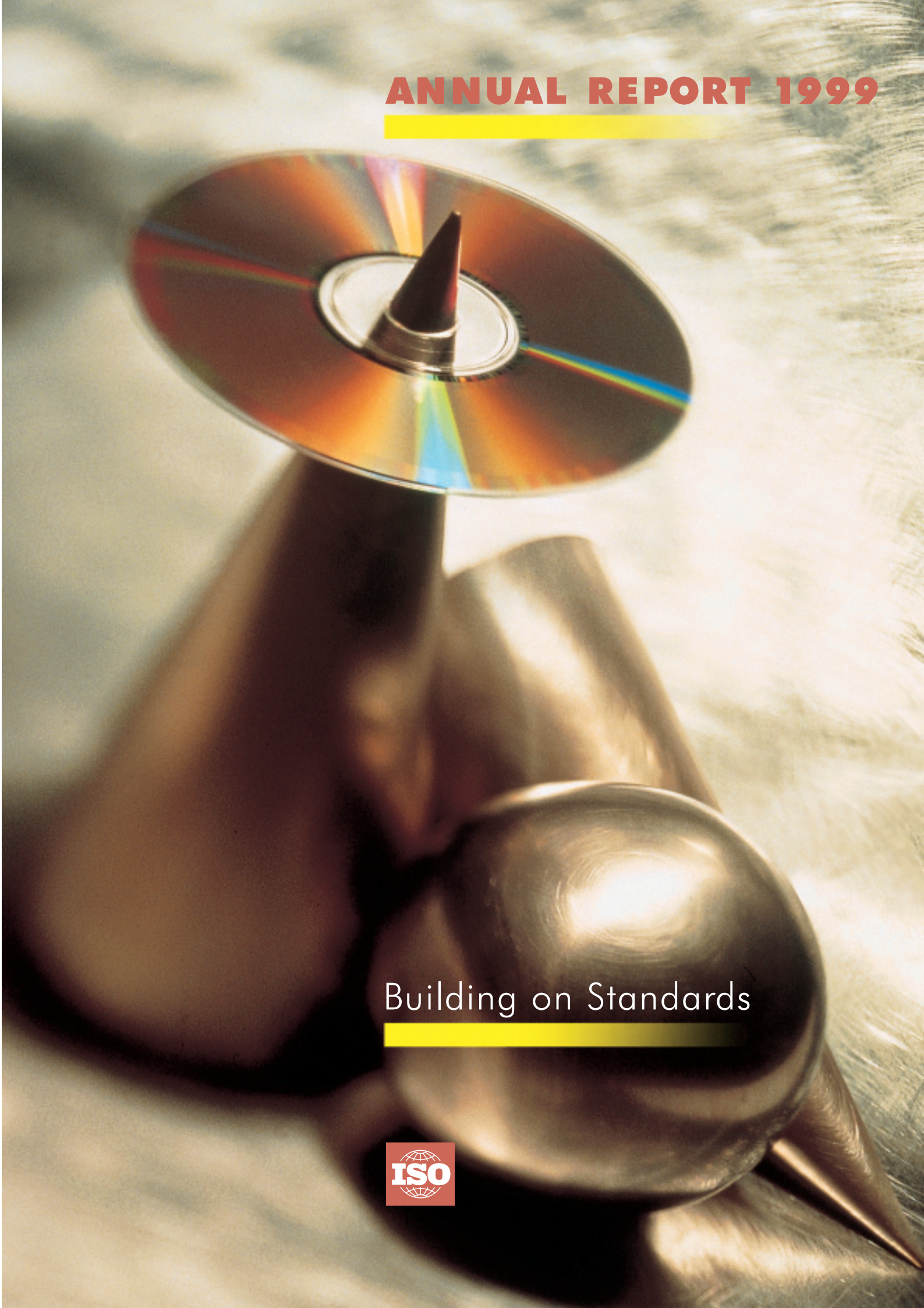
ANNUAL REPORT 1999



Building on Standards

ISO

Contents

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 that are required by the market. 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.

ISO's standards serve society as a whole

Although ISO's principal activity is the development of technical standards, these standards also have important economic and social effects. 1999 provided many examples, of which this report highlights a selection. It shows that as ISO prepares to enter the 21st century, the organization's work has a positive influence on society as a whole.

ISO bridges public and private sectors

As a "UN-type" organization that is, in fact, nongovernmental, ISO occupies a bridging position between the public and private sectors. In order to use this privileged position to encourage greater partnership between these sectors, ISO launched the Standards Actions in the Global Market Forum (SGM Forum). Its founder members include standardization partners the International Electrotechnical Commission (IEC) and ITU (International Telecommunication Union), and a number of other international organizations, including UN bodies, and others representing international business and standards users. The Forum will act as a round table for discussion of programmes, projects and studies with standardization components in the different organizations. It is intended to avoid wasteful duplication of efforts and identify opportunities for working in synergy, with particular emphasis on the developing countries.

Strategic initiatives

Increasing ISO's market relevance

Increasing ISO's market relevance is its most important objective. It involves a better understanding of market needs, and increased involvement of industry, consumers and other stakeholders. Above all, it means, "Doing the right things". 1999 saw a number of achievements along this strategic axis.

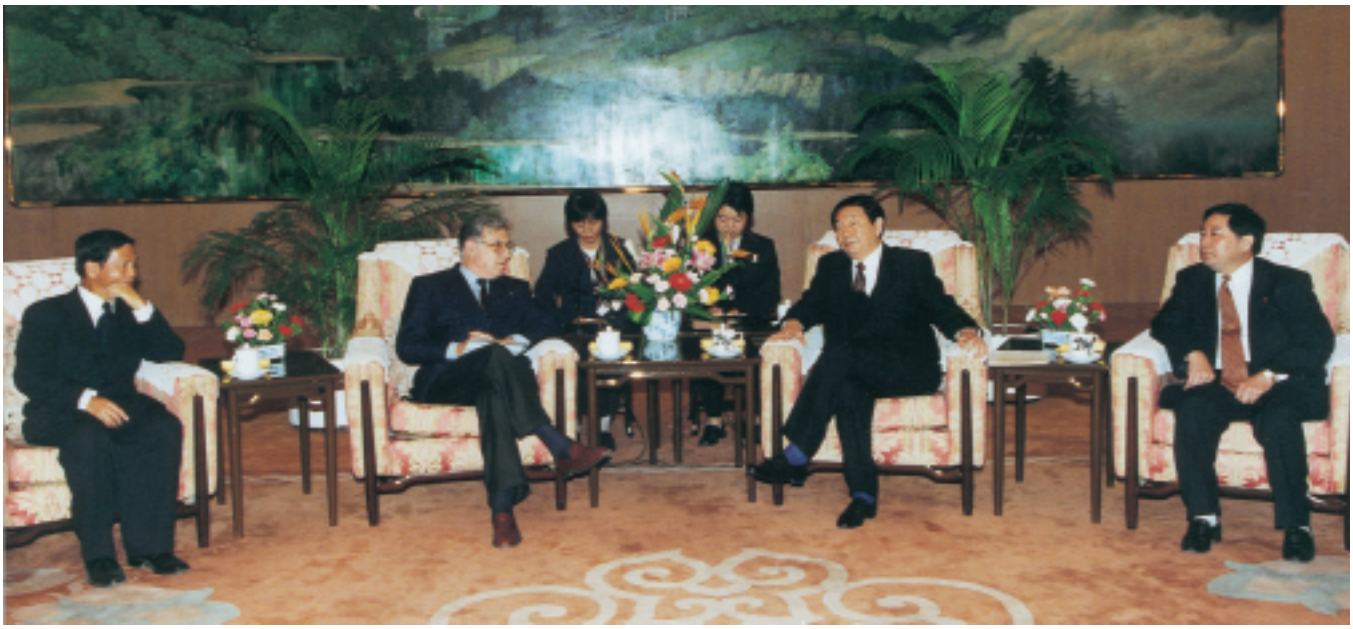
Sector groups create new synergy

"Sector differentiation" is a new initiative aimed at ensuring a closer relationship between standardization work items and business priorities. Business sector groups are being set up as a framework for improved interaction between senior management from all stakeholders in that industry, and the technical experts who develop the standards for the sector. The oil and gas industry has been selected as pilot sector and that group began operating in 1999.

Business plans direct energies

ISO launched a related programme also designed to ensure a seamless fit between the standards it develops and the standards needed by the market. By end-2000, each of ISO's technical committees will be expected to have completed a business plan which also covers the activities of its subcommittees. The business plans will analyse conditions and trends in the market sector served by the technical committee and will be required explicitly to link work programmes and sector needs. This exercise is expected to generate clear priorities for which standards are needed, by when, and what resources are needed to do the job.

A highlight of 1999 was the first General Assembly to take place in China, whose Premier honoured ISO by a personal welcome to the organization's leading officers.



From left to right: *ISO Immediate Past President Mr. Liew Mun Leong, ISO President Prof. Giacomo Elias, China's Premier Mr. Zhu Rongji, and Mr. Li Chuanqing, Director General of the China State Bureau of Quality and Technical Supervision (CSBTS).*

A meeting of minds

ISO President, Prof. Giacomo Elias, proposed a brainstorming meeting in 2000, bringing together all ISO technical and subcommittee Chairs. The idea originated from a general sentiment within the ISO leadership that the organization needs significantly to change its way of operating. "We have reached a sufficient level of consensus within our governance and management structures and we are ready now to more proactively engage the support of possibly the most influential group of people in international standardization, namely, the Chairs of our technical committees and subcommittees," Prof. Elias commented. "They are our ambassadors *vis-à-vis* industry, the scientific community, governmental bodies, and consumer organizations. They see the issues close-up, from both the industrial and market standpoints."

Optimization

Another of ISO's strategic objectives which progressed in 1999 was optimization. Basically, this means, "Doing things well", and involves the reengineering of the ISO standards' development process on a foundation of information and communication technologies (ICT) in order to achieve dramatic improvements in productivity, quality and transparency. ISO will evolve into a Virtual Organization whose core processes will use ICT platforms. An example launched in 1999 was the introduction of a server to allow committees to vote electronically.

Quality of life

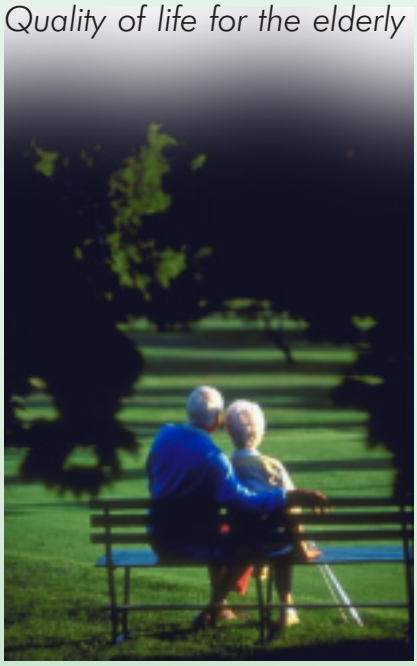
For many people, standardization evokes "dry" matters like measurement, testing, quantification… and yet, ISO standards have an undeniable effect on the quality of life for the people who produce, trade and use goods and services throughout the world.

Quality of life in the 21st century

ISO held an open session with the above title, in conjunction with its 1999 General Assembly in Beijing, at which an international panel of speakers focussed on how standards might help improve the future quality of life in four areas: the home, health and safety, energy and the environment. The *ISO Bulletin* report of the event concluded: "It is a natural need and unconditional right

of all of mankind to seek to improve the quality of their lives. In laboratories and universities, just as in factories and enterprises all over the world, the tools are being developed to improve our well-being. But speed of development of these means, their interoperability and rational functioning, will imperiously demand standards – International Standards."

Quality of life for the elderly



In the year declared by the United Nations as the International Year of Older Persons, ISO held a workshop in Washington DC with the objective of generating recommendations on opportunities for improving the quality of life for the aged through the development of guidelines, standards and consumer education programmes. The programme covered specific issues such as health care (nutrition and pharmaceuticals) and safety (both of products and in the home), as well as more general aspects of the quality of life for the aged. Perspectives were offered from international and national viewpoints, and from developed and developing countries.

Creative standards solutions

Between 1947 and the end of 1999, ISO published more than 12 500 International Standards. ISO's work programme ranges from standards for traditional activities, such as agriculture and construction, through mechanical engineering to the newest information technology developments, such as the digital coding of audio-visual signals for multimedia applications. The following section highlights a selection of its creative solutions to technical problems in different business sectors, and illustrates that ISO standards also provide important economic and social benefits.

Power industry

Oil and gas

The oil and gas industry is ISO's first pilot sector group in its sector differentiation initiative. The group has already launched a new information sheet, the *International Standards Bulletin,* which is being put out by the OGP (the International Association of Oil & Gas Producers, that groups 57 members including 47 oil companies, and 10 national and international oil industry associations. This publication presents the OGP position on International Standards and is aimed at disseminating the results of its findings and the benefits of standards for the sector. It gives the results of a Shell study that shows a "step change" over the last eight years in references to ISO standards in the company's documents. Shell has also developed a projection of the potential benefits to the industry of implementing ISO standards. The company calculates that if the systematic use of ISO standards could be expected to save 1% of the industry's annual expenditure, then the saving would amount to USD 180 million and represent a return on investment of 25 to 1.

Transporting gas safely

ISO developed a new family of standards (ISO 9809 and ISO 7866) dealing with the design, construction and testing of, respectively, steel and aluminium cylinders for the safe storage and transport of high-pressure gas. A conservative estimate puts the number of such cylinders in use around the world at over 130 million. While these are mainly used in industry, there are other significant, diverse applications in fields such as medicine, fire-fighting, emergency operations, sports and drink-dispensing, all of which bring gas cylinders close to the public. In most countries, there

are national regulations on gas cylinders, but consolidation within the compressed gases industry makes the advent of International Standards opportune. In addition to the technical advantages of having common standards worldwide, the ISO documents will be influential in the removal of trade obstacles by providing regulatory bodies with the assurance that gas cylinders manufactured to ISO standards are safe and reliable.

Steam turbines

For the past two decades, two major trends have strongly influenced the world market for industrial-type steam engines: firstly, the rising costs of energy, and,

secondly, the growing concern for the environment. The co-generation of heat and electrical, or mechanical, energy can provide these energies economically with reduced environmental impact. This has caused a steady growth of the market. Until recently, the only industrial-type steam turbines covered by ISO standards were for the petroleum and natural gas industries. This led to the complicated and uneconomical situation where individual companies, or their consultants, developed their own specifications and requirements. The solution proposed by ISO is a new standard, ISO 14661, intended to become *the* base standard for industrial-type steam engines, completed by modular standards that are specific to particular branches of industry, such as the petroleum and natural gas sectors.

Cryogenic vessels

An example of how ISO standards can support governmental moves to improve safety and facilitate international trade was given by the establishment of a new committee, ISO/TC 220, on cryogenic vessels – insulated vessels used for the storage and transport of liquefied gases at very low temperatures. By developing an international consensus on the design, safety aspects, gas/materials compatibility, insulation performance and operational requirements, the new committee will contribute to homogenous technical rules and improve international trade. A second aim is that the International Standards produced will act as the technical basis for United Nations' regulations on the transport of dangerous goods.

ICT industry

Multimedia standards

ISO published MPEG 4, the latest in its suite of standards for multimedia applications. The first two standards, MPEG 1 and MPEG 2 were highly specific, respectively, to CD-ROM's and digital television. MPEG 4 introduces several new developments. For example, it enables users to have universal access to multimedia information. The user is not dependent on any one distribution system – network, radio relay, microwave beam, satellite system, wireless, etc. – because the information is transmitted in exactly the same standard format through all these channels. The standard will have an impact on the general public in many different ways, such as allowing everyone to cut and edit audio-visual material – a possibility up to now only accessible to professionals using complex studio techniques.

Digital TV

Digital television services are being implemented in many countries and will replace most, if not all, existing analogue systems throughout the world within the next decade. The joint standard ISO/IEC 16500:1999 provides for worldwide interoperability of end-to-end digital TV systems. It allows producers of multimedia content to reach the widest possible audience, as well as protecting users from obsolescence and giving them seamless access to information and communication. It enables carriers to offer effective transport and manufacturers to provide hardware and software for unrestricted production flow and use of information.

Unicode

ISO's flexibility and ability to work productively with standards-setting consortia outside the traditional standardization framework

was illustrated by its collaboration with the Unicode Consortium on the Unicode Standard Version 3.0, the software specification that assures a single, universal way to represent text worldwide. The Unicode Standard assigns every character a unique number, ensuring the same representation for text regardless of country, language, or operating system. As a result, computer programmes written to its specifications can be used around the world without modification. Experts from ISO/IEC worked very closely together with experts from the Unicode Consortium to ensure complete synchronization of Unicode 3.0 and the related ISO/IEC 10646-1:2000 standard to ensure interoperability and data stability. The Unicode Consortium comprises global industry leaders such as Microsoft, Sun Microsystems, Hewlett-Packard and IBM.

Environment matters

Green claims

As economies develop, consumer concerns with the everyday things they buy may become more sophisticated. For example, they may become interested in less tangible product attributes such as the ethical and environmental aspects of a product's manufacture. However, consumers may be confused by the variety of environmental labelling found on products to the point where they cannot distinguish between competing products in terms of the environmental impact claimed by their manufacturers, and are thus unable to express preferences through their purchases. ISO 14021 sets specific rules and gives guidance on commonly used claims.

Environmental performance

In today's environment-conscious context, few companies can afford to ignore government regulations, shareholder concerns and stakeholder expectations regarding the impact of their business activities on the environment. Many organizations, therefore, have been seeking ways to understand, demonstrate and improve their environmental performance. Published in 1999, ISO 14031 gives organizations guidelines on the design and use of environmental performance evaluation (EPE). It is accompanied by a technical report, ISO/TR 14032 which gives real-life examples of EPE as practised by a range of organizations large and small, public and private sector, in 10 countries.

Monitoring nuclear energy

In the field of nuclear energy, the job of setting safe radiation limits is that of national governments and the International Atomic Energy Agency (IAEA). However, internationally recognized tests are needed to show compliance with national regulations and IAEA safety standards. ISO, through the work of its committee ISO/TC 85, has achieved worldwide recognition for its standards covering technologies for nuclear facilities, equipment and materials – and their testing. As a result, there is strong US interest in having its nuclear-related standards adopted by ISO in order to give them higher visibility and international recognition. In 1999, ISO and the American Society for Testing and Materials (ASTM) agreed to a pilot project aimed at having a batch of ASTM projects on food irradiation dosimetry adopted as ISO Standards.

Safe sport, toys and building foundations

How tolerable is tolerable risk?

Over the years, safety considerations have played an increasingly important role in defining the content of ISO standards in many different fields. Society has come to demand that all activities be free from risk to the person –

or, at least, that risk is kept to tolerable levels. This concept of "tolerable risk" is presented in the new version of ISO/IEC Guide 51, which gives guidelines for the inclusion of safety aspects in standards. "Tolerable risk" is defined as risk which is accepted in a given context, based on the current values of society. The revised Guide benefits from the explosion in the intellectual development of safety concepts, as well as from the development of safety-related technologies and their application to the actual work of reducing risk.

Doping control in sport

Safety-related standards illustrate once again that ISO has not only economic motivations and technical competencies but also a respect for social responsibility. A landmark in this context was ISO's adoption in 1999 of its Publicly Available Specification for Doping Control in Sport. This specification has the enthusiastic support of government and sporting associations in Australia, Canada, New Zealand, Norway, the Netherlands, Sweden and the United Kingdom. They believe that ISO's adoption of this specification will significantly increase its rate of worldwide acceptance by their own and other's governments, sports organizations and athletes.

Protecting children

Statistics show that injury is a major cause of death and disability among children. Experts developing standards for household items like microwave ovens and televisions may find it hard to imagine that children actually use these products, but consumer behaviour studies show otherwise. In addition, children's natural curiosity can lead them to "interact" with products never meant for them and this can lead to unhappy consequences. ISO has long recognized that standards can and should play a key role in preventing injuries to children and in 1999 published a revised edition of ISO/IEC Guide 50, giving the latest thinking on guidelines for the incorporation of child safety aspects in standards. The Guide contains information that may also be directly useful to designers, architects, manufacturers, service providers, communicators, safety professionals and the like. By reading about the possible interactions of children with hazards, they may be stimulated to adapt their products and services accordingly.

Making play safe for the children of the world

Hundreds of thousands of children are estimated to be injured each year in accidents caused by toys. Many national toy safety standards exist, but industry experts involved in the development of the ISO 8124 family believe that these internationally agreed documents

are not only more comprehensive, but will also reduce the costs of testing and approval of toys – an ultimate benefit for the consumer. The latest standard, which deals with the mechanical and physical safety aspects, refers not only to the normal use of toys, but, as far as possible, also makes allowance for the fact that children often put a toy to a different use than that for which it was designed. The standard also aims, therefore, to prevent accidents which happen due to foreseeable misuse of a toy. If manufacturers now comply with the provisions of the three standards in the ISO 8124 family, the number of accidents is expected to drop considerably.

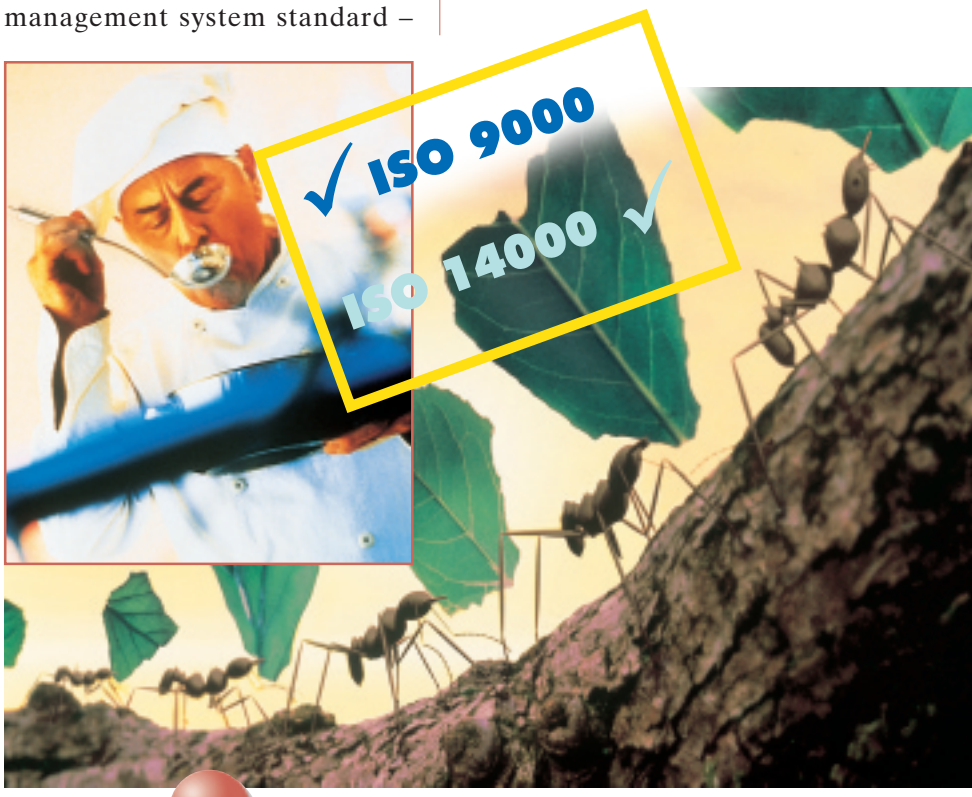
Building on standards

The theme of World Standards Day 1999 was, "Building on Standards". Throughout the history of mankind, construction has been one of the basic human activities and has supplied some of the earliest examples of standardization. Today, standards need to be shared and applied on a practical daily basis by the many professionals involved in the construction industry. These range from designers, architects and civil engineers to manufacturers, regulators and contractors, all the way to companies which spend billions on construction goods and related services every year. The standards they refer to range from the obvious building standards to those covering telecommunications, electrical installations, electronics, networking and the associated safety standards.

Management system standards

One of the first words in standardization

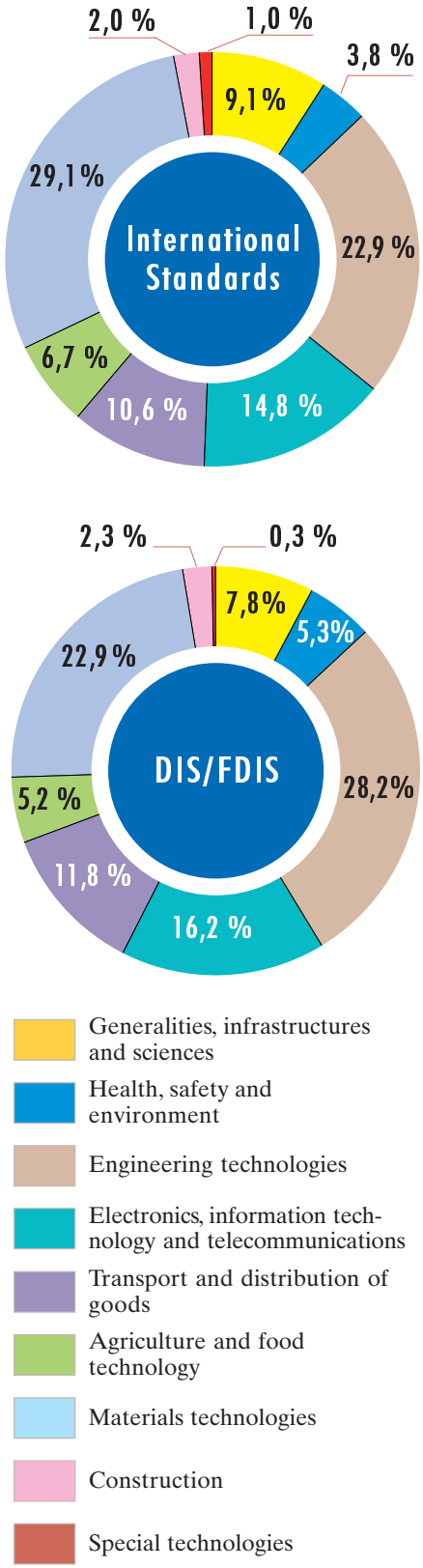
Compatibility is one of the primary aims and benefits of standardization. It can apply to equipment, software, methods – and to management systems. The publication of ISO 14001 – ISO's second management system standard – generated the need for reassurance that this environmental standard would be compatible with its quality management predecessors of the ISO 9000 family. ISO used the opportunity of the ISO 9000 revision process to achieve a high degree of compatibility between the quality and environmental standards. In 1999, it also launched the development of ISO 19011, a joint auditing standard which, when published in 2001, will avoid organizations that implement both the expense and complication of separate audits of their integrated management systems. The development of guidelines for drafting management system standards was also set in motion so that any future such standards will have compatibility designed into them from the start.



Quality may have the last word

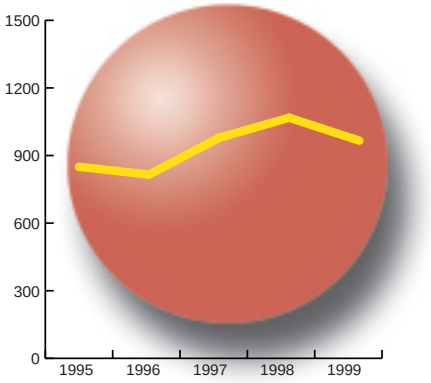
Highly visible in 1999 were ISO's efforts to ensure that the transition to the new, enhanced versions of the ISO 9000 standards would be as smooth as possible for current and future users. Therefore, the development of the ISO 9000 revisions is being carried out in synergy with a whole series of supporting measures to capture user requirements and feedback on the evolving documents at each stage of their development in order to improve them still further. Added to these measures aimed at product enhancement are communication services, such as the posting of regular updates on the ISO Web site (www.iso.ch), that aim to keep ISO 9000 stakeholders in the information loop as the revisions progress. One of the aspects of quality management which is emphasized in the new ISO 9000 versions is continual improvement. ISO is not merely preaching this as a principle, but the organization is also putting it into practice in the development process of its standards. Fittingly, as ISO's best known standard, ISO 9000 may well have the final word in being among the last ISO standards published at the end of the 20th century: the ISO 9000 revisions are targetted for publication in late 2000.

Portfolio of ISO standards and draft International Standards by technical sector as of end 1999



Annual production

Standards published

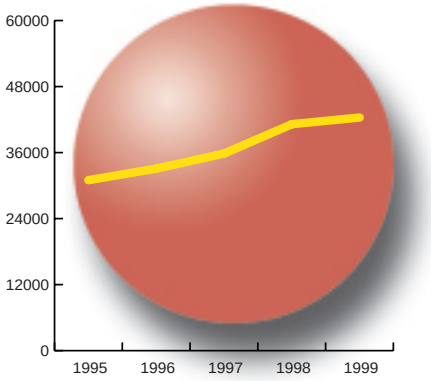


961 new and revised International Standards in 1999.

ISO's total portfolio as of end 1999: **12 524** International Standards.

Present indications suggest that annual standards production will remain at approximately the same level for the next few years.

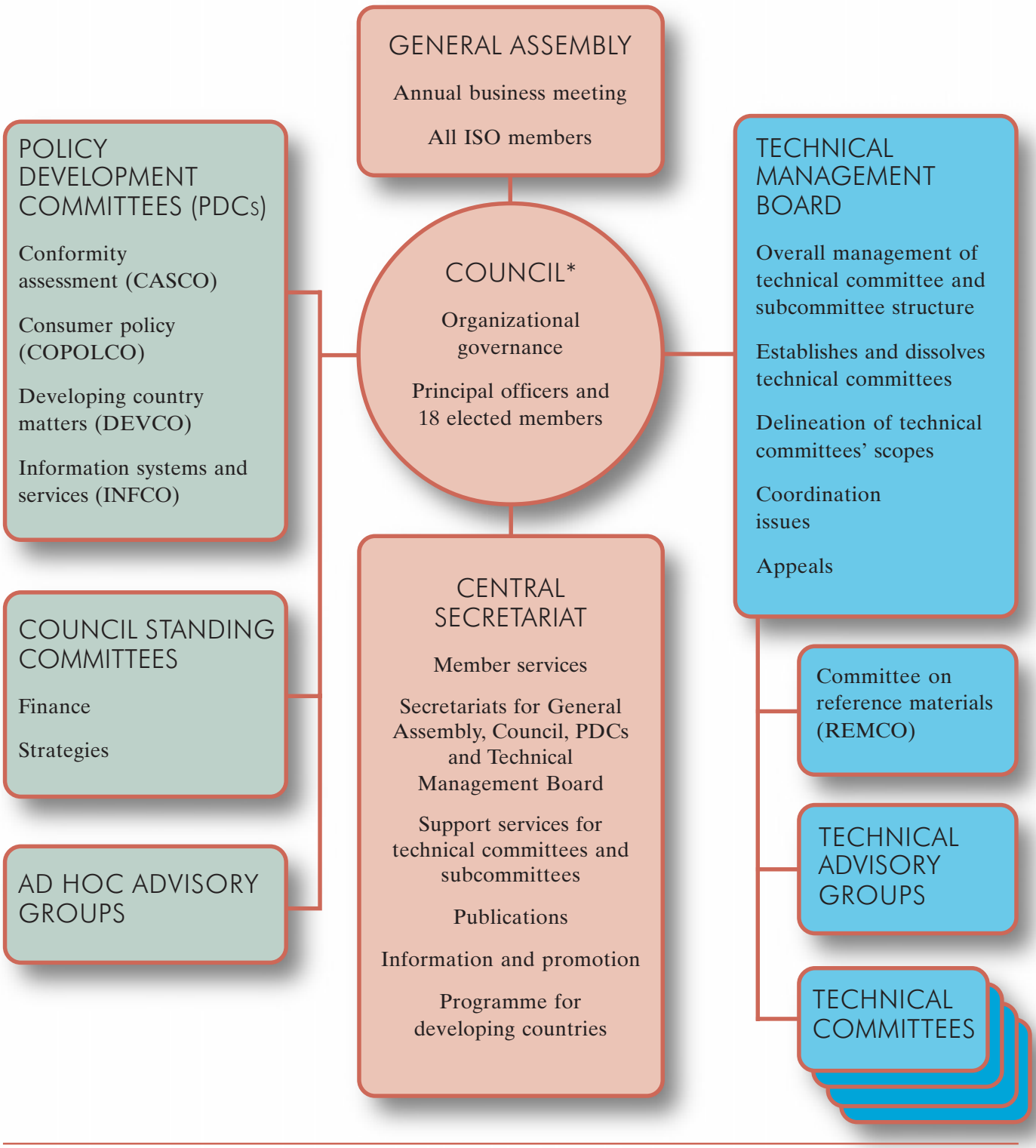
Number of pages



42 422 pages in English and French in 1999.

ISO's total output of pages as of end 1999: **356 427 pages**.

ISO's structure



***Council members in 1999** AFNOR (France) • ANSI (USA) • BIS (India) • BSI (United Kingdom) • CSNI (Czech Republic) • DIN (Germany) • DSM (Malaysia) • JBS (Jamaica) • JISC (Japan) • PSB (Singapore) • SABS (South Africa) • SAI (Australia) • SCC (Canada) • SIS (Sweden) • SLSI (Sri Lanka) • SNV (Switzerland) • TSE (Turkey) • TTBS (Trinidad and Tobago)

Principal officers

Prof. Giacomo Elias

President – Italy

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

Akira Aoki

Vice-President (policy) – Japan

was elected ISO Vice-President (policy) for the 1998-1999 term. He is Chairman of the JISC Council for ISO and Executive Advisor to the Japanese Standards Association (JSA). He served as Chairman of the ISO Technical Committee on steel from 1981 to 1995; since 1986 he has been very active serving as representative of the Japanese Industrial Standards Committee (JISC) on ISO governance bodies and managerial ad hoc groups. Mr. Aoki has made many contributions to the research and industrial standardization activities in the Japanese iron and steel industry; he worked for more than 30 years for the Nippon Steel Corporation in managerial positions and has honorary permanent membership in the Japan Iron and Steel Institute.

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, a function he fulfilled until the end of 1998. Since January 1999 he has been Special Advisor to the President and CEO, CSA International.

Pierre Amsler

Treasurer – Switzerland

was re-elected ISO Treasurer for a second term of office, 1999-2001. He is currently President of Amsler & Bombeli S.A., a civil engineering and geotechnics firm, which he founded 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.

Membership

At the end of 1999, ISO's worldwide membership comprised the principal standards organizations of 132 countries.

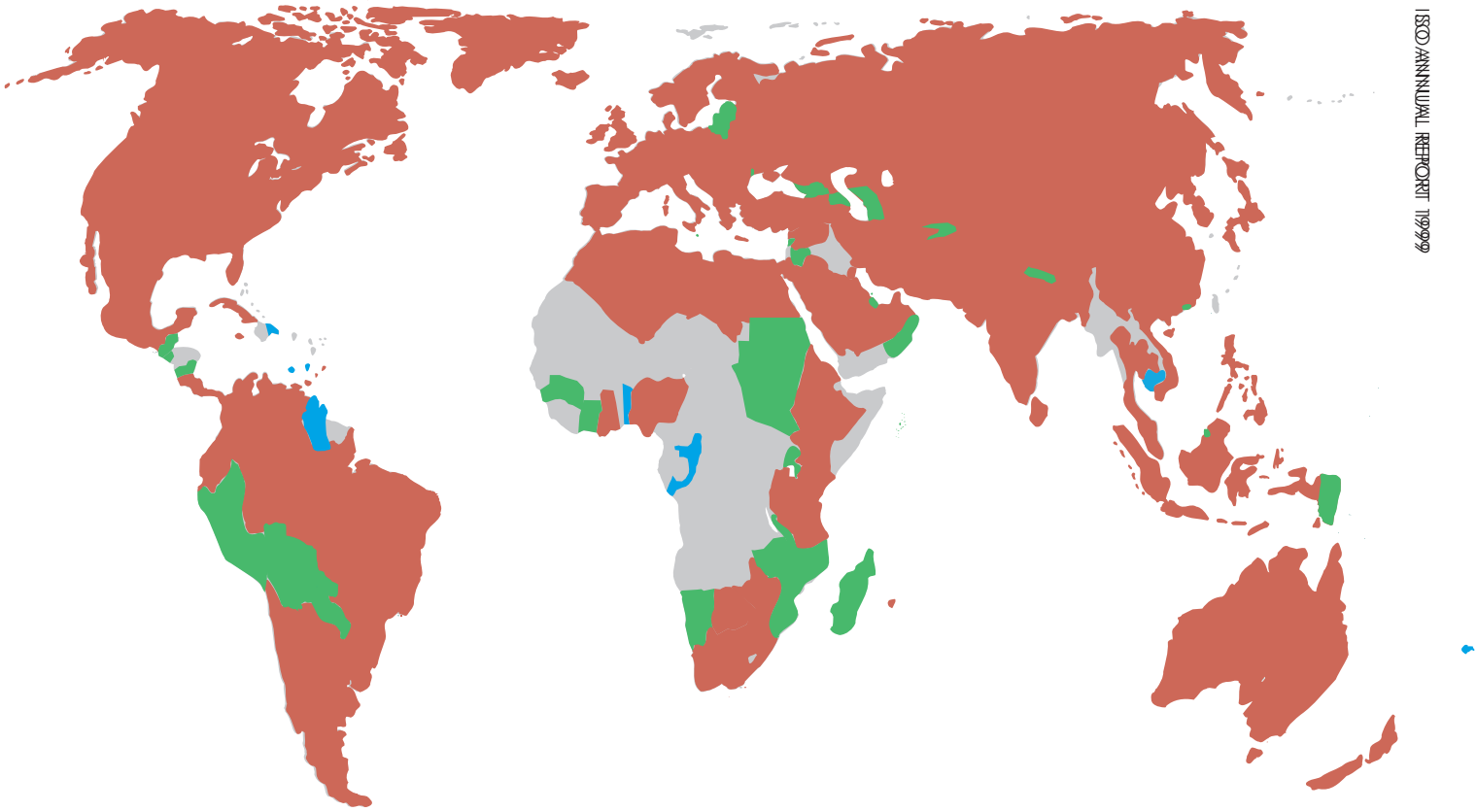
Of these, 90 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

ISO also counted 34 correspondent members. These are usually organizations in countries that do not yet have a fully developed national standards activity. Correspondent members do not take an active part in ISO's technical work and have no voting rights, but are entitled to attend meetings as observers and to be kept fully informed about the work of interest to them.

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

Member bodies

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



Correspondent members

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

Subscriber members

Benin (DPQC) • Cambodia (ISC) • Congo, the Democratic Republic of the (OCC) • Dominican Republic (DIGENOR) • Fiji (FTSQCO) • Grenada (GDBS) • Guyana (GNBS) • Saint Lucia (SLBS)

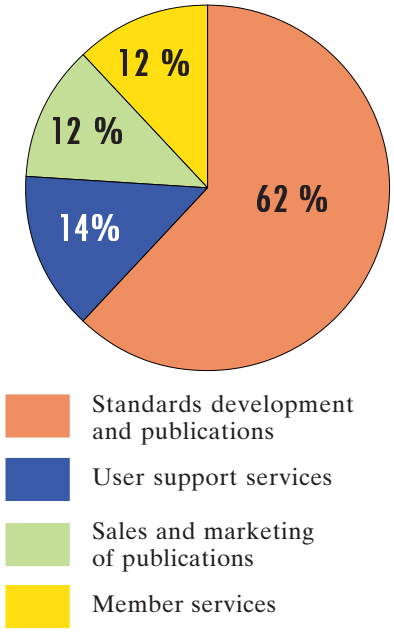
ISO member bodies' contribution to the standards process

Technical and administrative services for ISO technical bodies are provided by ISO member bodies. In 1999, the following member bodies held secretariats and convenorships of technical committees (TC), subcommittees (SC) and working groups (WG).

Member body	Number of secre-tariats (TC/SC)	Number of convenor-ships (WG)
ABNT (Brazil)	4	4
AENOR (Spain)	6	8
AFNOR (France)	82	186
ANSI (USA)	140	453
ASRO (Romania)	1	–
BIS (India)	10	4
BPS (Philippines)	–	1
BSI (United Kingdom)	113	339
CSBTS (China)	6	16
CSNI (Czech Republic)	1	3
DIN (Germany)	130	360
DS (Denmark)	8	33
DSM (Malaysia)	2	2
ELOT (Greece)	2	1
GOST R (Russian Federation)	15	9
IBN (Belgium)	5	19
ICONTEC (Colombia)	1	–
IPQ (Portugal)	3	5
ISIRI (Iran, Islamic Rep. of)	4	–
JISC (Japan)	32	96
KATS (Republic of Korea)	–	1
MSZT (Hungary)	2	–
NNI (Netherlands)	21	77
NSAI (Ireland)	–	2
NSF (Norway)	17	34
ON (Austria)	2	12
PKN (Poland)	5	4
PSB (Singapore)	–	3
SAI (Australia)	12	40
SABS (South Africa)	8	1
SCC (Canada)	20	64
SEE (Luxembourg)	–	1
SFS (Finland)	3	9
SII (Israel)	3	2
SIS (Sweden)	33	88
SNV (Switzerland)	22	35
SNZ (New Zealand)	2	3
TSE (Turkey)	4	–
UNI (Italy)	17	38
UNMS (Slovakia)	3	–

Resources of the ISO Central Secretariat

Distribution of the 1999 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.

Financial statement

Revenue and expenditure at 31 December 1999

		1999 CHF 000	1998 CHF 000
Revenue account	Membership subscriptions	18 431	18 927
	Operating income		
	Sales of publications	4 299	5 640
	Royalties	3 916	3 917
	Other services invoiced	719	221
	ISO 9000 + ISO 14000 News *subscriptions*	548	567
	Financial income	288	264
TOTAL REVENUE		**28 201**	**29 536**
Operating expenditure	Salaries and social charges	20 844	21 125
	Rental & maintenance	2 957	3 091
	Other running costs	3 324	3 274
	General Assembly	273	143
	Capital investment*	483	1 460
TOTAL EXPENDITURE		**27 881**	**29 093**
	RESULTS surplus/(deficit)	320	443
	TRANSFER (to)/from provisions		
	General Assemblies	15	(150)
	Provisions for specific projects	595	(93)
	Building reserve	0	(250)
	General fund	135	50
	Amortization*	(1 065)	
NET RESULTS		**0**	**0**

* New amortization policy applied in 1999

Balance sheet at 31 December 1999

	1999 CHF 000	1998 CHF 000
Fixed assets		
Installation and equipment	**1 018**	**0**
Long term assets		
Securities	6 566	6 565
ISO endowments	917	873
	7 483	**7 438**
Current and liquid assets		
Cash, Bank, Post	1 279	271
Debtors and prepayment	2 965	3 370
Short-term bank deposits	4 100	5 050
Income receivable	95	142
	8 439	**8 833**
TOTAL ASSETS	**16 940**	**16 271**
Current liabilities		
Suppliers	1 338	1 125
Other creditors	734	1 051
Social charges to be paid	256	258
Member subscriptions paid in advance	634	657
Income received in advance	271	254
	3 233	**3 345**
Provision for specific projects	**2 594**	**2 103**
Trust funds received for specific projects		
ISO endowments	917	873
Other financed seminars	361	(20)
	1 278	**853**
General fund	**9 835**	**9 970**
TOTAL LIABILITIES	**16 940**	**16 271**

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