



Support to standardisation activities in Turkey
(1) Lot title: Aligning of legislation and training facilities
EuropeAid 117471/C/SV/TR
This Project is funded by the European Union



Project Title :	Support to the standardisation activities in Turkey (1) Lot title: Aligning of legislation and training facilities	
Project Number:	EuropeAid/117471/C/SV/TR	
Country :	Turkey	
	Project Partner	EC Consultant
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Date of report : 10 May 2006
Reporting period : 1 February 2006 – 30 April 2006
Authors of report : Maria Carton

EC Delegation (project manager) Ela Yazici Inan _____
[name]

LIST OF ACRONYMS

AENOR	<i>Asociacion Española de NORmalizacion y Certification</i> , the Spanish Association of Standardisation and Certification
AFNOR	<i>Association Française de NORmalisation</i> , the French Association of Standardisation and Certification
BSI	British Standardisation Institut
CAB	Conformity Assessment Body
CEN	<i>Comité Européen de Normalisation</i> , the European Standardisation Committee
CENELEC	The European Committee for Electrotechnical Standardization
DIN	Deutsches Institut für Normung, The German Standardisation Institut
EC	European Commission
EOQ	European Organisation of Quality
EU	European Union
EU experts	European experts
GAs	General Assemblies
IEC	International Electrotechnical Committee
ISO	International Standards Organisation
KE	Key expert
L experts	Local experts
NA	New Approach
ON	Österreichisches Normungsinstitut, Austrian Standards Institute
PCA	Partnership and Cooperation Agreement
QM	Quality Manual
QMS	Quality Management System
STE	Short Term Expert
TBT	Technical Barriers to Trade
ToRs	Terms of References
TR	Technical Regulation
TSE	<i>Türk Standardları Enstitüsü</i> , Turkish Standardisation Institute
TSE SPC	Türk Standardisation Institute
WTO	World Trade Organisation

PROJECT SYNOPSIS

Project Title	:	Support to standardisation activities in Turkey (1) Lot title: Aligning of legislation and training facilities
Project Number:		EuropeAid/117471C/SV/TR
Country	:	Turkey

PROJECT OBJECTIVES

Wider objective: The overall objective of the project of which this contract will be a part, is to contribute at facilitating the process of technical harmonisation in Turkey with the "acquis communautaire" and its implementation in the area of free movement of goods, and specifically helping the Turkish Standards Institute (TSE) in aligning its structure, rules of operation and practices with those of the European Standards Institutes.

Specific objectives:

- Technical assistance to the TSE which aims:
- Training of the TSE' staff in order to allow the following:

PLANNED OUTPUTS:

Technical assistance to the TSE:

- The national procedures are in line with the European procedures.
- The Turkish standardisation system is compatible with those of EU similar organisations.
- Two or three mirror committees with new functioning rules are operational.
- A strategic document (Business Plan), easily understood, which will be used for promoting standardisation activities not only by TSE but also by the interested parties, is available.
- TSE is running in accordance with European practices and has been accepted as full member of CEN and CENELEC.
- A fully operational structure regarding the implementation of the 98/34/EC Directive is in place.

Training of the TSE' staff:

- All members of the TSE' staff are trained in European procedures.
- A small team, of TSE' staff and some selected external consultants, is able to work independently and train their colleagues.
- Two or three new ISO TCs or ISO SCs secretariats and one or two CEN TCs secretariats are held by the TSE.

PROJECT ACTIVITIES:

Project Management and backstopping; Inception phase

Component 1: Standardisation legislation

- Review of TSE legal basis
- Advice on TSE secondary legislation
- Review of Turkish standards for standardisation
- Consultancy with the ministry

Component 2: Working procedures including QMS

- QMS
- Upgrading TSE personnel capacity
- Management of documentation

Component 3: Structure of TSE including Committee structure

- Structure of TSE
- Standardisation Management and information software
- European and international activities at national level
- TCs' training programme
- Strategic sector workshop

Component 4: TSE business plan

- Preparation, submission and promotion of business plan

Component 5: CEN/CENELEC membership

- Review of TSE's present situation in the context of full CEN/CENELEC membership ; 3 seminars

Component 6: Implementation of the 98/34/EC directive

- Review of TSE national enquiry point
- Support on elaboration of the database for the notification procedure

Component 7: Generic training/training of trainers

- Generic training/training of trainers, seminars

PROJECT STARTING DATE : 28 January 2005

PROJECT DURATION : 30 months (28 January 2005 – 28 July 2007)

2. PROJECT PROGRESS IN REPORTING PERIOD

The activities were performed during the whole period 1/02/2006 until 30/04/2006 since the end of the third progress period, as described here after.

2.1 Component 1 Standardisation legislation

REMINDING (THREE PROGRESS PERIODS COMPLETED: 1 MAY 05-31 JULY 05; 1 AUGUST 05 – 31 OCTOBER 05; 1 NOVEMBER 05-31 JANUARY 06)

During the First progress period, the project team and the EU Delegation in Ankara learned that a modification of the current law N° 132 on TSE was prepared. The adoption of this law was planned before the end of 2005. In order to face this time schedule independently of the project activities' planning, a common meeting on the existing standardisation legislation was held in June 05 in ON, the Austrian Standardisation body. The following EU legal experts: Mrs Stampfl-Blaha, Mr Zuyderwijk and Mr Isik, local legal expert, assessed all the available documents about TSE legislation, English version. Conclusions of the meeting were that standardisation legislation should be assessed more in details not only in TSE, but also in state administrations, which have legislation activities related to standardisation.

Consequently, Mr Zuyderwijk met TSE and Ministry of Industry's representatives in July 05. Conclusion of this mission: it appears that information about WTO and EU standardisation must be provided to high level decision makers. It was forecasted to present different European models of standardisation legislation and European standardisation bodies.

Second period: A Conference and workshop in October 05 was completed during the second progress period

In order to fulfil this purpose considered as very important for the final project outputs, i.e. supporting TSE to become CEN/CENELEC membership, a conference and one workshop were held on the "Standardisation legislation in EU member countries and Turkey" under the patronage of the Turkish Ministry of Industry in October 05.

The conference was addressed to High level civil officers from the different state organisations in relation with standardisation activities in Turkey.

The conference was followed by a workshop. The workshop was addressed to the executive personnel from the Ministry of Industry in charge of the draft law on standardisation.

During the third progress period meetings among EU STE, Mrs Stampfl-Blaha, and Turkish Ministries involved in the standardisation legislation were held as follows:

- Deputy secretary of the Undersecretariat of the Ministry of Industry and representatives from its legal department
- Deputy secretary of the Prime Minister
- Meetings with TSE Managers
- Meeting with EU Delegation and the Project Director of the Quality programme in Turkey.

Two drafts for a new law on TSE, elaborated in parallel, were submitted to the EU expert for evaluation.

ACTIVITIES : 1 FEBRUARY 06 – 30 APRIL 06

One last mission of 3 days for one EU STE was planned in April 06 to assess the published law on standardisation/TSE structure. Publication of the law was expected in the first quarter

2006. However no date is known today. By a common agreement the Beneficiary, TSE SPC, and the European side have concluded that all efforts in the scope were done at time and it is not really necessary to perform one more mission. On the other side it was identified a need of additional working days for EU STEs for information of industrials on the voluntary standardisation (see Component 7).

The remaining 3 working days from Component 1 were allocated to Component 7 Training of trainers.

2.2 Component 2 Working procedures including QMS

REMINDING (THREE PROGRESS PERIODS COMPLETED: 1 MAY 05-31 JULY 05; 1 AUGUST 05 – 31 OCTOBER 05; 1 NOVEMBER 05- 31 JANUARY 06)

The aim of this component is to prepare a specific QMS for standardisation in TSE as one of project outputs: TSE will be accepted as full member of CEN and CENELEC at the end of the project in July 2007. During the Inception phase period it was concluded the QMS for TSE Standardisation Preparation Centre (SPC) should be deeply adapted according to the EU requirements. First priority is the elaboration of a QM (Quality Manual) before the end of 2005. This QM will join the official application form from TSE to CEN/CENELEC. The QMS set up is forecasted to August 06.

Two EU STEs; Ms Gonzalez and Mr Fuchs performed one first assessment mission during the First progress period.

During the second progress period Ms Gonzalez performed a mission - she has followed up the QM preparation.

During the Third progress period Mr Zeisler has performed a training on upgrading TSE personnel capacity for Members of the new created Mirror Committees and the TSE staff involved in the Mirror Committee's structure. The developed items were welcome at the right time of advancement in the QMS in TSE. The training has shown an interactive participation from the Beneficiary side.

ACTIVITIES : 1 FEBRUARY 06 – 30 APRIL 06

Action 3: Upgrading TSE personnel capacity

EU STE: Mr Haupshop Action 3 Management of documentation (see annex 1).

An important focus of the current visit was to see how IT tools support the processes addressed in the QMS. A result of this assessment is that TSE is operating a well-organized central database. It is recommended, however, to make better use of the XML metadata delivery ("ProjexData") produced by CMC (the use of the XML metadata delivery (ISONET Data) provided by ISO/CS is recommended as well).

2.3 Component 3 Structure of TSE including Committees' structure

REMINDING (THREE PROGRESS PERIODS COMPLETED: 1 MAY 05-31 JULY 05; 1 AUGUST 05 – 31 OCTOBER 05; 1 NOVEMBER 05- 31 JANUARY 06)

The activities within this component are closely linked with the Component 2 ones. It is important also to start the description of the Mirror Committees – indeed in the nearest years the TCs and Mirror Committees will merge.

The EU STEs Mr Corrons and Mr Schulz performed two missions during the first progress period.

Mr Schulz performed one mission during the Second progress period for Action 3 European and International activities at national level.

ACTIVITIES : 1 FEBRUARY 06 – 30 APRIL 06

One mission was planned during the third progress report

Action 3. European and International activities at national level,

EU STE Ms Hamel – this mission was postponed for serious personal reasons from the third to the fourth progress period. (See Annex 2)

A training on the French model was presented to the Secretaries of TCs and Mirror Committees in TSE. As TSE is restructuring and updating all its own documentation and procedures. The scheduled training in that period was very welcome by the TSE technical personnel.

Action 5. Strategic sector workshop (see Annexes 3, 4, 5 and 6)

During all project performance it was established a gap of industrials' participation in standardisation. Initially in the technical proposal a sectorial workshop was forecasted. The scope of it was approached and decided after one year activities. Mirror Committees are composed by representative stakeholders, however the participation of industrials in the standardisation still insufficient.

A workshop mainly for the purpose of promoting participation in standardisation activities by Turkey's strategic sectors was held at the end of April in Istanbul. Four experts from AENOR and DIN who are involved in CEN and CENELEC were contributed to the workshop with their national and international/European experience in standardisation, and each expert explained the main issues of standardisation activities at national and international/European levels. The voluntary nature of standardisation and benefits of participation in standardisation activities was one of the major emphasis points of the workshop. A large number of participants assisted the workshop.

2.4 Component 4 Business plan

REMINDING (THREE PROGRESS PERIODS COMPLETED: 1 MAY 05-31 JULY 05; 1 AUGUST 05 – 31 OCTOBER 05; 1 NOVEMBER 05- 31 JANUARY 06)

A first mission was performed during the First progress period by the EU STEs Mr Kaiser and Mr Hyenne, reports of their missions are joined to the first progress report as annexes.

Second progress period: Mr Kaiser performed a short follow up in October 05 – the report of mission is joined as annex to the second progress report.

Third progress period: Mr Kaiser's report has gave additional information on outcomes of the work for component 2 on QM manual that will be taken to be inserted in the business plan. As there is an overlapping between the two working groups by two TSE members, the necessary information flow should now be secured.

ACTIVITIES: 1 FEBRUARY 06 – 30 APRIL 06

EU STE Mr Hyenne (see Annex 7)

The progress made so far till the arrival of the undersigned can be seen in the set of charts and can be given upon request.

The work of the mission resulted in a review of the draft business plan produced by the TSE working group and recommendations for next version agreed upon with the director for standardization.

- Integrate in the “business” both the development of standards (ie the participation in national mirror technical committees) and the use of standards (ie the distribution of standards).
- Consider this “business” as a part of a more general “market” of “reference documents” including regulations and technical specifications. Develop the differences and relationship between those 3 categories,
- Clarify the 14 objectives by grouping them into 6 more comprehensive objectives Structure clearly the development plan and its time table along those 6 objectives. Develop on advantages and attractiveness of national mirror technical committees - MTC - (by strengthening the advantages of MTC members, and organising regular meetings) Organise an external review by external people before sending it for “public enquiry” to the members of the MTC.
- Detailed remarks were made for each paragraph

The mission was well prepared by the Turkish partners, even if some expectations were postponed due to overload. The working group is open to recommendations.

2.5 Component 5 Structure of TSE including Committees' structure

REMINDING (THREE PROGRESS PERIODS COMPLETED: 1 MAY 05-31 JULY 05; 1 AUGUST 05 – 31 OCTOBER 05; 1 NOVEMBER 05- 31 JANUARY 06)

The activities within this component started during the second progress period. The EU STE, Mr Peacock, has held a workshop on CEN/CENELEC membership.

The workshop was conducted on an interactive basis with the TSE staff participating fully in the discussions. The expert prepared a series of slides to stimulate the participants and to facilitate discussion. The results of the different elements of the workshop were documented on a series of flipchart sheets, which were left with TSE as a detailed record of the outcome of the workshop.

A TSE work plan for the 9 conditions was agreed in order to meet identified requirements, detailing staff responsible for the tasks and the timeframe for completion of the tasks.

A second mission was planned for Mr Peacock in the third progress period, and a blind audit will be performed by two EU STEs further to the CEN&CENELEC remarks after that TSE apply to CEN&CENELEC.

ACTIVITIES: 1 FEBRUARY 06 – 30 APRIL 06

Action 2: Follow up of CEN/CENELEC preparation

No planned mission for EU STEs, however TSE completed the whole application file to CEN/CENELEC. According to the advice of the EU STE, TSE took a decision to apply to CEN/CENELEC after publishing of the law on standardisation. It is expected before end of April 06.

2.8 Project Management and coordination

ACTIVITIES: 1 FEBRUARY 06 – 30 APRIL 06

The Key expert is in permanent contact with the EU Project Manager and the TSE Beneficiary components' participants.

During the forth progress period the Key expert has participated in the Project Board meeting held on 15 March 06. The advancement of the project activities was presented.

3. PROJECT PLANNING FOR NEXT REPORTING PERIOD (01/02/2006 – 30/04/2006)

Planned activities for the period (see table 1).

3.2 Component 2 Working procedures including QMS

Action 2 Follow up of QMS

TSE personnel will be supported in the management of documentation from the governing bodies in CEN/CENELEC and ISO/IEC (CEN BT, ISO General Assembly, ISO Council, etc.). Assistance will be provided for the development of the procedures according to CEN/CENELEC rules and the implementation of the necessary procedures.

Inputs

EU KE: 1 w.d.

EU NKEs: Mrs Gonzalez, 5 w. d.
Mr Fuchs, 5 w.d.

3.3 Component 3 Structure of TSE including Committee structure

Action 4. Technical Committee training programme

Inputs

EU NKE: Ms Hamel, 5 w.d.

3.4 Component 4 Business plan

Follow up

Inputs

EU KE: 1 w.d.

EU NKE: Mr Kaiser, 5 w. d.

3.5 Component 5 CEN/CENELEC membership

Dummy audit visit on the complete documentation prepared by TSE for CEN/CENELEC full membership will be performed by two EU STEs before end of June 06.

Inputs

EU NKEs : Mr Peacock, 4 w. d.
Mr Wanda, 4 w.d.

3.7 Training of trainers

A first general training of 3 full days will be held by two EU STEs in May 06

Inputs

EU NKEs: Mr Jonas, 4 w.d.
Mr Höhnl, 3,5 w. d.

3.8 Project management

Follow up the general performance of the project.

Inputs:

EU KE: Mrs Carton, 13 w.d.

Table 1. PLAN OF OPERATIONS FOR THE NEXT PERIOD (Work programme)

Project title: Support to standardisation activities in Turkey (1) Lot title: Aligning of legislation and training activities	Project number: EuropeAid 117471/C/SV/TR	Country: Turkey
Planning period: 1 May 2006 – 31 July 2006	Prepared on: 10 May 2006	
<p>Project objectives: Technical assistance to TSE and Training TSE staff in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)</p>		

Main activities	TIME FRAME			INPUTS		OTHER
	1.05.06-31.07.06 5 th project progress period			Personnel		
	May	June	July	EC consultant	Counterpart	
Component 2 Working procedures, including QMS						
Action : Management of QMS documentation and follow up		XXXX		EU KE: 1 EU NKEs: 10	5	
Total C2				EU KE: 1 EU NKEs: 10	Counterpart: 5	
Component 3 Structure of TSE, including Committee structure						
Action 4: European and International activities at national level			XX	EU NKEs: 5	25	
Total C3				EU NKEs: 5	Counterpart: 25	
Component 4 TSE business plan						
Action: Preparation, submission and promotion of business plan	XX			EU KE: 1 EU NKE: 5	5	
Total C4				EU KE: 1 EU NKE: 5	Counterpart: 5	

Table 1. PLAN OF OPERATIONS FOR THE NEXT PERIOD (Work programme) - following

Project title: Support to standardisation activities in Turkey (2) Lot title: Aligning of legislation and training activities	Project number: EuropeAid 117471/C/SV/TR	Country: Turkey
Planning period: 1 May 2006 – 31 July 2006	Prepared on: 10 May 2006	
Project objectives: Technical assistance to TSE and Training TSE staff in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)		

Component 5: CEN/CENELEC						
Action 3: Audit by the EU STEs		XX		EU NKE: 8	10	
Total C5				EU NKEs: 8	Counterpart: 10	
Component 7: Training of trainers						
First training: general pedagogic	XX			EU NKEs: 7,5	25	
Total C7				EU NKEs: 7,5	Counterpart: 25	
Project Management						
Coordination	XX	XX	XX	EU KE: 13	15	
Total Pr Management and coordination				EU KE: 13	Counterpart: 15	
TOTAL W.D. FOR PROJECT PROGRESS PERIOD N°5				EU KE : 15 EU NKEs : 35,5	Counterpart: 70	

Table 2. PROJECT PROGRESS REPORT

Project title: Support to standardisation activities in Turkey (3) Lot title: Aligning of legislation and training activities		Project number: EuropeAid 117471/C/SV/TR		Country: Turkey	
Planning period: 1 February 2006 – 30 April 2006		Prepared on: 10 May 2006		EC Consultant: AFAQ AFNOR Int/AENOR/DIN/ON	
<p>Project objectives: Technical assistance to TSE and Training TSE staff in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)</p>					
Main activities	INPUTS 4 th progress period: 1 February 05-30 April 06				OTHER
	EC Consultant – w. d.		Counterpart – w. d.		
	planned	utilised	planned	utilised	
Component 1 Standardisation legislation					
Action 3 Support to draft standardisation legislation EU NKEs L E Counterpart	3 2	0 0	10	0	The forecasted mission for Mr Friers (3 w. d.) was cancelled – the comment on the draft law are in the Undersecretariat of Prime Minister/ No needs of more activities for the time being
Component 2 Working procedures, including QMS					
Action 3 Management of documentation EU KE EU NKEs Counterpart	1 3	1 3	15	20	Active participation from Beneficiary part
Component 3 Structure of TSE, including Technical Committees structure					
Action 3: EU NKEs Counterpart	5	5	20	40	Active participation from Beneficiary part
Action 5: Strategic sector workshop EU KE EU NKEs Counterpart	1 15	1 15	40-60	60	Up to 300 participants: Industrialists participation in the workshop "Voluntary participation in the standardisation" : 62 %

Table 2. PROJECT PROGRESS REPORT - following

<i>Project title: Support to standardisation activities in Turkey (4) Lot title: Aligning of legislation and training activities</i>		Project number: EuropeAid 117471/C/SV/TR		Country: Turkey	
<i>Planning period: 1 February 2006 – 30 April 2006</i>		Prepared on: 10 May 2006		EC Consultant: AFAQ AFNOR Int/AENOR/DIN/ON	
Project objectives: Technical assistance to TSE and Training TSE staff in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)					
Main activities		INPUTS 4th progress period: 1 February 05-30 April 06		OTHER	
Component 4 Business plan					
Action: Preparation, submission and promotion of business plan					
EU KE					Active participation from Beneficiary part
EU NKEs		1	0		
Counterpart		4	4		
				20	20
Total Project Management and coordination					
EU KE		31	26	20	25
<i>The project activities are smoothly progress/Personnel raison for non realised days</i>					
TOTAL W.D. FOR PROJECT PROGRESS PERIOD N°4					
EU KE		34	28		
EU NKEs		30	27		
LE		2	0		
Counterpart*				110-130	165
<i>* Counterpart: the working days are provided only for information (as estimation)</i>					

Table 3. RESOURCE UTILISATION REPORT

<i>Project title: Support to standardisation activities in Turkey (5) Lot title: Aligning of legislation and training activities</i>	Project number: EuropeAid 117471/C/SV/TR	Country: Turkey
<i>Planning period: 1 February 2006 –30 April 2006</i>	Prepared on: 10 May 2006	EC Consultant: AFAQ AFNOR Int/AENOR/DIN/ON
Project objectives: Technical assistance to TSE and Training TSE staff in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)		

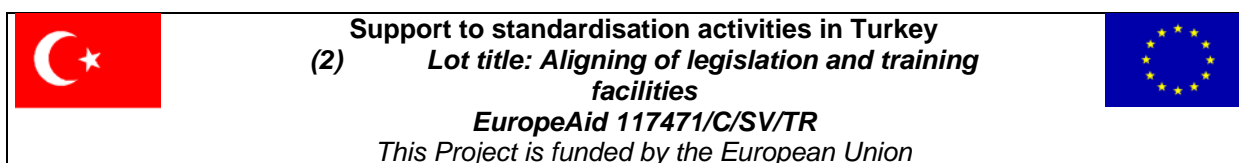
RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER
PERSONNEL					
EU KE	220 days	34 days	28 days	141 days	79 days
EU NKEs	180 days	30 days	27 days	124 days	56 days
Local Expert	35 days	2 days	0 days	21 days	14 days
Sub-total: Consultant	435 days	66	55	286	149
Counterpart (only estimation)	405 days	130	145	283	122

ANNEXES

	DESIGNATION
Annex 1	Component 2: Joachim Hauschopp – Report of mission
Annex 2	Component 3: Annick Hamel - Report of mission
Annex 3	Component 3: Joachim Hauschopp- Report of mission
Annex 4	Component 3 : Klaus Schulz- Report of mission
Annex 5	Component 3 : Pablo Corrons- Report of mission
Annex 6	Component 3 : Javier Garcia- Report of mission
Annex 7	Component 4: Jean Hyenne - Report of mission
Annex 8	Updated table of working days by Components

Annex 1 Component 2: Joachim Hauschopp

Report of mission



Project Title : **Support to standardisation activities in Turkey**
(1) Lot title: Aligning of legislation and training facilities

Project Number : **EuropeAid 117471/C/SV/TR**

Subject : **Report of mission “ Action C 2.3 Management of documentation**

Date of assignment: 15-17 March 2006

Location: Ankara (Turkey)

Name of expert(s): Joachim HAUSCHOPP

CONTENTS

1. SUBJECT OF THE ASSIGNMENT

Component (2): Working procedures including QMS, Action 3 Management of documentation

2. PERSONS ENCOUNTERED

From the Standards Preparation Centre:

Mr. Tunga GÖKHUN, Head of the centre

Mrs. Nilay YENIAY, Director of National Technical Committees

Mr. Cemal YILDIZELI, Technical expert

Mr. Bülent GÜYER, Officer

Mrs. Arzu MÜTEVELLİ, Technical expert

Mrs. BUket KAHVECIOĞLU, Technical expert

Mrs. Gülay ÜZÜMCÜ, Technical expert

Mrs. Sermin BUBİK, Director of Document Selling and Information Unit

Mr. Alp Nuri TEKİN, Officer

From other departments in TSE:

Mr. Muzaffer ÖZEN, Lead auditor in the Quality and Systems Certification Department

Mr. Mehmet Ali DÖNMEZ, Lead auditor in the Quality and Systems Certification Department

Mr. Mesut DURU, Lead auditor in the Planning and Training Department

From the project team:

Mrs. Maria CARTON, Project key expert

Ms. Ayşe Ruyem ARSLAN, Project assistant

3. PERFORMED ACTIVITIES

3.1 Summary

In two previous visits Mrs. Sonia Gonzalez contributed to implementation of a quality management system (QMS) at TSE. A review of the actions taken since the October 2005 visit of Mrs. Gonzalez was undertaken. TSE has made significant progress in setting up the QMS. The quality manual as well as the procedural instructions are available as drafts and are in the consolidation phase. Most procedures have been implemented or are ready to be implemented as soon as TSE becomes CEN and CENELEC member.

An important focus of the current visit was to see how IT tools support the processes addressed in the QMS. A result of this assessment is that TSE is operating a well-organized central database. It is recommended, however, to make better use of the XML metadata delivery ("ProjexData") produced by CMC (the use of the XML metadata delivery (ISONET Data) provided by ISO/CS is recommended as well).

3.2 Status of the QMS

TSE has produced a coherent Quality Manual based on ISO 9001:2000 containing references to the relevant European regulations and internal procedural instructions. This document is in the consolidation stage. An English translation (except for diagrams) is available. The procedural instructions have not yet been translated into English.

TSE has conducted a first internal audit of the QM system with auditors who do not form part of the standardization department. The results of the audit will be taken into account during the final review of the QM system.

The actions classified priority A and B in the report of Sonia Gonzalez were carried out in due time. To the knowledge of the author of this report, the actions classified priority C in the above-mentioned report have not yet been finalized (target date is March 2006).

3.3 IT systems supporting processes

TSE is operating an SQL database which contains standards projects, committees, committee members and published standards with the necessary records. Moreover, also the fulltext data as pdf and doc files is contained. The database is accessed via a web interface. It is also used as a web shop for external customers.

The database is supporting the processes in that it contains tasks including files and metadata. Tasks carry all the necessary information (metadata, files). After completion, the task will be forwarded to a person of the business unit, which is responsible for the next step.

The ISO stage code system has been implemented at national level and is contained in the database. Today, only actual dates of stage codes are entered. With the exception of one case, target dates are not provided. This makes it more difficult to monitor the timeliness of single project steps. In the European framework, it is important to meet the deadlines for votes, for national implementation of ENs and for the start of standstill.

There is no Electronic Committee system in place today. Documents are being circulated to mirror committees via email.

3.4 Further items of discussion

For the transition from national standardization to standardization as a member of CEN and CENELEC, the mirror committees play an important role (decision on national position in European votes, ensuring the integrity between European Standards and national standard

etc.). TSE has set up mirror committees, however, in many cases national committees on similar or same subjects continue to exist. TSE is planning to merge mirror committees and national committees, so that one committee is responsible for both, European (and international) standards as well as national standards in the same field. This makes it easier to avoid duplication of work and national regulations that contradict European Standards. Beside that, the necessity of a standstill procedure will be detected more easily.

The DIN implementation of the so-called "Infopro" procedure (European directive 98/34/EC) on the notification of national projects was presented and various options how to implement it were discussed. TSE is already collecting the data for the Infopro procedure, but is not submitting it yet to CMC, because TSE has not a member status.

CEN/CENELEC Guide 10 was discussed and a better understanding of its requirements was reached. The DIN procedure related to translation of ENs and subsequent adoption as national standards was presented. Organizational and technical aspects of the procedure were discussed.

3.4 Recommendations

- Final review of QM and procedural instructions should be carried out quickly taking into account the result of the auditing. The diagrams in the QM as well as the procedural instructions should be translated into English in order to facilitate the understanding for the CEN/CENELEC auditors.
- TSE should proceed quickly in the project of merging the mirror committees and the national committees working in the same field in order to ensure that European and national standards do not overlap and fit well together.
- In order to improve the monitoring of deadlines and to have a basis for statistical evaluation of timeliness with regard to provisions made in clause 8 of the QM, it is recommended that TSE establishes a target date system in the TSE database. This way, TSE is able to have a prewarning system for cases where deadlines risk to be missed. It is recommended to import the relevant deadlines set by CMC into the TSE database (see also next item). The actions classified priority C in the report of Sonia Gonzalez (data analysis, customer surveys and satisfaction) should be carried out in due time.
- TSE should make use of the ProjexData XML-files delivered by CMC (as well as of the ISONET XML-files delivered by ISO/CS) and read them into the TSE database. The XML files should be examined in order to find out which data should be incorporated into the local database. It is recommended to load the CEN projects including the associated metadata, especially any metadata representing deadlines for NSBs (e.g. DOW, voting deadlines) in order to facilitate the control that these deadlines are met.
- As a general approach: CMC is moving away from the use of forms towards a use of electronic data exchange, usually in the XML-format (NB: as of today, this tendency is not always reflected in CEN BOSS). Even though the use of forms (e.g. for infopro, for the national title translation of ENs, for the notification on national implementation) is admitted, the use of electronic data exchange allows a much more efficient and less error-prone way of work for both sides, CMC and the NSBs. Therefore, it is recommended that TSE agrees with CMC in which electronic format data is delivered to CMC by TSE instead of using forms.
- Establish a "Terms of Use" policy with the customers in order to avoid that standards are copied and disseminated for free leading to a commercial damage to TSE and the entire CEN/CENELEC community.

- Evaluate the possibility to set up a national Electronic Committee server replacing the email distribution of documents to committee members. One viable option in order to save time and money could be to make use of the ISO/CS offering to host national Electronic Committees on the ISO Livelink systems. For the time being, ISO/CS is carrying out hosting services for CMC, NSAI and some other standardization institutes. Terms and conditions should be discussed with the ISO/CS IT department. Contact: Mr. Pasi Rinta-Filppula (rinta-filppula@iso.org) for the IT department or Mr. Daniele Gerundino (gerundino@iso.org) for the political side.

4 CONCLUSIONS

The process of establishing a QMS at TSE is almost finalized. However, the details of procedures and data flows need to be polished. TSE should make better use of the electronic data exchange offered by CMC.

Annex 2 Component 3: Annick Hamel

Report of mission



Support to standardisation activities in Turkey
(1) Lot title: *Aligning of legislation and training facilities*
EuropeAid 117471/C/SV/TR

This Project is funded by the European Union



Project Title : **Support to standardisation activities in Turkey**
(1) Lot title: Aligning of legislation and training facilities

Project Number : **EuropeAid 117471/C/SV/UA**

Subject : Report of mission "Component 3, Action 3 : Structure of TSE including Committee Structure" – Training session : European and international activities at national level

Date of assignment: 2006-04-03 to 2006-04-06

Location: ANKARA (Turkey)

Name of expert(s): .Annick HAMEL

CONTENTS

1. SUBJECT OF THE ASSIGNMENT

2. PERSONS ENCOUNTERED

3. PERFORMED ACTIVITIES

3.1 Results (of investigation, training, technical assistance)

FOR INVESTIGATION ASSIGNMENTS:

- a. Existing situation identified (follow the topics mentioned in the Twinning Covenant).
- b. Recommendations
- c. Difficulties encountered during assignment (if applicable)
- d. Planning proposed for the implementation plan

FOR TRAINING SESSIONS:

- 3.2 Subject of training
- 3.3 Number of participants and attached attendance list
- 3.4 Comments on abilities and Receptiveness of the trainees
- 3.5 Comments on achievements of the trainees
- 3.6 Comments of difficulties encountered (if applicable)
- 3.7 Global evaluation

FOR OTHER TECHNICAL ASSISTANCE ASSIGNMENTS:

3.2 Results of the technical assistance (drafts of regulations, quality manuals/procedures, drafts of testing and inspection procedures, Assessment reports) if applicable.

- 3.3 Recommendations
- 3.4 Difficulties encountered (if applicable)

4. CONCLUSIONS

5. ANNEXES (IF APPLICABLE)

1 – SUBJECT OF THE ASSIGNMENT: TRAINING SESSION

2 – PERSONS ENCOUNTERED

Head of the Standards Preparation Center : Mr Tunga GÖKHUN
Local Assistant : Ms Ayse R. ARSLAN

3 – PERFORMED ACTIVITIES

3.1 – Results (of investigation, training, technical assistance)

In the morning of the 3rd of April, an exchange of views with Mr Tunga GÖKHUN took place. An overview of the current method of working at TSE was provided. National Committees and Mirror Committees would work together. Each day 29 National Committees would meet at TSE for a meeting lasting roughly two hours and an half. This is a method of working which has been in place for more than 45 years. At the end of 2004, TSE started setting up national mirror committees. By the end of 2007 the two kind of committees should merge.

3.2 – Subject of training : European and international activities at national level

This training session was intended to provide TSE's Staff from the Standards Preparation Center with an overview of the way AFNOR, as French Standardization Organization, has organized its national activities mirroring European or international ones, how AFNOR operates, and to have some brainstorming sessions regarding the way TSE should organise itself in that respect.

The session was divided into four main sub-parts:

1 – Organization of the French standardization system

2 – Mirror committees

2.1 - When a mirror committee is set up

2.2 - Who can participate in mirror committees

2.3 - How documents from ISO/CEN TC/SC/WGs are circulated and to whom

3 – How experts are selected, supported and trained

3.1 – How national delegates are appointed to participate in ISO/CEN TC/SC meetings

3.2 – How are national experts appointed to participate in ISO/CEN WG meetings

4 – Involvement of consumers in standardization activities

3.3 – Number of participants : 37, see attendance list in annex 3

3.4 – Comments on abilities and Receptiveness of the trainees

There were questions related to the relationship AFNOR has with the French public authorities, and to the way the French standardization system is organised.

A great interest was expressed towards the accessibility of draft standards during the Public Enquiry on the AFNOR Web site.

The AFNOR way of making information available through its electronic committees was also the opportunity to exchange at length.

Interesting questions related to the skills and competence of experts participating in TC meetings were raised.

3.5 – Comments on achievements of the trainees

During one of the brainstorming session dedicated to the involvement of experts in standardization activities, the trainees started drafting a leaflet towards Turkish experts, in order to point out the commitment of experts appointed to participate in Technical Committees be it at national, European or international level.

3.6 – Comments of difficulties encountered (if applicable)

Leading a training session with more than 30 attendees makes it rather difficult to have the expected interactivity in view of taking over concepts.

3.7 – Global evaluation

- Good audience,
- Main messages are understood,
- Aspects related to the functioning of standardization at national level have been tackled
- Market-driven aspects, i.e. services to provide to stakeholders, were partially tackled

CONCLUSIONS

A large part of the trainees were very receptive and have already a sound knowledge of what a national mirror committee is, while some others were discovering this method of working and were rather puzzled.

ANNEXES (IF APPLICABLE) :

- ANNEX 1 – Slides presented and commented during the session
- Annex 2 – Experts' Vademecum

Annexes of report of missions can be available upon request.

Annex 3 Component 3: Joachim Hauschopp

Report of mission



Support to standardisation activities in Turkey
(2) Lot title: *Aligning of legislation and training facilities*
EuropeAid 117471/C/SV/TR
This Project is funded by the European Union



Project Title : **Support to standardisation activities in Turkey**
(1) Lot title: Aligning of legislation and training facilities

Project Number : **EuropeAid 117471/C/SV/UA**

Subject : **Report of mission “ Action C 3.5 Strategic sector workshop”**

Date of assignment: 26-28 April 2006

Location: Istanbul (Turkey)

Name of expert(s): Joachim HAUSCHOPP

CONTENTS

1. SUBJECT OF THE ASSIGNMENT

Component (3): Structure of TSE including committee structure, Action 5 Strategic sector workshop

2. PERSONS ENCOUNTERED

3. PERFORMED ACTIVITIES

In the framework of the project, a two days workshop was held in Istanbul. The audience consisted of more than 300 experts from industry and government organizations.

The preparation of the workshop took place on 26 April.

Joachim Hauschopp's presentation on 27 April was titled "Standardization activities at national level in Germany". The presentation focused on the financing of the standardization work. The list of content is given below:

- DIN – Introduction to the organization
- Financing of DIN from a global perspective
- Financing of 79 standards committees
- Composition of national committees
- Shelf life of national committees
- Financing of CEN and ISO secretariats
- Coordination between DIN, CEN and ISO

Joachim Hauschopp's presentation on 28 April was titled "National adoption of documents from external sources" The content list is given below:

- National adoption of ISO and IEC documents
- National adoption of CEN and CENELEC documents

- Fast track procedures
- Vienna Agreement between ISO and CEN
- Drafting rules and useful links

4 CONCLUSIONS

The aim of the workshop was to explain the concept of "Voluntary Participation of Industrialists in Standardization" as opposed to the former concept where the Turkish state and its institutions drafted the standards.

The number of participants in the workshop was impressive, and so was the interest in the subject. As far as the participants are concerned, the aim of the workshop was fully achieved.

Annex 4 Component 3: Klaus-Peter Schulz

Report of mission



Support to standardisation activities in Turkey
(3) Lot title: Aligning of legislation and training facilities
EuropeAid 117471/C/SV/TR
This Project is funded by the European Union



Project Title : Support to standardisation activities in Turkey
(1) Lot title: Aligning of legislation and training facilities

Project Number : EuropeAid 117471/C/SV/UA

Subject : Report of mission “Component (3): Structure of TSE including
Committee structure – Action 5: Strategic Sector Workshop”

Date of assignment: 2006-04-27 to 28

Location: ISTANBUL (Turkey)

Name of expert: Klaus-Peter Schulz
(together with M. Carton, P. Corrons, J. Garcia, and J. Hauschopp)

CONTENTS

1 SUBJECT OF THE ASSIGNMENT

2 PERSONS ENCOUNTERED

3 PERFORMED ACTIVITIES

3.1 Results

3.2 Main topics which were discussed

3.3 Special topics (mostly resulting from individual questions)

4 CONCLUSIONS

5 ANNEXES

1 Subject of the assignment

A workshop was to be held to promote participation in national, European and international standardization activities. Economic operators were invited in order to improve the openness of the standardization process in Turkey and to promote the understanding of the mechanisms and processes of national and supranational standardization.

2 Persons encountered

Mr. K. Malatyali, President of TSE

Mr. T. Gökhun, Head of Standards Preparation Center

3 Performed activities

3.1 Results

A strategic workshop named "Voluntary participation of industrialists in standardization" was held in Istanbul, Turkey, on 2006-04-27 to 28. About 300 representatives from industry, government and other institutions participated in the sessions.

3.2 Main topics which were discussed

Topics discussed can be seen from the programme (see enclosure). Following the opening speech of the TSE president two general and nine technical presentations were given. The own presentations (notes and slides) dealing with information about standardization, with technical harmonization and free movements of goods, and with roles, bodies and special events in standardization work, can be seen from the enclosures.

3.3 Special topics (mostly resulting from individual questions)

At the end of each day a special agenda item on question and answers provided the possibility to the participants to ask questions and to submit comments. This was widely used. Some aspects relating to the three presentations mentioned in 3.2 are reflected in the following remarks.

- The procedures mentioned by European Directives and the use of European Standards do not only apply to products for export to the EU, but are valid also for internal use in Turkey in all areas where European Directives already have been implemented.
- In the absence of systematic border controls (as a consequence of European conformity assessment procedures and CE marking) the responsibility for the safety level of products is with the market surveillance authorities, and for the quality level with the market itself. It has to be noted that a safe, but low quality product is admitted to the market, but there is no commitment for users to buy it. Experiences within other countries show that safety and quality of products have not decreased.
- In contrary to the development of technical regulations and standards, activities like testing and certification may be offered by everybody on a private basis (this does, however, not apply to the tasks of the notified bodies mentioned in the EU Global Approach on conformity assessment). Users who want to be sure that private bodies offering e.g. test services are competent, should ask for appropriate accreditation.
- Taking into account that technical regulations and standards coexist in many areas were safety or other public relevant topics have to be considered, it has to be accepted that

regulatory committees and standards committees work in parallel. It is, however, essential that there is mutual information and cooperation between both sectors (regulatory committees should deal with items where political decisions have to be made, and refrain from discussing technical details, which is the task of the standardizers).

- Questions of language and translation of International and/or European Standards for adoption as national standards are subject to national decisions. The rules of ISO/IEC and of CEN/CENELEC do not request translation into national languages but allow direct endorsement or reproduction of original versions. If, however, translation is made due to national needs, there are some requirements for the case of identical adoption (no changes of contents allowed).

4 Conclusions

It has become obvious from the discussions that there is high interest in European standardization work, and already good understanding of related procedures. Turkish industry now has to understand that the “use of mandatory standards” is not simply replaced by a “mandatory use of voluntary European standards”, but that voluntary standardization should be their own tool for technical development and better competitiveness.

All speakers therefore pointed out that industry should be encouraged to play an active role in standardization work. It is not sufficient to wait for the outcoming standards, but the real benefits of standardization can only be got from participating in the discussions and submitting own comments and proposals.

5 Annexes

Workshop Programme

Notes and slides on “Information about standardization”

Notes and slides on “Technical harmonization and free movements of goods”

Notes and slides on “Roles, bodies and events in standardization work”

Signed in Berlin, 2006-05-03, by K.-P. Schulz

Annexes of report of missions can be available upon request.

Annex 5 Component 3: Pablo Corrons

Report of mission



Support to standardisation activities in Turkey
(4) Lot title: *Aligning of legislation and training facilities*
EuropeAid 117471/C/SV/TR
This Project is funded by the European Union



Project Title : **Support to standardisation activities in Turkey**
(1) Lot title: Aligning of legislation and training facilities

Project Number : **EuropeAid 117471/C/SV/UA**

Subject : **Report of mission “Component (3): Structure of TSE including Committee structure – Action 5: Strategic Sector Workshop”**

Seminars: Voluntary participation of industrialists in standardisation

In order to ensure the correct and coherent approach of the four lecturers from AENOR and DIN, a coordination meeting was held on the 26th of April.

In the framework of the two seminars performed on the 27th and 28th to increase the awareness of Turkish stakeholders (industry, members of national mirror committees, public authorities, etc) two were the main areas dealt with in my interventions (Note: See seminar program enclosed to this report for full information):

1) Standardisation at national level in Spain:

The structure of the mirror committees in Spain was showed in deep, especially how these mirror committees are monitoring the activities carried out by the European and/or international technical committees. The composition and operation of a mirror committee in Spain was described in great detail and the speech was focused on the different members' roles (Chairman, Secretary and members). Financial matters related to mirror committees were also mentioned as a key element which keeps the mirror committees in good operation. Finally traditional sources of financing standardization and a reactive approach to justify the cost of standards were also showed.

2) Procedures and deliverables:

The presentation was focused into three main parts: the standards development procedure, deliverables and the adoption of deliverables at national level. Concerning the standards development procedure, the different ways to participate actively in the development of European standards were highlighted. Special attention were paid to the main characteristics of European, International and national deliverables and the types of adoption as well. One table per deliverable summarizing its main characteristics and a comparative one were provided. Finally a table indicating how to adopt any deliverable at national level was explained.

Final remarks:

Over 300 representatives of Turkish standardisation stakeholders, representing all interested parties, attended the two seminars. The success in the call for attendants was ratified by the high level of the questions put forward by them during the Q&A sessions.

The questions raised issues of current interest to the Turkish national standards body (TSE) as well as to those parties such as industry, public authorities, conformity assessment bodies, etc, that are fully aware about the implications that imply the potential future participation of TSE as a full CEN & CENELEC member.

Pablo CORRÓNS

AENOR

2006-05-09

Annex 6 Component 3: Javier Garcia

Report of mission



Support to standardisation activities in Turkey
(5) Lot title: *Aligning of legislation and training facilities*
EuropeAid 117471/C/SV/TR
This Project is funded by the European Union



Project Title : **Support to standardisation activities in Turkey**
(1) Lot title: Aligning of legislation and training facilities

Project Number : **EuropeAid 117471/C/SV/UA**

Subject : **Report of mission “Component (3): Structure of TSE including**
Committee structure – Action 5: Strategic Sector Workshop”

Seminars: Voluntary participation of industrialist in standardisation

Standardisation stakeholders represent the fundamentals over which the European and international standardisation systems are based. Their direct involvement in standardisation activities is to be considered as an strategic approach to market access. This applies to all economic activities regardless of their nationality, but it is even more relevant to Turkish market players, in view of their potential future active participation in the European Union’s internal market.

In order to ensure the correct and coherent approach of the four lecturers from AENOR and DIN, a coordination meeting was held on the 26th of April.

In the framework of the two seminars performed on the 27th and 28th to increase the awareness of Turkish stakeholders (industry, members of national mirror committees, public authorities, etc) two were the main areas dealt with in my interventions (Note: See seminar program enclosed to this report for full information):

3) Development of a standard (national, European or International): Special emphasis was put on the importance of considering standardisation as a key to access markets and increase trading capacity as well as safety and quality of products and services. Concepts like Global Relevance of international standards, Assessment of available resources (both economical and of expertise) to ensure the appropriate fulfilment of the work in the appropriate time frames, etc, were mentioned in order to introduce the rules in force both at the European Committee for Standardisation (CEN) and the International Organization for Standardisation (ISO).

4) Implementation at national level of European and/or International standards – Consideration of issues such as Translation into national languages, Copyright and Distribution of standards, etc: All attendants to the second session of the seminar were lectured about the important role of the National Standardisation Body and of all those involved in standardisation in the national mirror committees in the issue of performing translations in the most convenient way to the national standards users and considering the available resources.

Final remarks:

Over 300 representatives of Turkish standardisation stakeholders, representing all interested parties, attended the two seminars. The success in the call for attendants was ratified by the high level of the questions put forward by them during the Q&A sessions.

The questions raised issues of current interest to the Turkish national standards body (TSE) as well as to those parties such as industry, public authorities, conformity assessment bodies, etc, that are fully aware about the implications that imply the potential future participation of TSE as a full CEN & CENELEC member.

Javier GARCÍA

AENOR

2006-05-05

Annex 7 Component 4: Jean Hyenne

Report of mission



Support to standardisation activities in Turkey
(6) Lot title: *Aligning of legislation and training facilities*



EuropeAid 117471/C/SV/TR

This Project is funded by the European Union

Project Title : **Support to standardisation activities in Turkey**
(1) Lot title: *Aligning of legislation and training facilities*

Project Number : **EuropeAid 117471/C/SV/TR**

Subject : **Business plan**

Date of assignment : 27 Feb to 1 March 2005

Location : Ankara

Name of expert(s) : Jean Hyenne, AFNOR

CONTENTS

4. SUBJECT OF THE ASSIGNMENT

Component 4: Business Plan

Review of the draft business plan, from the point of view of stakeholders.

5. PERSONS ENCOUNTERED

Tunga GÖKHUN, Director, Standardization Department

Ayse R ARSLAN, Project Assistant, present project

Members of working group for component 4 (as given at annex 1)

6. PERFORMED ACTIVITIES

3.1 Results

The work of the mission resulted in a review of the draft business plan produced by the TSE working group (annex 2) and recommendations for next version agreed upon with the director for standardization (annexe 3 and 4).

a. Existing situation identified

The first report put forward two recommendations:

- to merge the old “specialized committees” for the pure national standardisation with the new established “mirror committees” for the response to European and international standardization as soon as possible

- to include the director for standardisation in the board of directors, in order to give the standardisation the necessary influence in this decision making body.

The first recommendation is presented in the development plan of the draft business plan with a target date for the end of the merge by end of 2007.

The objective of second recommendation is present in its principle in the draft business plan. It takes the form of the administrative independence of the Standard Preparation Center through future direct reporting to the secretary general of TSE.

The second report put forward 4 recommendations in writing the Business Plan (chart 13 of annex 2 of that report).

Those recommendations were followed, although progress is still possible “to develop empathy with the readers of the business plan”.

It also set 5 expectations (chart 14 of annex 2 of that report) :

- draft business plan was done.
- lists of key players and visits of 10 of them were postponed to first quarter of 2006.

A draft Business Plan (both in Turkish and English – see annex 2) has been produced and the working group is active on it.

The check made between the draft business plan and other parts of the project (modification of legislation, quality approach, CEN membership) proved satisfactory: the draft development plan does integrate the main important tasks resulting from those other parts.

b. Recommendations

The following recommendations were made:

- Integrate in the “business” both the development of standards (ie the participation in national mirror technical committees) and the use of standards (ie the distribution of standards).
- Consider this “business” as a part of a more general “market” of “reference documents” including regulations and technical specifications. Develop the differences and relationship between those 3 categories,
- Clarify the 14 objectives by grouping them into 6 more comprehensive objectives (chart 5 of annexe 4)
- Structure clearly the development plan and its time table along those 6 objectives. (table annexe 3)
- Develop on advantages and attractiveness of national mirror technical committees - MTC - (by strengthening the advantages of MTC members, and organising regular meetings) (chart 6 and 7 of annex 4)
- Organise an external review by external people before sending it for “public enquiry” to the members of the MTC.
- Detailed remarks were made for each paragraph (chart 8 to chart 10 of annexe 4)

c. Difficulties encountered during assignment

No difficulties at all. The mission was well prepared by the Turkish partners, even if some expectations were postponed due to overload. The working group is open to recommendations.

d. Planning proposed for the implementation plan

- Modify the draft plan in accordance with the recommendations agreed by SPC management and complete the remaining parts (March 2006)
- Check the adequacy of the BP with the expectations of stakeholders with a small group (April 2006)
- Send the draft BP to the MTC members for their comments (June 2006)
- Produce a final draft (October 2006)
- Approval by the Board of directors (November 2006).

7. CONCLUSIONS

The concept of a business plan as a comprehensive tool for change as been understood. Emphasis should be given now to open direct relations with stakeholders through the check of the draft business plan, visits to major stakeholders, more meetings of mirror technical committees.

8. ANNEXES (IF APPLICABLE)

see

- annex 1 : attendance list of the working group,
- annex 2 : TSE draft business plan,
- annex 3 : table objectives and action plan,
- annex 4 : detailed recommendations.

Ankara/ Paris, 01 March 2006

Jean HYENNE, AFNOR

Annexes of report of missions can be available upon request.

Annex 8

Updated working days

Inc phase	50,00
Pr Manag	154,00
Component 1	29,00
Component 2	37,00
Component 3	46,00
Component 4	37,00
Component 5	18,00
Component 6	7,00
Component 7	22,00
Local expert	35,00
Total w. d.	435,00