

AGENDA ITEM 8 REPORT OF THE WORKING GROUP ON CONSUMER PARTICIPATION

1 Chair of Consumer Participation Working Group

Jim McCabe stepped down as Consumer Participation WG chair at the May 2011 meeting, having provided excellent leadership for several years. Anne Ferguson (BSI, UK) and Guillermo Zucal (IRAM, Argentina) are the new co-Chairs. Both have consumer-facing roles in their respective national standards bodies and previously worked in consumer organizations. Both seek to maintain and develop strong links between consumer organizations and their national standards bodies and value the input from the wide membership of the CP WG.

2 Terms of Reference

At the October meeting the Terms of Reference for the Consumer Participation Group were reviewed. The Draft Terms of Reference has since been circulated to the Consumer Participation Group for comment and approval and is attached at Annex 1.

3 Joint working with COPOLCO Training Group

There is some overlap between activities of the Consumer Participation and Training working groups which is recognized. In October 2011 a joint meeting of the two groups was held which was appropriate then, as the Training Group's review of ISO's Developing Talent Brochure was relevant to both groups. Close co-operation will continue in future.

4 Work Plan

A Consumer Participation WG Work Plan has been submitted as part of the WG papers (see Annex 2). This provides an update on ongoing projects and draws on past WG Chair's reports, Plenary papers and Resolutions (9-13) and the *ISO Strategies*. Key activities are detailed below.

5 Work in support of the ISO Strategic Plan

The 2011 CP WG Terms of Reference has been reviewed and updated to remove reference to the *2007-2010 Action Plan to Promote the Involvement of Consumers' Interests in Standardization*, as this work is complete (also see above). Instead, consideration has been given to the relevant parts of the *ISO Strategic Plan 2011-2015*.

6 Barriers to consumer participation

COPOLCO Resolution 9/2011 from the May 2011 COPOLCO plenary directed the Consumer Participation Working Group to analyze the barriers to consumer participation in standards-setting. This fits well with both the ISO Strategic Plan 2011-2015 and the ISO Action Plan for developing countries 2011-2015. The October 2011 joint meeting of the Consumer Participation and Training Groups incorporated a "workshop" part (found to be a useful process) to revisit the known barriers to consumer participation. The group split up into two break-out groups, and they drew from a paper on this topic¹ by Caroline Warne which had previously been discussed at the May 2009, CP working group meeting. Many of the recommendations from the 2009 paper have now been

¹ **Participation In Copolco And Its Working Groups: A Paper To Analyze The Problems And Some Suggested Positive Actions** Paper prepared by Caroline Warne (BSI), for consideration by the Consumer Participation working group on 25 May 2009, and the COPOLCO Plenary on 27-28 May 2009, COPOLCO 18/2009 Annex 4.

actioned; these and proposals for future work are described in a separate paper on "Barriers" (see Annex 3). The key point was that the focus of CP WG should move to ways of increasing consumer participation in Technical Committees and Working Groups, recognizing that a great deal has already been achieved in terms of participation in COPOLCO activities.

7 Funding consumer participation

COPOLCO Resolution 9/2011 further requested that a proposal for funding for consumer participation should be prepared, for example in key priority areas. Areas for consideration were identified at the October meeting for further discussion, including with the priorities group.

8 Key Performance Indicators

COPOLCO Resolution 9/2011 also called for an investigation of methods to improve performance planning and reporting of key performance indicators. At the October 2011 Chair's Group meeting, it was recognized that this was a cross-working group issue not specific to the Consumer Participation WG. A Task Group was set up with Jay Jackson as lead, to review a proposed performance template which was provided by the Canadian delegation. Further details appear separately (see Agenda item 12).

In light of the above, the group proposes the following draft resolutions for consideration:

COPOLCO Resolution x/2012

Participation group (1)

COPOLCO

thanks the working group on consumer participation for their report appearing at COPOLCO 17/2012,

confirms the Terms of Reference appearing at Annex 1 to COPOLCO 17/2012, in light of comments made at the meeting,

approves the work plan appearing at Annex 2 to COPOLCO 17/2012, and in relation to the plan,

endorses the working group's ongoing efforts to increase consumer participation in standards, technical committees and working groups at the national and internal levels,

encourages the group to investigate further ways of providing funding for such participation.

COPOLCO Resolution x/2012

Participation group (2)

COPOLCO

asks the ISO Central Secretariat to promote the *ISO Directory of consumer interest participation* among the members of ISO, and in particular, to encourage members to fill in and update their entries,

requests the COPOLCO Secretary to obtain feedback on the extent to which ISO members are implementing the new ISO brochure, *Involving consumers – Why and how*, at the national level,

further requests the ISO Council to consider the feasibility of encouraging ISO members to work with national governments to raise awareness of the value of consumer participation in national committees and to assist such participation through financial or other means.

COPOLCO ACTIONS:

COPOLCO is invited to:

- a) note/comment on the report and annexes
- b) approve Annexes 1 and 2
- c) consider the draft resolutions above.

Annexes:

- 1) COPOLCO CP working group Terms of Reference
- 2) COPOLCO CP working group Work Plan
- 3) Barriers to consumer participation
- 4) Feedback on experiences of teleconferencing by BSI Consumer and Public Interest representatives.



COPOLCO working group *on consumer participation*

Working group n°3

Terms of reference

Facilitate actions towards engagement of stakeholders as articulated in the *ISO 2011-2015 Strategic Plan*. Such actions include but are not limited to providing input on:

- Oversight of the on-line *Directory of consumer interest participation*
- Development of supporting materials providing guidance on consumer participation in standardization
- Development / monitoring of key performance indicators relating to consumer participation
- Expanding membership and participation in COPOLCO and COPOLCO working groups
- Reporting annually to COPOLCO on progress.

Co-Convenors: Ms. Anne Ferguson (BSI – UK), and Mr. Guillermo Zucal (IRAM – Argentina)



CONSUMER PARTICIPATION WORK PLAN 2012 (Related COPOLCO 2011 resolutions provided in full at end)

Activity	Work programme/ COPOLCO resolution	Detail of activity	March 2012 Update	Future action: who/what
Supporting ISO Strategic plan	COPOLCO work programme 2012 item 1.6 and 2.6	Consider and report on ways to address consumer participation and related issues in response to ISO's strategic objectives as set out in the <i>ISO Strategic Plan 2011-2015</i>	Links considered at October 2011 meeting of CP WG, looking in particular at Item 4 of the seven key ISO objectives, which references working through national members. WG Terms of reference updated to take account of this.	Approval of Terms of Reference at COPOLCO 2012.
Barriers to consumer participation	COPOLCO PLENARY 2011: Minute 83 -85 and COPOLCO Resolution 9/2011.	Mr. Libor Dupal, Chairman of Czech Consumer Association & Director of Consumer Cabinet for Standardization, proposed setting up a sub-group of CP WG to analyze and address barriers to consumer participation, following UNMZ (Czech Republic) project on consumer participation, funded by Norwegian Government.	The October 2011 joint meeting of the CP WG and Training WG considered input from Mr Libor Dupal and a 2009 paper on barriers by Caroline Warne. This has resulted in the Barriers paper and proposed actions, submitted for further discussion at the COPOLCO 2012 WG meeting.	Assign owners and deadlines to actions arising from barriers discussion at COPOLCO 2012 WG meeting.
Actions supporting participation	COPOLCO work programme 2012 item 2.5	Information and actions to support and promote consumer participation in national, regional, and international standardization (includes following)	Specific items mainly undertaken by COPOLCO Central Secretariat but those existing or potential activities with specific CP WG relevance are listed below.	
Online Directory of Consumer participation	COPOLCO work programme 2012 item 1.10 and 2.5.2	See <i>ISO Directory of consumer interest participation</i> at: http://www.iso.org/iso/resources/resources_consumers/iso_directory_of_consumer_interest.htm 1.10 Adapt Directory to reflect new priority areas of standardization adopted by COPOLCO. 2.5.2 Maintain and update Directory	Principal work programme actions with COPOLCO CS. The Directory is a possible location for some of the materials suggested in Barriers discussion.	Further discussion of Barriers and possible actions at COPOLCO 2012.
Brochure publication	COPOLCO work programme 2011 item 1.1; COPOLCO 26/2011.	See brochure: <i>Involving consumers – why and how – practical guidance for standards development bodies</i> at: http://www.iso.org/iso/resources/resources_consumers/iso_directory_of_consumer_interest.htm	Brochure published and available in English and French at COPOLCO 2011 in London. Suggestion that Spanish language would also be useful as Spanish is spoken by so	

	Activity	Work programme/ COPOLCO resolution	Detail of activity	March 2012 Update	Future action: who/what
		COPOLCO work programme 2012 item 2.5.5 COPOLCO Resolution 9/2011	rces_consumers/publications_produced_by_copolco.htm Includes case studies on why, when, where & how to involve consumers etc. <i>Resolution 9/2011</i> COPOLCO members to circulate brochure widely as a means to help facilitate consumer involvement in standardization	many people. October 2011 meeting proposed that further case studies could be developed to supplement those in brochure, possibly using the ISO Consumer Directory as storage location.	Further discussion of Barriers and possible actions at COPOLCO 2012.
	Use of social media	WG proposal not yet developed further	Use of Facebook, Twitter, YouTube to promote consumer participation.	At the November 2010 CG meeting ISO communications staff provided an overview of social media being used by ISO to create awareness. ISO and others 'tweeted' at COPOLCO 2011. Further actions yet to be considered.	For discussion: How can we use social media (Facebook, Twitter, YouTube, etc.) to reach more consumers?
			New "Chat forum" developed in the ISOTC server; to be "Developing countries oriented virtual group". <i>COPOLCO Plenary 2011: 182:</i> DCCG members will be notified as to login instructions when this forum will be operational.		Forum created – members not yet notified
	Alternatives to face-to-face meetings		Some WGS have offered opportunity for members to join meetings electronically, e.g. Consumer Participation WG (Nov 2010); Global markets WG (May 2011) .	UK Consumer representatives were recently surveyed and gave positive feedback on some methods but reported difficulties with others. Findings will be reported to next CP WG meeting. COPOLCO CS has circulated guidance on using Webex (which replaced 'Go to meetings').	Discuss at next meeting the proposal that subject to timing possibilities and resource availability, at least one and preferably all WG meetings should be open to those joining through teleconferencing/web links.
	WG Membership diversity		Composition of Working Group All COPOLCO WGs should review annually composition of their WGs Does the WG include both developing	The WG reviewed its current membership, noting a change in representation from NEN (Netherlands).	

	Activity	Work programme/ COPOLCO resolution	Detail of activity	March 2012 Update	Future action: who/what
			<p>and developed countries? Is there geographic diversity? Are members participating actively? If not, why not?</p>		
	Encouraging wider survey responses		Work was undertaken to provide guidelines for good surveys to increase responses	Checklist for developing surveys is to be made accessible on ISO Online to improve quality of surveys and response rate <i>ACTION WITH COPOLCO CS</i>	
	KPIs	COPOLCO work programme 2012 item 2.8; COPOLCO Resolution 9/2011	<i>Resolution 9/2011</i> : Investigate methods to improve performance planning and reporting of key performance indicators	<p>At the October 2011 Chairs Group meeting, it was recognised that this was a cross working group issue not specific to the CP WG.</p> <p>A project team to further develop the Canadian proposal to establish expected results and targets, and performance templates for planning and reporting, against existing KPIs, was set up with Jay Jackson as lead.</p>	No further action specific to CP WG. Future action by Task Group report direct to Chairs Group.
	Funding consumer participation	COPOLCO Resolution 9/11	<p><i>JOINT ACTION WITH TRAINING GROUP AND PRIORITIES GROUP</i> <i>Resolution 9/2011</i></p> <ul style="list-style-type: none"> — develop a proposal related to funding consumer participation, for example in the COPOLCO priority areas. — develop list of key technical areas requiring funding (PG) — Use occasion of ISO GA for further dialogue with NSBs. 	<p>Joint Consumer participation and Training Group meeting discussed the <i>Developing Talent brochure</i> in October 2011. COPOLCO Training Group has prepared a paper for discussion at COPOLCO 2012 Training Group meeting.</p> <p>COPOLCO Chair and others engaged with NSB reps at ISO General Assembly in June 2011 to encourage wider use of the Involving consumers brochure.</p> <p>A survey of sponsored delegates attending the May 2011 COPOLCO plenary and associated meetings was undertaken at the end of 2011. Results are included in a paper to the CP and Training WGs.</p>	Need to contact priorities group to discuss this action

	Activity	Work programme/ COPOLCO resolution	Detail of activity	March 2012 Update	Future action: who/what
				<p>Additional action item, jointly with Priorities Group – COPOLCO CS to send circular listing areas of common interest between DEVCO CAG and COPOLCO with reasons for COPOLCO choices and explain role and expertise of consumer representatives and importance of their participation. Members to confirm five areas, suggest others if necessary and indicate expertise in these areas.</p>	
	PEG outcomes	COPOLCO Resolution 11/11	<p>ISO/TMB Process Evaluation Group <i>Resolution 11/2011</i> ISO COPOLCO recommends that ISO consider as a matter of principle that the standards development process should be characterized by balanced representation from all affected stakeholder groups including consumers when the standard involves consumer goods or services. Agreed to seek report from ISO TMB of (PEG) to investigate the responsiveness of the ISO standards development processes to changing stakeholder needs and expectations in light of ISO's diverse work programme.</p>	Report of PEG expected in time for discussion at May COPOLCO meeting.	

COPOLCO 2011 Resolutions relevant to Consumer Participation Working Group

COPOLCO Resolution 9/2011

Consumer participation working group

COPOLCO,

thanks the convenor of the working group on consumer participation, Mr. James McCabe (ANSI), for his comprehensive report to the working group and plenary meetings appearing in COPOLCO 12/2011,

further thanks the convenor, the working group and the staff of the ISO Central Secretariat for developing the new brochure *Involving consumers – Why and how – Practical guidance for standards development bodies*,

encourages COPOLCO members to circulate the brochure widely as a means to help facilitate consumer involvement in standardization,

directs the working group to pursue the additional initiatives described in the working group's report including:

- an analysis of barriers to consumer participation in standards-setting,
- investigation of methods to improve performance planning and reporting of key performance indicators,
- development of a proposal related to funding consumer participation, for example in the COPOLCO priority areas,
- consideration of an update to the working group's terms of reference, in light of the completion of the *2007-2010 Action Plan to promote the involvement of consumers' interests in standardization*.

COPOLCO Resolution 10/2011

Consumer participation working group – templates

COPOLCO,

notes the goal of providing new COPOLCO members and representatives with summary information about the activities of COPOLCO and its working groups to facilitate their introduction to, and engagement with, COPOLCO,

approves the project information template appearing in Annex 1 to COPOLCO 12/2011.

COPOLCO Resolution 11/2011

Consumer participation working group – PEG

COPOLCO,

notes the work of the ISO/TMB Process Evaluation Group (PEG) to investigate the responsiveness of the ISO standards development processes to changing stakeholder needs and expectations in light of ISO's diverse work programme,

awaits eagerly the results of the PEG investigation, and hopes to have the opportunity to comment,

recommends that ISO consider as a matter of principle that the standards development process should be characterized by balanced representation from all affected stakeholder groups including consumers when the standard involves consumer goods or services.

COPOLCO Resolution 13/2011

Consumer participation group (4)

COPOLCO

notes the resignation of its convenor, Mr. James McCabe (ANSI), from the convenorship of the group,

expresses its appreciation for his outstanding leadership.

ANALYZING BARRIERS TO CONSUMER PARTICIPATION IN STANDARDIZATION – AND SHARING GOOD PRACTICE

COPOLCO Resolution 9/2011 from the May 2011 COPOLCO plenary directed the Consumer Participation Working Group to analyze the barriers to consumer participation in standards-setting. This fits well with both the ISO Strategic Plan 2011-2015 and the ISO Action Plan for developing countries 2011-2015, see Appendix A for areas of fit.

Action taken on Resolution 9/2011

A joint Consumer Participation and Training Group meeting was held on October 27th 2011. At this, a workshop format was used to revisit the barriers to consumer participation already known, drawing from a paper on this topic¹ by Caroline Warne, previously discussed at the May 2009, working group meeting. Many of the recommendations from the 2009 paper have now been actioned. Appendices B1 and B2 and provide some detail on the actions now taken.

Detailed reports of the discussions which took place appear as Appendices to the Meeting Minutes.

Much of the previous consideration of consumer participation has been around increasing involvement in ISO COPOLCO. Significant progress has been made, in this respect, over the years:

- ISO COPOLCO is already an effective vehicle for putting forward proposals for New Work Items for standardization,
- COPOLCO Plenaries are an effective opportunity for consumer networking and sharing good practice, drawing delegates from many countries. Typically these include a fairly equal split of representatives from standards bodies and consumer organizations – both are needed, along with the support of government to ensure good consumer involvement, and
- ISO publications, such as *Involving consumers*, and consumer facing web changes are informative and well used.

Clearly the quality and effectiveness of these activities must be maintained and there is always the possibility for further improvement but having done much to increase the value, profile and involvement with COPOLCO, there is now a need to consider the extent to which consumer involvement can feed directly into Technical Committees and Working Groups.

Consumer involvement in ISO Technical Committees and Working groups

The October Consumer participation meeting considered consumer involvement in ISO Technical Committees and Working Groups looking at the national and international context

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(see APPENDIX C1 for issues covered), recognizing that an improvement in participation must start at the national level. Members of the group shared good practice and challenges in their own countries and proposed possible mechanisms for increasing involvement. For the detail, see APPENDIX C2.

The associated Facts and Figures Table in APPENDIX D is a simplified version of the data collected as part of KPIs and referred to in past reports.

Proposals for future work by the Consumer Participation WG

In summary, actions proposed at the October CP WG meeting are:

- 1) **Develop guidelines on COPOLCO mirror committee and role of 'designated person':** Develop guidelines on running COPOLCO mirror committees using examples of good practice from Consumer Participation discussion. Include guidance on the role of the 'designated person' within NSBs/Standards Bodies.
- 2) **Develop case studies of national consumer involvement:** As a means of sharing good practice in terms of national consumer involvement in standardization with countries not yet members or not yet active members, gather case studies from several countries as examples of how consumer involvement can operate; explain existence of similar or different systems (this would build on the case studies already provided in the *Involving consumers* brochure). Topics to explore include the use of briefing papers for consumer representatives (as used by AFNOR)
- 3) **Identify national consumer priorities:** Gather information on consumer priority issues in various countries, to feed into COPOLCO priorities which in turn can feed into funding proposals. Note: the ISO Central Secretariat is taking action on this item.
- 4) **Increase use of ISO Consumer Directory:** Encourage national standards bodies (NSBs) to ensure entries in the ISO Consumer Directory and seek feedback on the extent to which the new ISO involving consumers brochure is being promoted amongst NSBs. Review the template for information presented there to encourage greater provision of e.g. links to relevant slides and publications (see some suggestions from feedback from London 2011 sponsored delegates).
- 5) **Explore initiatives to encourage succession:** As the cohort of experienced consumer representatives grows older, share experiences on ways of attracting in younger consumer representatives to train up.
- 6) **Review progress in breaking down previously identified barriers:** Review barriers indicated in 2009 work to ensure all relevant actions underway (APPENDIX B2). See also funding proposals in activity report.

APPENDIX A: Relevance of work on consumer barriers to ISO Strategic plan

Both the ISO Strategic Plan 2011-2015 and the ISO Action Plan for developing countries 2011-2015 are scattered through with references to participation, recognition of support required for those with limited resources, explicit mention of consumers (and involvement of developing countries).

Under item 4 of the seven key ISO objectives, there is particular reference to working through the national members. There is emphasis on consumer recognition of standards and their increased confidence (the latter was taken forward in the 2011 theme for World Standards Day: *'International standards – Creating confidence globally'*) and clear statement that the:

'active involvement in the ISO standards development process of industry, government, consumers and other stakeholders is essential and ensures the relevance, quality and use of ISO standards.' [our emphasis].

Extract from TMB 59/2011

4.3 For application in subjects where broader public interest engagement is a key priority, such as subjects of wider societal interest:

- 4.3.1 Direction from ISO and guidance for NSBs on appropriate stakeholder categories to be engaged and nominated to participate given the subject area. (PEG)
 - 4.3.2 Providing proper attention to aspects of representation (for example, stakeholders, economic status, regions, gender, etc.) (PEG)
 - 4.3.3 Guidance on use of existing structural and sub-structural approaches (for example, a PC operating in PC and WG modes). (PEG)
 - 4.3.4 Networking of NSB-to-NSB stakeholder category forums. (PEG)
 - 4.3.5 Increased national consultation networks beyond NMCs prior to or throughout the development process. (PEG)
- Note: In Rio, the PEG members present agreed that items 4.3.4 and 4.3.5 should be combined into one item.
- 4.3.6 Use of international stakeholder groups (including election processes within them). (PEG)
 - 4.3.9 Addressing concerns regarding experts changing their stakeholder categories. (PEG)
 - 4.3.11 Consideration of the WGSR media policy to consider changes to the ISO Supplement. (PEG)

The Action plan for developing countries makes several references to the significance of training as capacity building and awareness raising tools.

APPENDIX B1: CONSUMER PARTICIPATION IN ISO COPOLCO

– Key points from May 2009 paper '*Participation In Copolco And Its Working Groups: A Paper To Analyze The Problems And Some Suggested Positive Actions*'

- 1. Membership of COPOLCO has increased over time**, in response to support and encouragement from ISO (e.g., *Action Plan to Promote the Involvement of Consumers' Interests in Standardization*, *ISO Code of Ethics*, *ISO/IEC Policy statement on consumer participation in standardization work*). From 74 members in April 2001, it currently stands at 109 members (67% of ISO membership), of which 75% are developing countries.
 - Membership of COPOLCO is now recorded as a KPI.
 - ISO has published '*Involving consumers – Why and how: practical guidance for standards development bodies*' which was distributed at COPOLCO 2011.
 - There have been past concerns that the role of the COPOLCO designated person is not fully understood by National Standards Bodies (2009 paper sets this out in detail). Ways of ensuring better understanding were discussed at the October meeting.

- 2. Attendance at the COPOLCO plenary meeting has increased**, especially in years where sponsorships for participation are involved. Forty seven countries were represented at the most recent (London) meeting (this included 13 sponsored delegates). COPOLCO is expected to reflect the needs of consumers to ISO; the number of delegations with a consumer representative has remained steady at around 50%. [*'Consumer representative'*, here, may include government officials working in consumer affairs as well as representatives of consumer organizations who are not members of Consumers International (CI).]
 - Attendance at the COPOLCO Plenary is now recorded as a KPI.
 - Attendance is often influenced by the location of the meetings, with countries near the host country finding it easier to attend, particularly when sponsorships are involved.

- 3. Ensuring wide participation in COPOLCO working groups has been a challenge.** The composition of the WGs is found in the annual COPOLCO Secretary's report. Membership of working groups has remained fairly steady with high numbers of members but few active participants. It was recommended that a standing agenda item within each WG be an annual review of the composition of and participation in the WG and that the convenor in consultation with the COPOLCO Secretary conduct outreach as needed to ensure diverse and effective participation
 - It may be that an individual would like to be more active but their organization either does not see it as a priority or may consider that international work should be done by a more senior person. It is possible that members are busy and do not have the time, or join the group as a means of keeping abreast with a priority area.
 - Members attending the plenary meeting have the opportunity to participate in the working groups as the fringe meetings are open meetings.
 - The induction program for new COPOLCO members and new representatives is intended as a means to help new members become acquainted with the activities underway within the working groups and become involved. It is hard to quantify how effective the induction programme is at informing new members. Anecdotally, In 2010, the induction programme motivated the participation of Slovenia.
 - Attempts to enable participation by electronic means for members unable to attend meetings through financial or other constraints have had some limited but are worthy of further experimentation. Issues such as intermittency of broadband signal and

challenges of quality of sound, etc on telephone links, particularly in less developed regions need to be recognised.

- Most working groups have clear objectives, work programmes, identified project team leaders, etc. It was recommended that all working groups develop basic information in simple English (jargon free), including information about how to join the group and a paper was presented at the 2010 CP Working Group. From this a Project template has been developed.
- It was proposed that membership of WGs should be regularly reviewed.

4. Response rates to consultations has been poor Possible reasons for low response rates to consultations include, language and translation issues, short timeframes to respond and the need to consult with organizations outside the national standards body (“NSB”), too many consultations, etc. These were explored in some detail in 2009 (see Table, below).

- Measuring responses to consultations is now a KPI.
- The electronic newsletter, ISO Consumer Update, was seen as a tool that can help to call attention to the need for responses on consultations. In practice the frequency of publication is not very effective for consultations. However the e-mail reminders through the ISOTC server to COPOLCO mirror group committee members registered in the Global Directory are proving very useful.
- Rates appear to be higher when consultations are sent to both COPOLCO and DEVCO.
- Developing ‘best practices’ for surveys was another 2009 proposal as many of the actions that have been identified which might improve consultations are associated with survey design and practice.

Training: Has a huge role to play in increasing awareness of COPOLCO and the potential for consumer involvement in standardization and equipping representatives to contribute appropriately to the process. There are still many countries and sub/regions that have not benefited from the train the trainer programme and the follow on workshops. Ways of increasing training opportunities are now under discussion by the COPOLCO Training Group, including the review of the *Developing Talent* brochure.

APPENDIX B2: Table of barriers and actions proposed in 2009 report and current activity

The following barriers were reported in 2009. Actions have been taken on many. Some still exist and are discussed further in APPENDIX B3.

Barriers identified in 2009 report	Actions proposed in 2009	Current activity
WG perspective appears to be that of a developed country and so members feel their contribution would not be relevant.	Convener should ensure new members & representatives are introduced to work of the WG and details of ongoing projects, via the Induction program.	Need to review whether this is happening
WGs are led/dominated by people from developed countries and work in ways that suit them.	Encourage twinning arrangements for WG conveners. Encourage newer members to lead projects.	All but one WG now have co-Chairs. Need to maintain activity.
WG members whose English is/think is poor reluctant to respond. Consultation times do not allow time for translation, etc.	Consider other approaches to translation such as mutual assistance in a region e.g. South America. Circulate reminder and list of those who have responded, as comments deadline approaches.	Reminders are now issued. Need to explore to what extent translation activity is shared.
Newer COPOLCO members, or those in developing countries, do not realize that WG membership is not necessarily staff of the NSB but relevant (consumer) experts in the country.	ISO consumer update could announce new WG projects, short progress statements and calls for new WG members, thus reaching consumer experts directly.	ISO Consumer Update now used as mechanism for informing readership of upcoming activities.
'COPOLCO designated person' feels that the expertise that they can contribute is weak compared with other countries. COPOLCO representatives in NSB's are not necessarily consumer experts themselves, they can change from year to year and may have little knowledge of consumer issues.	COPOLCO needs to stress to NSB's that an important aspect of the role of the COPOLCO designated person is to foster links and consult with Consumer organizations and relevant parts of government.	Proposal to provide guidance on COPOLCO Mirror Committees. this could also include information on the role of the designated person.
Financial resources to attend meetings are scarce and members are not aware that most of the work can be done remotely.	Greater use and visibility of work and ways of working (email etc.)	Funding project underway.
There is a lack of adequate computer facilities for the relevant expert.		Need to establish whether this is still a barrier and whether/what action could be taken.
WG topic is not of high priority (or of more interest to only developed countries.) Country has no subjects experts for topic.	Where regional gaps in membership are identified, seek out WG members in that region.	Need to consider whether further action is possible.

APPENDIX C1 Context for consumer representation in TCs and WGs

1. **ISO COPOLCO does not normally have representation, as such in TCs and WGs**, although there may be Technical Experts with a consumer perspective nominated by ISO COPOLCO particularly in relation to ISO Guides.
2. **Consumers International (CI) is the principal consumer organization which has direct access to Technical Committees and Working Groups**, in an observer role, as a result of its liaison status. The number of committees or projects on which it is involved are, however, very limited to CI priority areas and governed by available resources (financial, time, technical expertise).
3. **ANEC, the European consumer voice in standardization, also has some limited representation on ISO committees**, as a result of a memorandum of understanding with CI.
4. **Effective direct consumer participation at ISO level has resulted from different models of consumer participation, such as for the TC developing ISO 26000.** The ISO/TMB Process Evaluation Group (PEG) has been investigating the responsiveness of the ISO standards development process to changing stakeholder needs and expectations in the light of ISO's diverse work programme. PEG recognised that for some standards, in particular, a multi-stakeholder approach was widely felt to result in much greater acceptance, adoption and use of ISO standards. It recognized, also, that that participation of stakeholders was best organized at national level by NSBs. Specific reference is not made to 'consumers' but to 'societal groups'.

A key recommendation from the group was the:

'Development of proposals for changes and improvements to aspects of the current ISO processes and model for application where broader public interest engagement is a key priority. This could include subjects of wider societal interest where some stakeholder categories may not be effectively engaged or are under-represented. These proposals will lead to greater credibility and acceptance of the resulting ISO standards.'

Reference is made to Section 4.3 which is included in Appendix A to this document. There follow detailed recommendations for ISO TMB action which include optimal use of IT and public information access across the process, early public information and stakeholder engagement, involvement and appropriate engagement of liaison organizations, monitoring stakeholder engagement. Amongst the action arising is the agreement to develop a listing of general stakeholder categories with definitions for each category that may be applied across ISO committees. This is to be used by Member Bodies to specify the stakeholder category of nominated experts to Technical Committees and Working Groups. This will be a useful way of identifying consumer representatives especially for standards work where stakeholder participation played a key role.

5. **Consumers may sit on ISO TCs and WGs as part of national member delegations.** However the expectation will be that they 'tow the national line' and thus there needs to be effective consumer involvement when setting the national position in their mirror committees.

The likelihood of effective consumer involvement in national mirror committees depends, in turn, on whether there are effective national consumer organizations and where there are, the awareness of, and priority given, to standardization by such organizations. This is an area where the Training programmes initiated by ISO have a part to play. Some measure of the involvement of consumers at national and international level is publically displayed in the ISO Directory of consumer interest participation:

http://www.iso.org/iso/resources/resources_consumers/iso_directory_of_consumer_interest.htm . However only 61 of the 109 ISO COPOLCO members have an entry in this directory.

APPENDIX C2: Barriers to involvement in Technical Committees and Working Groups

Discussion at the October 2011 CP WG meeting resulted in identification of following barriers and proposals for action.

Barrier	Comments and possible solutions	Action
Low NSB engagement with consumers	Lack of knowledge of how a mirror committee works. <i>NOTE responsibilities that go with participating (P) membership in COPOLCO include responding to consultations, participating in COPOLCO working groups and attending the annual plenary meeting as resources permit.</i> New members and representatives will have these responsibilities explained as part of the proposed induction programme.	Check progress with induction proposals.
	Develop guidelines on running COPOLCO mirror committees using examples of good practice from Consumer Participation discussion. Include guidance on the role of the 'designated 'person' within NSBs/Standards Bodies.	Discuss further at next CP WG meeting
	Encourage use of ISO PEG publications <i>Guidance for national standards bodies – Engaging stakeholders and building consensus</i> , and the similar publication for liaison organizations, (see http://www.iso.org/iso/guidance_nsb.pdf). These were circulated to all ISO members and liaison organizations in early 2011 but few of the WG participants had heard of them. <i>NOTE In Europe, CEN/CENELEC have also started an initiative to improve access to societal stakeholders following on from a similar exercise relating to SMEs. CEN/CENELEC looked at the barriers to SME involvement in standardization, starting with some research and concluding with a Toolkit, see http://www.cencenelec.eu/sme/activities/SMEST/Pages/default.aspx Proposals which involve ANEC are to provide something similar in relation to consumers.</i>	Have some copies available at next COPOLCO Plenary? Discuss further actions at next CP WG meeting.
	2012 update of the ISO Global Directory, will include an additional field that the Member Body User Administrators fill in, to specify the stakeholder category of the nominated expert. This will be a useful way of identifying consumer representatives especially for standards work where stakeholder participation played a key role.	
	Consider more training as at past COPOLCO meetings (e.g. see <i>Report of London 2011 sponsored delegates feedback</i>).	
Consumer organizations priorities do not overlap with standard work	This can be a result of <ul style="list-style-type: none"> — differences in national consumer organizations priorities (<i>for example in Japan, consumer organizations are most interested in safety and unlikely to engage with work or e.g. services</i>) — lack of awareness of role of standards (and consumer organizations focus on legislation). Share ideas of how to engage more with consumer organizations, use of training materials etc.	Consider at next CP WG meeting
Funding needs	Without funding it is not possible to get volunteers. There is a need to solicit government authorities in funding efforts. Thus, at national level, need to ensure relevant Government department is aware of importance of consumer stakeholder group	Distribute <i>Involving consumers</i> to Gov. Dept. along with national materials
	DEVCO's letter on requests for technical assistance, goes to all developing country members, it could go to COPOLCO members to draw their attention to the availability of technical assistance for consumer issues.	Inform COPOLCO members when DEVCO letter about technical

Barrier	Comments and possible solutions	Action
	<p><i>NOTE of the DEVCO CAG's priority areas, five are of particular interest for COPOLCO: ISO/TC 34, Food products, TC 207, Environmental management, TC 242, Energy management, PC 245, Cross-border trade of second-hand goods, and PC 241, Road-traffic safety management systems.</i></p>	<p>assistance is circulated.</p>
	<p>It is not easy to connect the brochure "Developing Talent" to the different sections and areas proposed on the Technical Assistance application form.</p>	<p>Training Group are looking at this.</p>
	<p>There is a case for a register of possible funding sources to be included in the ISO COPOLCO informative pages, this could possibly include examples of successful use of such funds. See for example the Report of London 2011 sponsored delegates feedback.</p>	<p>Discuss at next CP WG</p>
Travel costs	<p>Consider alternatives to face-to-face meetings – there is a need to promote WebEx, the new ISO teleconferencing tool and if possible ensure use at COPOLCO Plenary and/or WG meetings. See COPOLCO commitment in this respect (COPOLCO 49/2011 circulated 2011-12-08) <i>See also document giving Feedback on use of teleconferencing etc.</i></p>	<p>COPOLCO 49/2011 has now been circulated.</p>
Language barrier	<p>Most international meetings take place in English and are not translated. WG participants discussed the possibility of simultaneous interpretation for key meetings, but noted that it was a general issue for ISO, rather than just consumers. More of COPOLCO publications are now available in French and Spanish.</p>	<p>Seek other ways of collaborating on translations, etc.</p>
Lack of succession	<p>The current cohort of consumer representatives is growing older. It is important to engage the next generation of standards developers through various channels: mentoring, universities, engaging in topics of appeal to all ages, use of the Web and social media, raising awareness of issues going beyond the traditional consumer areas of concern (safety and quality of goods and services are taken for granted). <u>Example of good practice/projects to be explored:</u></p> <ul style="list-style-type: none"> — <i>Standards Australia has a project whereby a number of initiatives are being considered to encourage engagement from new and younger committee members.</i> — <i>CEN/CENELEC JWG Education about Standardization project on use of social media</i> — <i>programmes about standards at the University of Geneva; or the University of Guelph (contact: Anne Wilcox anne@histovet.com), and the University of Alberta (contact: Stan Karapetrovic Stanislav.Karapetrovic@ualberta.ca) to see if they could usefully include such material. Standards Australia reported on a training/capacity building project that involved hosting standards professionals from the National Standards Bodies of Botswana, Ghana, Namibia, Swaziland and Trinidad and Tobago in 2011.</i> 	<p>Share good practice on initiatives to recruit & train younger reps. Consider further use of social media techniques</p>
Low consumer response rates to consultations	<p>It was suggested that key consultations should be circulated to both COPOLCO and DEVCO, but not too often. There are more chances of getting a response, but the same NSB might also send two different responses. COPOLCO CS also uses ISO TC server to remind committee members registered there (more exist here</p>	

Barrier	Comments and possible solutions	Action
	than on ISODOC).	
	Raise awareness by presenting key consultation issues at meetings. <i>This improved response for Toy safety consultation.</i>	
	Make surveys shorter and less complex: otherwise it is sometimes difficult to get a volunteer to fill it in and is harder to translate into the local languages. <i>(e.g. the financial services survey was long and complicated).</i>	Guidance on effective surveys now developed and will go on ISO website.
	Specify in the cover letter for surveys that the respondent could ask regulatory authority to assist in some cases: <i>this was done in the UK and Canada for the financial services survey.</i>	Take note of for future surveys.

APPENDIX D Facts and Figures

Numbers	1997	1999	2001	2003*	2004	2005*	2006	2007	2008	2009	2010	2011
COPOLCO members (ISO members)										105 (162)	108 (163)	109 (163)
% ISO members in COPOLCO										65%	66%	67%
Location of COPOLCO Plenary	Europe <i>UK</i>	North America <i>USA</i>	Europe <i>Norway</i>	Asia Pacific <i>Thailand</i>	Europe <i>Czech Republic</i>	North America <i>Canada</i>	Asia- Pacific <i>Malaysia</i>	Latin America <i>Brazil</i>	Asia- Pacific <i>Korea</i>	Asia-Pacific <i>India</i>	Asia-Pacific <i>Bali</i>	Europe <i>UK</i>
COPOLCO plenary member delegations	28	22?	27	29	27	38	28	30	39	30	27	46
including consumer		15		12	14	18			19	16	20	26
CI members attending		6							25			
COPOLCO member responses to consultations circulated by ISO/CS						Second- hand goods 31		Toy safety 9 Fair Trade 29		Interoperability Problems 33 Guarantees 34 Use of ISO 8124 47 2010 workshop theme 30	Contact centers 24 2011 workshop theme 5 Consumer definition 14 Guarantees 9	2012 Workshop theme 21 Guide 71 Expert nom 6 ISO CD Guide 82 14 Financial services 25 Definition of consumer 27 Guide 74 Expert nom 15 Market surveillance 8 Guide 50 revision 18

REPORT OF FEEDBACK FROM CONSUMER USERS OF TELECONFERENCING AND OTHER ALTERNATIVES TO FACE-TO-FACE MEETINGS FOR STANDARDS DEVELOPMENT

Feedback from COPOLCO-initiated non face-to-face meetings

Some of the COPOLCO WGs have used teleconferencing as part of their meetings with varying success due to challenges posed by quality of sound, intermittency of signal and time zone differences. The most recent Global Market WG meeting, in London, in May, made use of web-conferencing to enable logged-in participants to hear those speaking at the meeting, view slides and contribute, in real time, via typed-in questions. Although few participated, feedback on quality was high and information was disseminated further (an ANEC delegate reported on the 'e-meeting' to their members).

Feedback obtained from members of the UK BSI Consumer & Public Interest Network

Feedback on the use of alternatives to face to face meetings was recently sought from members of the UK BSI Consumer & Public Interest Network (CPIN), in January 2012. This was for in-house use but their experiences may be of interest to others in COPOLCO. Around 50 per cent of the Network gave their experiences of using tele-conferencing, video-conferencing or some other simultaneous meeting alternative to a face-to-face meeting. Some had used these services only a few times, others were regular users. They concluded that:

Alternatives to face-to-face meetings are:

- well worth using for time and money saving, particularly for factual updates, dealing with urgent issues or when a small group is dealing with a focused task
- but they don't take the place completely of face-to-face meetings, particularly initially as it is easier to have for example a teleconference when you already know the other people's voices.
- need good planning – thinking about differences in time zones, if international, being clear about objectives and ensuring people have good information beforehand on how to call in, who will be participating, what is on the agenda, etc.
- need good, reliable technology. Use of e.g. Webex, allowing simultaneous access to documents, enhances the meeting value.
- Participants should ideally be limited to no more than six or eight for teleconferencing meetings, have training or guidance, join on time and contribute (not carry out other tasks at the same time).
- Meetings should always have a strong Chair using agreed protocols and procedures and have a set time of no more than one, or maximum two, hours, with times for comfort breaks. A minute taker is needed and decisions should be summarized at the end of the call.
- Where large meetings are taking place, a facilitator to introduce callers, separate from the Chair can be helpful.

More detail is provided below.

ANNEX: Results of Feedback sought from BSI Consumer & Public Interest Network members on alternatives to face-to-face meetings.

Feedback on the use of alternatives to face to face meetings was recently sought from members of the UK BSI Consumer & Public Interest Network (CPIN), in January 2012. A simple email, asking the questions listed in the Box, below, was sent to around 50 people, typically Consumer & Public Interest representatives and background experts. There were 24 responses, all from people who had used tele-conferencing, video-conferencing or some other simultaneous meeting alternative to a face-to-face meeting. Some had used these services only a few times, others were regular users. Some provided answers for different methods used, hence the differences in total numbers.

Questions sent by email to UK Consumer & Public Interest representatives

Q: Do you have experience of using tele-conferencing or video-conferencing?

If so, would you please give me some feedback on these aspects and add any other comments you think would be useful. (Note - there's no need to reply if you don't know anything about this.)

1. Have you experience of using tele-conferencing or video-conferencing?
2. Were you in charge of it at the time?
3. Were you a participant?
4. Did it work well?
5. What were the good points about it?
6. What things needed to be improved?
7. Would you like to see us use this for CPIN purposes?
8. Do you have any useful tips for others who might have to set this up or participate?
9. Any other comments

This mini survey was carried out to inform meeting organization of our BSI consumer network. However many of the findings possibly have wider relevance.

1. Have you experience of using tele-conferencing or video-conferencing?	
Tele conferencing (T) where you use a telephone to talk to each other (and may also use a laptop screen to show graphs etc.) — where you dial a number and type a code to get to your group — where organiser phones participants in turn and links them up	19
Mixed tele-conferencing and face-to face meeting i.e. main meeting all in one room but some members join by telephone	3
Conference call via internet providers e.g. http://www.powwownow.co.uk/ http://www.conferencegenie.co.uk/	1
Video conferencing (V)	6
Skype – video conferencing through a laptop	5
Web conferences/webinars (incl: Go to meetings and Webex) webinars where participants joined via the internet and could see and hear a presentations (slides etc) on a PC and then comment/ask questions either live (via phone link) or via typing in.	5

2. Were you in charge of it at the time/a participant	
IN CHARGE	9
PARTICIPANT	17

4. Did it work well?	
YES	3
YES mostly/generally	11
YES only occasionally	1
NO	11
<p>Comments</p> <ul style="list-style-type: none"> — The conference was in two half's – western countries and Eastern countries. It was okay but it needed writing up quickly and sending to members. — It varied, when a disaster it was usually because of equipment failures at either end — Skype connections can be dodgy — Minor problems of sometimes not being able to hear everyone clearly and on some occasions some outages. — Chairing is quite difficult for a variety of reasons, the main one being that you have to take control of both the attendees and also the contributors by Skype and telephone. — Technology tends to intrude (T & V). Any extraneous activity distracts participants (T & V) such as a person moving the microphone (especially if they are off-camera), people moving or something happening in the background (V). — All participants used a landline telephone, quality was OK. But the sound quality for participants using Skype or mobile phones was often so poor they could not be heard or they kept dropping in/out. — Difficult to concentrate holding a handset to the ear for 3 hours on and off. — Can be difficult if only one person online and the rest are together in a conference room. 	

5. What were the good points about it?	
— Saves time and money in getting to a meeting (and more sustainable)	7
— Meetings can be more frequent and with no travel time are more efficient	5
— Possible to organise a quick meeting and/or a short notice meeting.	4
— Inclusion of people unable to physically attend a meeting/ people can join a meeting without leaving their own offices	4
— Participants can access more files/information that they may not have taken to a meeting.	1
— A good secretary who was knowledgeable about the committee changed the slides on the screen at appropriate times.	1

6. What things needed to be improved?	
— Technical quality, reliability and control of sound levels/visuals Positioning and number of microphones (vide-conferencing)	3
— Some basic training to make people aware of the difference between a tele/video conference and a face to face meeting. Primarily this means attention to detail on the set up / organization of the meeting.	2
— Need to time limit the teleconferencing parts of a meeting as it can be quite stressful/tiring as a participant	2
— Even if just sharing information, the participants feedback to the “presenter” is much less than at a live meeting – the only people who really participate are the pushy ones who are comfortable about interrupting. The others just do other work.	2
— Concern for people working from home is cost of telephone call and possible need for extra equipment e.g. microphone and earphones not otherwise used	2

6. What things needed to be improved?	
— Actually seeing who is participating. Can Skype do that?	1
— Punctuality can be a problem and it isn't clear when everyone is present and the conference can start.	1
— Time taken to get people linked up	1
— Sometimes the quality suffers if people don't have the same version of Skype and you get feedback which is disturbing.	1
— Ease of accessing telephone conference –not intuitive nor straightforward.	1
— Need details of participants circulated beforehand – hearing people introduce themselves especially with non-first language English speakers was very difficult.	1

7. Would you like to see us use this for CPIN purposes?	
YES	20
Comments <ul style="list-style-type: none"> — It might be of value for members who are less mobile, during meetings. This happens commonly at ISO meetings and it works quite well most of the time. — On some occasions as an enhancement to face to face meetings. — If it allows more people to participate who otherwise couldn't, or for small meetings of for example discussions between a few CPIN members on a specific topic. — To allow discussion rather than just written feedback around some issues — Only if the procurement specification specified table microphones, and if not, only if the rooms were acoustically "dead" and not bare and echoey — Provided that those doing it have been communication-trained and the needs of participants are taken into account. Big sessions only work for information sharing. Fully participative sessions only work with a few people of equal status and knowledge. 	

8. Do you have any useful tips for others who might have to set this up or participate?/ Any other comments	
Meeting Chair Have a clear leader/Chair for the meeting to keep participants in order and to make sure everyone understands what being said	11
Limit meeting numbers Best if not too many people (up to about 8 – other said 6, otherwise difficult to control)	7
Meeting protocol and procedure <ul style="list-style-type: none"> — Make sure everyone is introduced so that all participants know who is on line. — Agree or lay down etiquette to be used such as announcing your self and your country, talk through the chair (e.g. seek permission to speak or to interrupt by interjecting one word 'Canada. John' etc, and then the chairman ensures they have the next opportunity. — Use peoples names so its clear who is being referred to/speaking — Balance for involving remote participants who can demand more attention than the people who are actually present — First name terms rather than formality are a benefit – so long as the discipline is maintained — Agree on one language even for inter-delegate consultations which are online but may not be immediately relevant for all — In conducting the t/c v/c allowance should be made for coffee/comfort breaks 	7

<p>Try to have an initial face to face meeting of participants</p> <ul style="list-style-type: none"> — Works better when participants know each other/ have met before face to face so can discern other voices. — Face to face meetings are still needed to maintain the relationship between participants and also where particularly complex or thorny subjects are being discussed. 	7
<p>Good technology</p> <ul style="list-style-type: none"> — It is extremely important that, particularly with vide-conferencing attention is paid as much to the audio quality as to the video, as with clarity of speech in a face to face situation, the spoken content of a meeting is what often really counts, and if the meeting is being transcribed, either by a note taker or an access transcriber, the quality of the audio output will be critical. Audio clarity is very important for dyslexics, who often do not declare their condition publically. — need good microphones — enough bandwidth on the links for voice not to break-up and to be audible and video to be smooth and continuous — clarity and sharpness of video output also important, particularly where profoundly deaf and hard of hearing participants are concerned — useful to have a hands free phone, when working also with documents — Skype can be less good when dealing with technical documents unless have more than one computer available. — Two advantages of web meetings over traditional tele-conferences are (a) participants can view the documents on screen which the chair of the meeting is using (b) the name of the person speaking shows on the screen of all of the participants. — If one is to rely on the Internet and associated tools, one needs to have a reliable/robust connection. — Allow for eccentric technology – some delegates will be phoning in using less than perfect systems – especially internationally . They will have telephone contracts which allow an hour free then charge thousands – so delegates will need to re-dial , lose contact etc. Some delegates will have problems with accessing the v/c on-line documents or may need additional software and guidance. Many people use either mobile phones or wireless handsets and move around doing other things during the meeting thus losing contact or introducing extraneous noise. The delegates must contribute from a quiet static environment. 	5
<p>Guidance/‘Training’ for participants</p> <ul style="list-style-type: none"> — where to sit, — Speak clearly (Can be more difficult to understand people where language issues or strong accents without body language to provide cues) — not talk to each other during meeting — keep quiet when someone else is speaking (if a presentation is being given activate the mute function). — On international calls allow for time delays before deciding to speak 	4
<p>Pre-meeting organization</p> <ul style="list-style-type: none"> — Remember time differences when fixing international meetings. If timing of decisions is important it should be clear what time zone the meeting takes place in. This is equally important to ensure people attend at the correct time. NOTE it is very difficult to find a time which works globally without causing very unsocial hours for at least some of the participants. — Distribute call in/log in details, numbers, passwords, meeting times in good time. 	4

<ul style="list-style-type: none"> — Circulate an agenda and stick to it (limit the number of items, preferably only one or two items. — Circulate details of who is going to participate. 	
<p>Use of materials Need to make sure any materials being used can be shared (e.g. avoid flip charts!)</p>	3
<p>Set time limit (no more than 2 hours, some say 1 hour)</p> <ul style="list-style-type: none"> — Two hours holding a phone to one's ear becomes a bit of a strain — For volunteers working from home sometimes not very convenient to tie up your home phone for one or two hours. 	3
<p>Not to worry too much– it's a good way to communicate</p>	2
<p>Dedicated minute taker and summarise conclusions at end of call</p>	2
<p>Facilitator For large meetings it is worth having a facilitator who manages input from participants, as this allows the chair to focus on the content</p>	2
<p>Works best when</p> <ul style="list-style-type: none"> — document being worked on was well developed and provided a clear basis for discussion — Good use if for dealing with an urgent issue — best for factual, updating meetings, and less effective when thinking, decision-making, document comparison or negotiating are likely to be involved — small group with specific task <p>Not recommended</p> <ul style="list-style-type: none"> — to resolve contentious issues, particularly, where off line one to one debates, in breaks, may help build consensus. <p>Overall comments</p> <ul style="list-style-type: none"> — T/c or v/c saves enormous amounts of time and money. However people – especially volunteers – enjoy travelling and physical meetings and may feel less involved at the end of a telephone line. — In one case we ended up using the Webex in the meeting without external participants, because it provided easier viewing of what was being worked on! 	1