

**COUNCIL OF
PATRONS & ADVISERS**

HE Jakaya Mrisho Kikwete
President of Tanzania & CPTM Fellow
Global 2013 Host Patron & Adviser

HE Yoweri Kaguta Museveni
President of Uganda
CPTM Fellow & Companion
Chair, Smart Partnership Movement
Co-Founder CPTM Fellows Endowment
Fund

**Hon Dato' Sri Mohd Najib bin
Tun Haji Abdul Razak**
Prime Minister of Malaysia
CPTM Fellow
Co-Chair, Smart Partnership Movement

SOUTHERN AFRICA DIALOGUES (SAID)
Angola

Botswana (SAID 1997)
Democratic Republic of Congo
Lesotho (Global 2005)
Madagascar
Malawi
Mauritius
Mozambique (Global 2000)
Namibia (SAID 1998)
Seychelles
South Africa
Swaziland (Global 2003)
Zambia (Global 2008)
Zimbabwe (SAID 1999)

EAST AFRICA DIALOGUES (EAID)
Burundi

Kenya
Rwanda
Tanzania (Global 2013)
Uganda (Global 2009 & 2001)

WEST AFRICA DIALOGUES
Through Ghana

CARIBBEAN (BID)
Through Barbados
(BID 1999, 1996)

SOUTH EAST ASIA DIALOGUES (LID)
LANGKAWI INTERNATIONAL DIALOGUE
Through Malaysia
(Global 2011, 2007, 2004, 2002, 2000,
1999, 1997 1996, 1995)

**GLOBAL 2013 JOINT DIALOGUE
CONVENERS**

Ambassador Ombeni Y. Sefue
Chief Secretary, Tanzania
Tel: 00 255 22 2 11 66 79
Email: chief@ikulu.go.tz

Dr Mihaela Y. Smith PJN KMN
Chief Executive, CPTM
Tel: 00 44 207798 2500
Email: smart.partnership@cptm.org

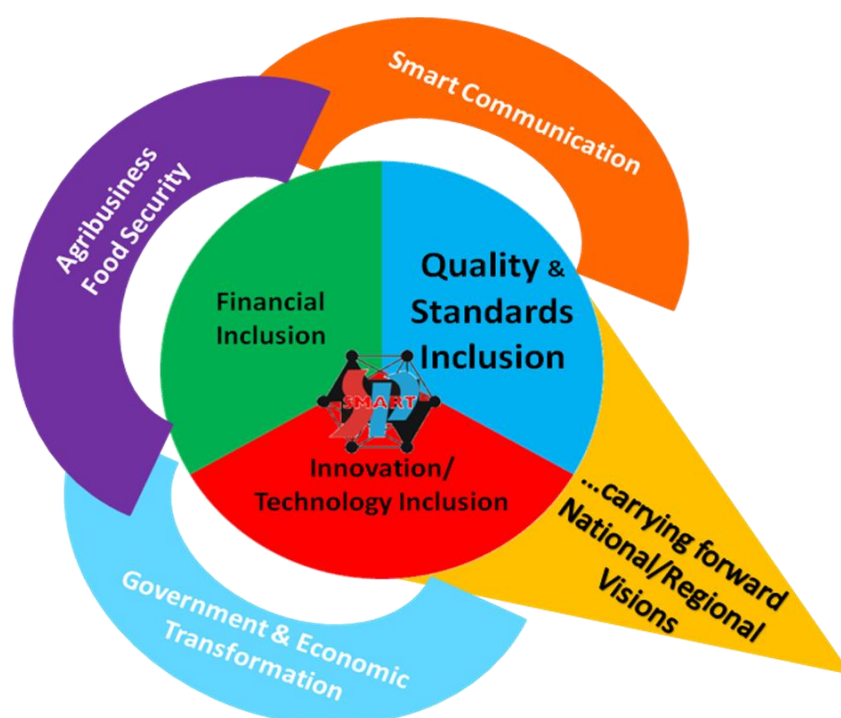
**GLOBAL 2013 JOINT EXECUTIVE
GROUP MEMBERS**

June 2012

*Smart Partners' Executive Brief**

on

Achieving Quality & Standards Inclusion through Smart Partnership



"Towards a Smarter Globe"

CPTM SMART PARTNERSHIP DIALOGUE™

Smart Partnership philosophy and practice

Networking people

Cultural
Diversity

Transparency

Trust

Fair Play

Equity

Shared
Vision

Longevity

Code of
Ethics

Dialogue for
ideas &
delivery



baraza



Smart Partnership is based on competition/cooperation rather than competition/conflict.

By cooperative action, individuals, groups and the system evolve new possibilities which expand the potential of all its members.

Smart Partnerships involve its Partners in a positive-sum endeavour and an ongoing process, involving quantitative and qualitative change for the system and all the participants.



Makonde symbolism



smart ideas

smart values

smart delivery



CPTM Core Cooperative Network on Quality & Standards Inclusion 2008 - 2012

CPTM Smart Partners Webs (from Caribbean & North America; Southern & East Africa; South-East Asia; Mediterranean; Europe):

- **National/Regional Standards Bodies:** Barbados National Standards Institution (BNSI); St Lucia Bureau of Standards (SLBS); Antigua & Barbuda Bureau of Standards (ABBS); Swaziland Standards Association (SWASA); Standards Association of Zimbabwe (SAZ); Botswana Bureau of Standards (BOBS); Namibia Standards Institute (NSI); Lesotho Standards and Quality Assurance Department; South African Bureau of Standards (SABS); Seychelles Bureau of Standards (SBS); Uganda National Bureau of Standards (UNBS); Tanzania Bureau of Standards (TBS); Standards Malaysia; Malta Standards Authority (MSA); British Standards Institute (BSI), among others;
- **Regional Standards Bodies:** CARICOM Regional Organisation for Standards and Quality (CROSQ); Southern Africa Development Community Accreditation Service (SADCAS); East African Community SQMT (EAC SQMT);
- **CPTM Fellow, Heads of State/Government:** such as Malaysia, Mozambique, Namibia, Seychelles, St Lucia, Swaziland, Tanzania, and Uganda;
- **Government officials:** Ministries of Trade & Commerce and all other relevant Ministries and Civil Service;
- **Business:** International and national (including SMEs and entrepreneurs);
- **Traditional Communities:** such as in Botswana and informal settlements in Namibia;
- **International organizations:** International Standards Organization (ISO); Smart Partners' Brussels Hub (Africa, Caribbean and Pacific (ACP) Ambassadors, Directorate for Trade at European Union (EU) Commission);
 - **CPTM Innovation/Technology Inclusion and Financial Inclusion networks;**
 - **Smart Partners' Links:** including Smart 29ers (youth)



- **Joint- Coordinators:** Tan Sri Datuk Dr Ahmad Tajuddin Bin Ali, Chairman of Standards Malaysia, Mr Alan Bryden, immediate former Secretary-General of ISO and Dr Mihaela Y Smith, Joint-Dialogue Convener, Smart Partnership Movement;
- CPTM Hub team, London



Background

Purpose: to bring to the attention of the highest level of government, government officials (including civil service), business community (including Small and medium enterprises SMEs), media, labour, communities, youth and other sectors of society, the strategic nature of engaging all with quality and standards. Quality is a cross-cutting issue that contributes to the efficiency and competitiveness of the economy, permeating the world of goods and services, processes and social structures, from government outfits and large corporations to community/traditional structures, SMEs and consumers. **Standards are a knowledge service**, crucial to fast-tracking to the best existing practice. Reaching a high quality resonates with the principles underlying **Smart Partnership approach**.

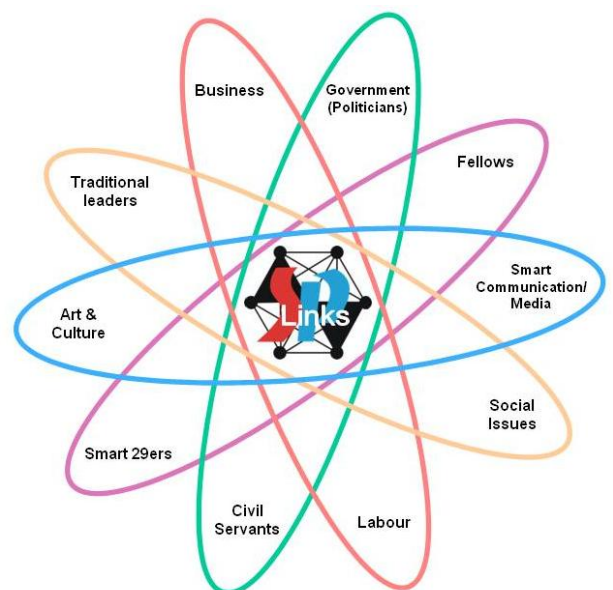
The added value of the **CPTM Smart Partnership Movement is precisely to assist in facilitating multi-perspective exchange of experience, benchmarking and dialogue**. The CPTM Smart Partners' Quality and Standards Inclusion Initiative is one of three inter-related dimensions developed into specific inclusion initiatives, which, in combination, contribute to socio-economic transformation in a Smart Partnership way:

- **innovation**, not only through the transfer and deployment of new technologies, but also to enable a better use of local resources or by service and social innovation which positively affect the well being of people and the competitiveness of the economy,
- **finance**, covering both the financing of SMEs and entrepreneurship, and the optimal use of financial resources generated by the growing income from natural resources and raw materials to develop infrastructures, support education, improve social welfare and invest in locally added value,
- **quality and standards**, to support the transfer of technology and good practices, trade capacity, to replace imports by locally or regionally produced quality goods, to fight sub-standard exports or to improve the effectiveness of public services, infrastructures, health or environmental protection.

The focus on quality and standards within the Smart Partnership Movement, which has gathered momentum since **2008**, was influenced by a **CPTM Caribbean programme** on ISO9002 Quality Management, implemented together with Shell International **between 1989 and 1996**. The success of this programme inspired a similar initiative in Cyprus, which developed a Quality Management Movement prior to their acceptance into the EU. During **2008 Global Southern Africa International Dialogue in Zambia**, '*New perspectives on transforming communities through National Visions*', where the importance of designing and implementing National Strategies for Quality Infrastructure through involvement at the highest level of government and business was stressed, it was agreed that there is a need to strengthen the role of national and regional standards organisations to support trade, the private sector and consumers.

Awareness was raised again during **Global 2009 International Think Tanking Dialogue in Uganda**, '*The Smart Partnership way for realising socio-economic transformation through regional integration*', where a number of standards bodies were represented. It was agreed that quality clearly has its place in National Visions due to its contribution towards socio-economic transformation.

In **June 2010**, the **CPTM Smart Partners' Quality and Standards Inclusion Initiative was launched in Malaysia** with a **Think Tanking Dialogue with Standards Malaysia, standards organisations and Smart Partners from government, civil service, private sector, trade organisations, consumers and Smart 29ers (youth)**. It was decided that the initiative would aim to stress the importance and enhance the inclusivity of quality and standards through the Smart Partnership unique think tanking and networking platform. Bringing together government, private sector, trade and regional organisations, standards bodies and other networks, the initiative strives towards identifying win-win outcomes for all partners for socio-economic transformation through awareness raising, experience exchanges and the identification of difficulties and solutions for achieving such partnerships.



WHY QUALITY AND STANDARDS INCLUSION IS A STRATEGIC ELEMENT TOWARDS ACHIEVING SOCIO-ECONOMIC TRANSFORMATION

- in brief -

Why include quality and standards in National Visions?

- i) Improving the quality of infrastructure, products and services need to be explicitly included in National Visions
- ii) Quality and standards contribute to the competitiveness and sustainability of the nation

How the strategic choice to include quality and standards in National Visions could be implemented

The mobilisation of all the actors of the “quality chain” need to be facilitated by a constant and interactive Smart Partnership dialogue and public-private partnerships: the contribution of the CPTM Smart Partners’ Quality and Standards Inclusion Initiative

CPTM SMART PARTNERS’ QUALITY & STANDARDS INCLUSION INITIATIVE

- i) Convey the message to the top and promote that quality and standards, and related national infrastructures and regional cooperation, be integral parts of National Visions and strategies and given the appropriate attention and resources
- ii) Promote the inclusion, interaction and engagement of all Smart Partners’ Links in quality and standards
- iii) Exchange on the role of national/regional standards and conformity assessment bodies, to clarify and best cover the offensive (e.g. promoting exports) and defensive (e.g. preventing counterfeiting and imports of sub-standard goods) actions in support of quality
- iv) Promote regional cooperation and sharing of resources and expertise for quality and standards, i.e. to contribute to regional integration
- v) Reach out to international public (e.g. UNIDO, ITS, EU) and private donors and specialised organisations (e.g. ISO, IEC, IAF, ILAC) to relay the initiative and gain added support through their involvement and related technical assistance programmes.

(continued from page 5)

The importance of quality and standards has been raised at the international and regional level through organisations such as the **International Standards Organisation (ISO)**, which has promoted CPTM's initiative at the ISO General Assembly in Oslo (2010) and New Delhi (2011), **Southern Africa Development Community Standardisation, Quality assurance, Accreditation and Metrology (SADC SQAM)** (in March 2010) and the **East Africa Community (EAC) Technical Committee** (in March 2012). The issue has also been brought to the forum of the ongoing **Economic Partnership Agreements between the European Union Commission and Africa, Caribbean, Pacific (ACP) Ambassadors in Brussels** as a strategic tool for enhancing market access. With the first Dialogue, jointly convened by the Smart Partners’ Brussels Hub in June 2009, four Dialogues have taken place, the most recent in May 2012, proving the importance of such a unique platform for ACP Ambassadors and EU officials to share and benchmark experiences in negotiations and EPA implementation.

In addition to sharing experiences on progress towards the initiative at **CPTM AGM Think Tanking Dialogues in December 2009, 2010 and 2011**, Smart Partners have hosted national Smart Partnership Dialogues and get-togethers in their respective countries around the standards organisations. In **Namibia**, Smart Partners dialogued on *‘Achieving Namibia’s Vision 2030 through integrating the National Quality Policy in socio-economic transformation’* in February 2011, sharing experiences with the government, private sector, central banks, microfinance institutions and members of an informal settlement. There have also been discussions with **key Smart Partners, standards organisations and Heads of State**, in **Seychelles, Uganda, Tanzania, Lesotho, Swaziland, Botswana, Zimbabwe, Malaysia, Barbados, St Lucia, and UK**.

WHY QUALITY AND STANDARDS INCLUSION IS A STRATEGIC ELEMENT TOWARDS ACHIEVING SOCIO-ECONOMIC TRANSFORMATION

- in detail -

The general context:

- the globalization of trade and of many other issues, e.g. environment, security, health, information and communication technologies, financial regulation;
- the intertwined challenges of climate change, energy efficiency, water, nutrition and demography;
- the development and consolidation of regional economic communities;
- the overall aspiration and pressure for more social responsibility of organizations and fostering the sustainable development of the planet.

Why include quality and standards in National Visions?

i) *Improving the quality of infrastructures, products and services need to be explicitly included in National Visions*

National Visions are formulated and updated at the highest level of a country. They are usually based on an extensive dialogue on the aspirations of the population and of the potential human and physical resources to be mobilized in response. They need to take into account the regional context, as well as the global trends which affect the economic, environmental and social prospects for the development of the nation. They set perspectives and concise goals for the country in order to collectively achieve socio-economic transformation for the benefit of the population. National Strategic Plans support the carrying forward of National Visions, and entail corresponding policies, budgets, and administrative reform.

*National Visions aim at ensuring an improved quality of life for the citizens, compatible with the sustainable development of the country. This is why **improving the quality of infrastructures, products and services** need to be clearly identified as a key objective, to which all members of society (Smart Partners' Links) would be associated with: public and private sectors, the academia, NGOs and the citizens at large, thus contributing to **an effective national "quality chain", never stronger than its weakest link.***

All the success stories of countries having in recent years evolved from developing to developed country status illustrate that a conscious and sustained commitment to improving quality has highly contributed both to their cooperative economic competitiveness and social progress.

CPTM Smart Partners have thus identified Quality Inclusion as a pillar for socio-economic transformation, together with Innovation and Financial Inclusion and recommends that it be included explicitly in National Visions. The deployment of the concept needs to then be refined in a **National Quality Strategy or plan**, covering the various corresponding actions and tools, e.g.: commitment "at the top", legislative framework, public procurements, national standards body, measurement and testing laboratories, conformity assessment services, market surveillance, education and training, promotion and communication.

ii) *Quality and standards contribute to the competitiveness and sustainability of the nation*

Quality and standards (Q&S), and related national infrastructures and regional cooperation, contribute to socio-economic transformation at five levels:

- ***Q&S are essential to make sure that infrastructures and associated networks deliver the expected services and give value for the high level of financial, environmental and social investment they usually entail for the country***

This applies to all types of infrastructures, whether telecommunications, energy production and supply, water distribution, irrigation, transportation, health services or public buildings, architecture and construction industries and works. It materializes by including quality requirements in procurement specifications and public purchasing, and controlling that they are met, using international standards to ensure that best practices are applied in the design, realization and operation of networks and monitoring the ongoing quality of the delivered services.

- ***Q&S contribute to the sustainable commercial success of innovation, as well as to the integration of technology and dissemination of innovative business practices***

International standards represent the state of the art of industrial production and networked services (transportation, IT, water, energy, etc.). They enable global interoperability, compliance to safety or environmental requirements and benchmarking of business and conformity assessment practices. Being aware of international standards and their development is a key component of economic intelligence. All major current technology developments are underpinned by the development of standards development: nano- and bio-technologies, ICT, “green” technologies, “smart grids”, intelligent and sustainable buildings and transports, E-mobility, health technologies, sustainable agriculture, etc.

- ***Q&S are key to facilitate trade, access markets and achieve sustainable competitiveness***

The globalisation and liberalization of trade, supported by the WTO and by the consolidation of regional economic communities and common markets and multilateral trade agreements, progressively eliminates tariff barriers and puts pressure on eliminating technical barriers to trade, i.e. by developing and promoting the use of international standards. In the same time, requirements on products and services in relation to safety, environmental, health or other societal impacts, such as the need to address climate change, become more sophisticated. **Quality management and compliance to standards are indispensable to secure and improve market shares, both domestically and in exports. They contribute to opening new external markets, increasing locally added value and fight sub-standard imports** (as has been a focus of the Brussels’ Smart Partners’ Hub dialogues since 2009).

- ***Q&S support the “greening” of industrial and agro-food production and the measures taken to reduce greenhouse gas emissions and environmental impacts, and to evolve towards greater energy efficiency, use of renewable energies and sustainable agriculture and exploitation of natural resources and assets (e.g.; tourism), thus contributing to greater sustainability at the national and international levels***

Standards, and associated conformity assessment, provide the metrics for quantifying and communicating impacts on the environment, such as carbon footprints, energy or water efficiency. The ongoing success of the ISO 14000 series of standards on environmental management or the recent publication of ISO 50001 on energy management provide tools for implementing internationally agreed good practices and technologies. They can be used directly to support socio-economic transformation. Quality management enables the maintenance and the constant improvement of the performances achieved in respect to the impacts on the environment as well as on energy or water consumption, thus contributing to the competitiveness and sustainability.

- ***Q&S provide the means to improve consumer and worker protection in relation to the business of agriculture, as well as efficient health services. They can also be used to improve public services, thus involving all the links of the “quality chain” and contributing to installing a “quality culture”.***

Consumer and worker protection are a traditional and yet still major purpose for standards and quality assurance. But they are now also addressing the efficiency of public services such as public administrations, education, health, transport and logistics. The ISO 26000 standard on social responsibility, published in November 2010, provides guidance to address this issue in a holistic and globally accepted manner.

How the strategic choice to include quality and standards in National Visions could be implemented?

As a consequence of including Q&S in the National Vision, a National Q&S Strategy and Plan needs to be designed and implemented, associated with adequate phasing and performance indicators. They would address:

- The commitment and involvement at the highest level of government, civil service and business, e.g. through: the organization of **national quality awards handed to the selected recipients by the Head of State**, the designation of a governmental inter ministerial unit charged with spearheading and coordinating the Q&S strategy and plan, the formation of a National Quality Movement open to both the public and private sectors, lead by prominent economic and industrial leaders;
- The **legislative framework** needs to be reviewed in order to verify and consolidate the basic legislation concerning issues such as **metrology, technical regulation, standardization, accreditation, market surveillance**;
- The **Q&S national infrastructure** must be audited and, if needed, strengthened and given adequate governance, management, business models and resources, fostering public-private involvement and partnerships, in order to make available to all economic actors relevant services for the development of standards and the proper monitoring of regional and international standards, the basic measurement and testing facilities, as well as adequate conformity assessment services through accredited calibration, testing and certification services, making the best of facilities already existing in the country, as well as bilateral, regional or multilateral technical assistance programmes (e.g. WTO, UNIDO) and financing (e.g. regional development banks);
- Consideration needs to be given to including Q&S in **secondary and higher education**, as well as to ensuring that adequate training services are available for professionals, in particular from SMEs;
- **Smart communication** on Q&S related services and achievements is key: this would be the role of the **“National Quality Movement”** as well as of central and local governments, but specific actions need to be taken to materialize and promote a **national brand conveying the notion of quality**, associated to a positive image of the country;
- Specific actions must **target SMEs**, and may involve the major national public companies, as well as multinational companies having invested in the country, in particular to mentor their suppliers;
- Specific actions must also target public services and the civil service, because they are exemplary and also because they are a key link in the national quality chain, be it through the impact of their efficiency on the economy, through good regulatory practice or through the economic impact of public procurement;

- The links between the Q&S National Strategy and Plan and programmes to **promote innovation** and to **finance entrepreneurship** need to be enhanced, as there is no sustainable success of innovation without quality and, often, the use of standards, and as managing sustainability through quality is a key success factor for companies;
- The National Q&S Strategy and Plan must take into account the regional dimension, especially when the country is part of a regional economic community where the issue of Q&S is addressed, in relation both to trade within the region and to the increased negotiation and export capacity of the region itself on global markets and issues.

Examples of countries having entered this route and started to reap the benefits are multiplying. Many technical assistance programmes have been deployed, both at regional and national levels, essentially so far because of the impact of Q&S on increasing trade and export capacity (cf. UNIDO, WTO in relation to the agreement on technical barriers to trade, US Aid, EU programmes, national development agencies such as SIDA, NORAD, SECO, CIDA, AFD, GTZ, DFID,...).

But, as indicated above, Q&S can also benefit other areas of public policies and investments, such as **environmental integrity, energy efficiency, health services, networked infrastructures, education, construction** etc. Concerning national standards bodies (NSBs) for instance, ISO has developed a comprehensive series of handbooks to assist in shaping so that they serve national economies in a global context.

Improving and achieving quality is a strong and consensual common objective for all members of society. It applies across the board to industry, public and commercial services and education, and therefore requires a general commitment and involvement, starting from the top. Indeed, the Head of State/Government could inspire the population by including it in the National Vision, recognizing merits (e.g. national quality awards) or ensuring high level inter-ministerial cooperation.

The mobilization of all the actors of the “quality chain” needs to be facilitated by a constant and interactive Smart Partnership dialogue and public-private partnerships: the contribution of the CPTM Smart Partners’ Q&S inclusion initiative

Smart Partnership dialogue needs to be encouraged and structured, to mobilize and involve all the relevant Smart Partners’ Links contributing to the effectiveness of the “quality chain”:

- Public administrations to improve the efficiency of public services and use public procurements to leverage quality improvement;
- Multinational and government linked companies to exercise leadership and mentoring;
- SMEs to improve their access to market and sustainability;
- Financial institutions to include quality and standards as criteria for funding and risk assessment;
- Local communities to relay the message and actions;
- Consumer and citizen organizations to put pressure on market players and raise the level of the quality culture;

- The Academia to include quality and standards in education and link R&D, innovation and their effective translation into economic outcomes
- The standards and conformity assessment community at national and regional levels to adjust to the expectations raised on their quality and standards related activities and services

The “Smart Partnership dialogue” concept has a longstanding record for multiperspective interaction in support of socio-economic transformation. Its approach and experience needs to be considered in order to facilitate the dialogue and collaboration on quality and standards. It has a reinforced topicality in the new global context where local achievements and involvement should take stock of and benefit from benchmarking, exchange of experience and proven solutions.

OBJECTIVE OF THE CPTM SMART PARTNERS’ QUALITY & STANDARDS INCLUSION INITIATIVE:

to enhance the use of quality and standards in support of socio-economic transformation

Potential Smart activities through Smart Partnership practice:

- Convey the message to the top and promote that quality and standards, and related national infrastructures and regional cooperation, be integral parts of National Visions and strategies and given the appropriate attention and resources***

How :

- organize or support national dialogues involving major stakeholders to elaborate on the Q&S dimension and contribution to socio-economic transformation
- develop a “smart” communication tool, including examples at national and regional levels, to explain why and how Q&S must be part of National Visions and strategies
- collect and consolidate testimonies, expectations and quotes of top politicians and managers on the importance of Q&S for economic and social transformation

- Promote the inclusion, interaction and engagement of all Smart Partners’ Links in quality and standards, such as:***

- Public administrations to improve the efficiency of public services;
- Multinational and government linked companies to exercise leadership and mentoring;
- SMEs to improve their access to market and sustainability;



- Financial institutions to include quality and standards as criteria for funding and risk assessment;
- Consumer and citizen organizations to put pressure on market players and raise the level of the quality culture;
- The Academia to include quality and standards in education;
- The standards and conformity assessment community at national and regional levels to adjust to the expectations raised on their quality and standards related activities and services.

How:

- promote smart dialogues between stakeholders on Q&S programmes and inclusion in specific sectors (e.g. agro-food products, tourism, transport, energy and water infrastructures and services, public services including education, green industries, energy and environmental efficiency...);
- organize smart dialogues on the role of government linked enterprises and multinational companies in driving Q&S initiatives and mentor suppliers, in particular SMEs;
- encourage smart dialogues on the role of education in building a quality culture; organize smart dialogues on the role of Q&S to ensure corporate economic and social sustainability (connection with the smart partnership financial inclusion initiative).

iii) **Exchange on the role of national and regional standards and conformity assessment bodies, to clarify and best cover the offensive (e.g. promoting exports) and defensive (e.g. preventing counterfeiting and imports of sub-standards goods) actions in support of quality**

How:

- organize smart dialogues at national and regional levels on how Q&S infrastructure and services can increase trade capacity and resilience
- encourage NSBs and export promotion agencies to engage together and with stakeholders on Q&S tools and services to build trade capacity
- collect and disseminate success stories of national Q&S strategic plans and achievements

iv) **Promote regional cooperation and sharing of resources and expertise for quality and standards, i.e. to contribute to regional integration**

How:

- take advantage of regional meetings to convey the Q&S inclusion message to top politicians and CEOs, possibly in the form of launching smart “regional Q&S inclusion initiatives” at such meeting
- relate Q&S inclusion initiatives with regional trade integration and regional external trade negotiations (e.g. EPAs).



- v) **Reach out to international public (e.g. UNIDO, ITC, EU) and private donors and specialized organizations (e.g. ISO, IEC, IAF, ILAC) to relay the initiative and gain added support through their involvement and related technical assistance programmes.**

How:

- make major international and regional organizations having policies and activities related to Q&S aware of the Smart Partnership Initiative and seek their support, starting with WTO and its “aid for trade” programme, the International Trade Centre (ITC), UNIDO, the international specialized Q&S organizations (ISO, IEC, ITU, IAF, ILAC) and the EU (i.e. connection with the development of EPAs),

Finally, since the launch in 2008 of this CPTM Smart Partners’ Q&S Inclusion Initiative, actions have been initiated and tested in national dialogues, such as in Seychelles, Namibia and in the Southern African region or by installing an ongoing dialogue with ISO.



Interactions with Smart Partners in St Lucia and Barbados
Wednesday 16th – Saturday 19th May 2012



In this Issue...

- Agenda
- Highlights from interactions at:
 - St Lucia Bureau of Standards & Barbados National Standards Institution
- Glimpses from St Lucia & Barbados
- Link to first video of Smart Partnership dialogue on Entrepreneurship in the Caribbean



*A ‘**Smart Executive Brief**’ is to assist Smart Partners to brief Heads of Government/State, Government officials, business leaders and all Smart Partners’ Link about the strategic nature of quality and standards for socio-economic transformation.

“Smart Executive Brief” compiled by Mr Alan Bryden and the CPTM Hub on behalf of Smart Partners within the CPTM Smart Partners’ Quality and Standards Inclusion Initiative.

For more information please contact:
**CPTM Smart Partners; Hub, 63 Catherine Place,
 London SW1E 6DY, United Kingdom**
 Tel: +44 (0) 20 7798 2500
 Fax: +44 (0) 20 7798 2525
 Website: www.cptm.org