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Accrediting A Beneficial Environment

JUST AS NEARLY every aspect of a business process can be accredited, all of the key stakeholders can benefit from an accreditationbased quality infrastructure.

By providing assurance that organisations are compliant with their regulatory responsibilities, accreditation reduces the need for government and regulatory bodies to employ their own specialist assessment personnel. In addition to providing a safe working environment for employees, accreditation also gives companies confidence that products and raw materials are safe and meet specifications.

For manufacturers, accreditation helps limit product failure while simultaneously reducing technical barriers to trade. The owners and operators can help to discharge their legal duties by using accredited companies to monitor the safety of their environment. Consumers benefit too, as accreditation helps generate confidence in the safety of business, goods and services, as well as demonstrable proof of claims about sustainability, environmental performance and energy efficiency.

By helping to control risk, demonstrate regulatory compliance and provide quality assurance, accreditation delivers confidence throughout the supply chain that are both safe and of high quality. It also helps drive efficiencies and the adoption of best practices, thereby reducing costs and easing the financial pressures for everyone concerned.

However, the line between consumer and B2B sustainability standards is becoming blurred, with leading trade buyers increasingly demanding certification. In recent years, the business-to-business focus of sustainability standards has risen as it has become clear that consumer demand alone cannot drive the transformation of major sectors and industries. Major brands and retailers are starting to make commitments to certification and getting accredited in their whole supply chain or product offering, rather than a single product line or ingredient.

With the growth of standards, certification and accreditation as the major tool for global production and trade to become more sustainable and for the private sector to demonstrate sustainability leadership, it is essential that there are ways to assess the legitimacy and performance of different initiatives. Company and government buyers, as well as NGOs and civil society groups committed to sustainable production, need clarity on which standards and ecolabels are delivering real social, environmental and economic results.

Accreditation provides a globallyrecognised tool to not only assess and control risks of the internal operation of businesses, but also the products and services that they place on the market. In this way, Regulators, purchasers and employees can demonstrate confidence that accreditation delivers a safer worldand creates a beneficial environment for all.

Major brands and retailers are starting to make commitments to certification and getting accredited in their whole supply chain or product offering, rather than a single product line or ingredient.



Message from the Editor-in-Chief

POOJA KHAITAN

Accreditation For Growth & Survival

9 JUNE 2019 has been marked World Accreditation Day as a global initiative, jointly established by the International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC), to raise awareness of the importance of accreditation.This year's theme focuses on how accreditation provides added value to supply chains.

Supply chains provide a vital role in delivering products and services for consumers, business and the public sector in a timely, cost-efficient and quality manner. Accreditation and, with it, other quality infrastructure tools such as standards, metrology and conformity assessment, provide widely accepted tools that help deliver value to the supply chain. These tools help with trust and assurance, enabling confidence in both final products and services and the manner in which they are placed on the market and used.

Everyone from planners and regulators knows the importance of implementing a robust quality assurance system. Standards, conformity assessment and accreditation are the established three pillars on which most quality infrastructures are built in the supply chain.

Accreditation operates across all sector supply chains ranging from healthcare and medical

devices, construction, energy, clothing and textiles, toys and electronics, IT and communications, to food safety and water supply.

Accreditation offers a range of services that can add value and manage the potential risks in supply chains through the assessment of certification, inspection, testing, and calibration services. By demonstrating the competence, impartiality, and capability of these organisations, it underpins the credibility of goods and services, allowing procurement and supply chain managers to better manage their risks

In the present globally competitive environment, it is not just sufficient to achieve quality at any cost; it is necessary to achieve quality at a competitive cost to sustain the market forces. In this context, establishment of an accredited system provides a right framework for the organizations to harness their capabilities, direct their efforts to achieve the intended business results, and provide a basis for long-term growth and survival.

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THE AWARE CONSUMER JUNE 2019



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WORLD ACCREDITATION DAY June 9th 2019 marks World Accreditation Day (#WAD2019), a global initiative established by ILAC and IAF to promote the value of accreditation. This year's theme focuses on HOW ACCREDITATION ADDS VALUE TO SUPPLY CHAINS.

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The terms accreditation and certification are often used interchangeably and occasionally together. Despite the obvious confusion this can cause, the difference between the two distinct quality management processes can be easily explained.



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AGRI-STARTUP GETS ACCREDITATION FOR FOOD SAFETY MANAGEMENT SYSTEMS

DATA BRIEFING

320/ consumers never considered the safety aspect of a product before making a purchase. **FarmLink IS A** fruits and vegetables (F&V) supply Chain Company. It received a rare 'ISO-22000' certification from TUV-NORD, a reputed international provider of quality accreditations. Though, it is very uncommon in India, a foreign agri-startup to receive such validation for its F&V distribution centre near Mumbai. The certification also strengthens the company's quality assurance and publicly demonstrates a commitment to food safety.

COO of FarmLink, Ravish Chavan said, "The accomplishment is an important step for FarmLink. Efforts of the team at Vashi (near Mumbai) distribution centre have paid off well with the recognition and adds credibility to the company. It confirms our best-in-class food safety management system and assures safe and high-quality fruits and vegetables for consumers."

FarmLink also procures fresh produce from farmers by its network of collection and service centres and delivers the produce to industrial scale off-takers like Hotel-Restaurant-Cafe (HORECA) chains, big retail stores, industrial processors and emerging e-commerce platforms.

Ravish added, "Due to the nature of work involved, it is indeed very rare and difficult to obtain 'Food Safety Standard' certification for facilities exclusively engaged in fruits and vegetables procurement, sorting or grading activities and distribution for where no processing takes place."



Before appointment as COO last year, Ravish has played a crucial role in improving FarmLink's operational efficiency and bringing process discipline. While he has been instrumental in the company's growth by scaling business operations, the recognition would further support his marketing efforts to onboard customers.

Sameer Bidaye from TUV-Nord Group said, "There is a significant rise in recognition of ISO-22000 standard throughout the global food supply chain. Given today's complex and fragmented supply chains have led to a steep increase in food fraud and contamination, consumer's quest

IIM Indore Gets International Accreditation From AACSB

The accreditation in essence gives the B-school an international stamp of approval

Avishek Rakshit | Kolkata Last Updated at February 21, 2019 12:00 IST

IIM (INDIAN INSTITUTE of

Management) Indore has become the 10th business education institute in India to earn the accreditation from AACSB International (AACSB), the global accrediting body for business schools.

The accreditation in essence gives the B-school an international stamp of approval.

AACSB accreditation recognizes institutions that have demonstrated a focus on excellence in all areas, including teaching, research, curricula development, and student learning," said Stephanie M. Bryant, executive vice president and chief accreditation officer at AACSB International.

In India, SPJIMR Mumbai, IIM Udaipur, School of Business Management at NMIMS Mumbai, ISB, IIM Calcutta, XLRI, IMT Ghaziabad, TAPMI and IFIM have received the AACSB accreditation so far.

"IIM Indore is delighted to be a part of the coveted group of institutions accredited by AACSB, and this is a result of our sustained effort to be a contextually relevant and socially conscious world-class institution" Himanshu Rai, director at IIM Indore said.

Earlier this month, IIM Indore won the Association of MBAs (AMBA) Business Excellence Award 2019 in the category of Business School Impact on Community and Society for its Rural Immersion Programme which is an initiative from the institute to help students understand the problems faced by



for safe and sustainable food has become a top priority. Hence, such recognition for an Indian F&V distribution centre plays a crucial role in the entire farm-to-fork ecosystem of the country."

TUV-Nord Group held a three-stage audit at the Vashi (near Mumbai) distribution centre to audit the process as per scope for Receiving, Processing, (Sorting Grading, Storage, Cold Storage, Packing) and dispatch of fresh & cut vegetables & fruits. FarmLink sought the certification to pursue its commitment towards adherence of quality and food safety standards. Due to the successful FarmLink supports more than 1000 farmers in Maharashtra and Tamil Nadu and provides knowledge & extension services, like agriculture credit, crop insurance and warehousing.

completion of the audit, the distribution centre is now amongst few companies in India to be certified 'ISO 22000 Food Safety' standard.

To fulfill its mission to develop India's underserved regions, FarmLink supports more than 1000 farmers in Maharashtra and Tamil Nadu and provides knowledge & extension services, like agriculture credit, crop insurance and warehousing. The company intends to reduce agriculture wastage by streamlining the value chain, wherein the majority of this saving translates into increased farmers' earnings.

FarmLink is a fruit and vegetable supply chain company, founded in 2014. Its mission is to address serious challenges in Indian agriculture like low yield and enormous wastage across the value chain.



the rural areas and then help solve them.

Synonymous with the highest standards of quality, AACSB accreditation inspires new ways of thinking within business education globally and, as a result, has been earned by only five per cent of the world's schools offering business degrees at the bachelor level or higher. Today, 836 institutions across 55 countries and territories maintain AACSB accreditation. Furthermore, 189 institutions maintain a supplemental AACSB accreditation for their accounting programmes.

Founded in 1916, AACSB established is the longest-serving global accrediting body for business schools, and the largest business education network connecting students, educators, and businesses worldwide. It first adopted standards for degree programs in business administration in 1919 and adopted additional standards for undergraduate and graduate degree programs in accountancy in 1980. Throughout the years, the standards have continued to be revised to ensure quality and continuous improvement in collegiate business education.

AACSB accreditation provides a framework of 15 international standards against which business schools around the world assess the quality of their educational services. These standards ensure continuous improvement and provide a focus for schools to deliver on their mission. innovate, and drive impact. AACSBaccredited schools have successfully undergone a rigorous review process conducted by their peers in the business education community, ensuring that they have the resources, credentials, and commitment needed to provide students with a first-rate, futurefocused business education.

AACSB also announced that Lahore University of Management Sciences, Texas A&M University– Texarkana, the University of Agder, and the University of Macau have earned accreditation in business.



NATIONAL BOARD OF **ACCREDITATION**

Promoting international quality standards for technical education in India



THIS ACCREDITATION IS a process of quality assurance and improvement, whereby a programme in an approved Institution is critically appraised to verify that the Institution or the programme continues to meet and/or exceed the Norms and Standards prescribed by regulator from time to time.

It is a kind of recognition which indicates that a programme or Institution fulfills certain standards.

The purpose of the accreditation by NBA is to promote and recognize excellence in technical education in colleges and universities—at both the undergraduate and post graduate levels. Institutions, students, employers, and the public at large all benefit from the external verification of quality provided through the NBA accreditation process. They also benefit from the process of continuous quality improvement that is encouraged by the NBA's developmental approach to promote excellence in technical education.

Through accreditation, the following main purposes may be served:

- support and advice to technical Institutions in the maintenance and enhancement of their quality of provision.
- confidence and assurance on quality to various stakeholders including students.
- assurance of the good standing of an Institution to government departments and other interested bodies.
- enabling an Institution to state publicly that it has voluntarily accepted independent inspection and has satisfied all the requirements for satisfactory operation and maintenance of quality in education.

Consumers, Beware



WE HAVE ALL heard of products proudly proclaiming their ISI mark. ISI stands for the Indian Standards Institute, a body set up when India gained Independence to create standards needed for orderly commercial growth and maintaining quality in industrial production. By the mid-80s the country's socio-economic climate had changed, triggering the need to set up a stronger body, the Bureau of Indian Standards (BIS), which then took over ISI. But the term "ISI mark" continues to be used to mean that a certain product conforms to the quality standards set up by the government.

Who can use the ISI mark?

BIS is authorised by a legislation of 1986 to offer product certification. This certification programme is basically voluntary. Any manufacturer who feels confident enough that his product has the ability to meet the BIS standard can apply for product certification in two ways:

- Submitting an application at the nearest BIS office. A BIS officer will then evaluate at the factory level, the capability of the manufacturer to produce goods according to the standards laid down for the category. Samples are tested at the factory and outside. If the evaluation is satisfactory and the product passes the tests, a licence is granted and the manufacturer can use the coveted ISI mark.
- The manufacturer provides test reports to BIS after it gets the product tested in the bureau's labs and gets the necessary documents certified independently. BIS is supposed to check the veracity of the reports within a month and grant a licence for usage of the ISI mark.

While product certification is otherwise voluntary, there is, however, a list of items which for reasons of public health, safety or mass nature of consumption are mandatorily certified by BIS. These include gas valves and cylinders and infant food. Manufacturers of such products can't apply for ISI mark under the voluntary scheme.

Are there standards for all products?

There are 16 broad categories, including textiles, packaged water, food, automobile components, plastic products and electronics, for which BIS has laid down standards. If anyone wants to add a new category to the current list, they can apply for it. There are 19,000 standards formulated for products across the 16 categories. It covers so many areas with such meticulous

detail that there actually shouldn't be any substandard products. For example, there is a standard for windshield wipers of four-wheelers, for the quality of silver foil used in sweets, for precast concrete slabs used in pavements and even for hooks and fasteners. So, yes, there is a standard for almost every product, and new ones can be made for products not vet covered.

How are standards formulated?

A body called the Certification Advisory Committee, consisting

of people from sectors such as manufacturers, consumers, government agencies, industry associations, exists under BIS to advise on policies and formulation of standards on different products. To ensure that consumer interests are effectively represented in these committees, BIS invites NGOs or experts to participate in the committee of their interest. If you are interested, you can contact the nearest BIS branch office (addresses available on www.bis.org.in). If your experience is found suitable, you could be invited to be part of the technical committee.

What if standards slip once the certification is obtained?

BIS has to check conformity to the standards by regular surveillance of the licensee's performance including surprise inspection and testing of samples, drawn both from the factory and the market. Why do we still have substandard products?

While studying about ISI, it became apparent that like all things in the government, the structure and policies to ensure quality and safety to consumers are well formulated in painstaking detail and well intentioned. Logically, with such stringent standards to protect consumers, our markets must feel like those in western countries, where you can pick a product and ponder about its suitability for you, but not worry about safety and quality.

Then why are consumer complaint forums bursting at

the seams about things which broke down immediately after buying or about promises not kept by manufacturers? Why is this column bemoaning adulterated grains and spices, artificially ripened fruit and poor product labelling? Why do we keep reading about spurious medicines and contaminated kuttu atta? I see a few possibilities:

•Complaints are about non-ISI products. With only 30,000 manufacturers across industries granted licences to use ISI mark, obviously there is an ocean of manufacturers who are operating at subpar standards. Therefore, perhaps BSI should do away with the voluntary scheme and make it

scheme and make it mandatory for all products to conform to basic quality

- For complaints about ISI products, it would mean manufacturers slip on standards once they get the ISI certification and BIS is not vigilant enough in catching on. (Incidentally, if you have a complaint about an ISI mark product you can register it online on their site.)
- Unscrupulous producers use the ISI mark and cheat consumers without actually applying for the license through BIS. This point is acknowledged by BIS, which conducts enforcement raids on such manufacturers, whose numbers have been increasing every year.

For now, consumers must look for the ISI mark while buying products. As you can see, the granting of the license to use this is quite stringent. Keeping the faith that the process was followed, it is as good a guarantee of quality and safety as one can get today.



ISI mark is a mark for industrial products in India. The mark certifies that a product conforms to the Indian Standard(IS), mentioned as CM/L-xxxxxx on top of the mark, developed by the Bureau of Indian Standards (BIS), the national standards body of India.

standards.

RESEARCHFEATURE

ACCREDITATION Adding Value to Supply Chains



World Accreditation Day

June 9th 2019 marks World Accreditation Day (#WAD2019), a global initiative established by ILAC and IAF to promote the value of accreditation. This year's theme focuses on HOW ACCREDITATION ADDS VALUE TO SUPPLY CHAINS.

The Chairs of both organisations have released a joint statement to introduce the importance of the theme and how accreditation can support government, regulators and businesses by providing widely accepted tools that help deliver value to supply chains.

What is accreditation?

The accreditation process acknowledges that your organization has successfully completed a peer review by an objective third party, met (or exceeded) the accreditor's pre-established quality standards and demonstrated excellence in areas including but not limited to: board governance, client programs and services, employee and volunteer engagement, internal business processes, financial responsibility and fund development. The concept is similar to the private sector's "ISO" (International Organization Standardization) certification process.

Why do organizations choose to become accredited?

In *Start With Why*, Simon Sinek says people do business with people who believe in what they do. Do the people your organization serves, as well as your community partners, believe in what you do and share your same sense of purpose?

Are your funders asking for documented outcomes (e.g. a Balanced Scorecard or Dashboard) with Key Performance Indicators and metrics related to person-centred programs and services? Do you want to show you have engaged employees and volunteers working within a learning organization? Can you prove that you use quality systems and internal processes based on global best practices and are committed to financial sustainability?

Are you in a sub-section of the nonprofit sector where amalgamations are being discussed because multiple agencies are providing similar services to a similar client base in a similar geographical area and are seeking support from the same funders?

Increasingly, a wide range of organizations are choosing to become accredited as they answer these questions.

How does the accreditation process work?

Accreditation is an unbiased, comprehensive assessment of the quality of an organization's programs and services by an independent accreditor. When successful, the organization and its stakeholders know that it has achieved a nationally recognized standard of high quality organizational excellence.

The overall process is comprised of two key steps: a self-assessment by the organization and then an on-site validation by the accreditor's team of professionals.

What does it take to get there?

It does take time and effort to prepare for your first accreditation, but it's an investment in your organization's on-going sustainability. Once that foundation has been laid, updating is much easier.

If you're not the executive director, build your business case, confirm buy-in from your organization's leaders and advise your board of directors of your plan.

Establish a small team that is representative of a wide range of stakeholders to lead your organization through the

accreditation process. This is an excellent opportunity to engage high performing staff at all levels to work collaboratively on a strategic project and to continue their learning and development.

Choose an accreditor. Do your research and discuss the process with at least one organization in your sector that has already been accredited. Why did they choose to go through the process? Why did they choose the accreditor they did? What went well? What didn't go so well? How much time and how many resources did they actually invest in the process? What did they learn? What did they value most from the process? The service provider that shares your values will likely be the best fit for you.

Whichever accreditor you choose, you'll be given a self-assessment questionnaire to help you prepare. This will help you identify which of the accreditor's standards you currently meet, partially meet and do not meet.

You'll draft an action plan to help you plot out how you plan to meet all standards, what resources (both human and financial) you'll need to invest in the process and a realistic time frame (approximately one year of preparation is typical for a first accreditation). Your accreditor can provide both resources and coaching along the way. There are additional resources to consider, so you're not re-inventing the wheel, listed at the end of this article.

When you're ready, your accreditor will send a team of professionals to meet with your stakeholders on-site to review policies and procedures and to ask questions about actual practices. Most organizations express some anxiety about this but soon discover they're offered valuable coaching to position them for success. Don't be afraid that you'll be subjected to an "exam" with trick questions!

The team of accreditors sends a report with their findings, both in the areas your organization performed well and those areas that might need to be addressed for the future. This report becomes a reference document, not only for continuous quality improvement, but also for organizational knowledge transfer and succession management. When your organization is able to post "accredited" on your web site and in your workplace it boosts your brand and creates a sense of pride for all stakeholders.

Pros and cons of accreditation

Pros:

- Investing in your organization's future; seeing "accredited" inspires confidence in your stakeholders.
- Showcasing your organization's excellence, quality, transparency and accountability as evaluated by an objective third party
- · Focusing on client-centred programs and services
- Engaging employees and volunteers in high performing teams

- Increasing each team member's learning and growth; strengthen as a Learning Organization; manage and transfer key knowledge
- Decreasing silos via systems thinking and process mapping
- Maximizing the effectiveness, efficiency, economy and equity of all internal business processes
- Tailoring global best practices to suit your culture
- Ensuring financial accountability, transparency and sustainability
- Boosting funding (government, donors, social enterprise); people want to do business with people who think like they do; accreditation reinforces their trust to invest in you

Cons:

There is really one major draw back to the accreditation

process: - The prep year does take time, resources and effort which some may see as a cost.

What are the Issues?

- Although businesses have been producing items with goods sourced from around the world for many years, supply chains are now significantly more complex in terms of the speed, scale, depth, and breadth of global interactions.
- The global nature of supply chains and retail markets means that businesses have to operate in multiple and often differing regulatory environments.
- Determining the quality, authenticity and traceability of raw materials or components requires credible and trustworthy information.
- As innovation accelerates and the lifecycle of products shortens, markets become more unpredictable and exert increased pressure on supply chains.
- Businesses need to manage their exposure to risk or disruption from data security breaches or system failures.
- Effective selection of sustainable suppliers not just in terms of financial stability, but also Corporate Social Responsibility (CSR) performance and ethical practices.

Product supply chains are increasingly globalised and complex as companies seek to optimize costs while retaining flexibility. Supply chains that stretch across multiple countries and sites pose major challenges in terms of quality, compliance with regulations and standards relating to safety, as well as environmental and social responsibility.

Procurement is often responsible for up to 70% of companies' expenditure (Source: The Chartered Institute

of Procurement and Supply), and so any disruption could affect profitability, brand reputation and customer loyalty.

The Role of Accreditation?

Accreditation determines the technicalcompetence, integrity and impartiality of organisations providing conformity assessment services such as testing, calibration, certification, and inspection.

Accreditation, underpinned by internationally agreed standards, adds value to supply chains as businesses seek to maximise value and satisfy contractual terms, while maintaining a level of confidence that products meet technical specifications and are safe to use.

80% of trade involves elements of testing, calibration, inspection and certification activities, collectively known as conformity assessment (Source: OECD). Accreditation is the independent evaluation of these conformity

assessment bodies against recognised standards to ensure their impartiality, competence and consistency.

The Ministry of Health and Family Welfare, India, has granted approval to making the accreditation of Ethics Committees (ECs), involved in supervision of clinical trials, mandatory with effect from 01-Jan-18.

Accreditation, therefore, plays an important role in reducing the costs of trade and doing business,

enhancing technology transfer, and increasing investment. It also enables businessesto integrate into global supply chains, as they can demonstrate product quality through a common "technical language" needed to establish trust between business partners. (Source: The World Bank). A report, produced by the World Trade Organization Economic Research and Statistics Division, stated that the inappropriate use of conformity assessment accounts for 10% of Specific Trade Concerns (STCs). Accreditation provides an opportunity to address this issue.

Increasing recognition

In recent years, there has been a growing trend towards greater recognition of accreditation and the acceptance of the arrangements by governments and regulators. For example, recent European Union (EU) trade agreements signed with Japan, Canada, Switzerland, and Tunisia cite the use of accredited conformity assessment to ensure harmonized free trade. The Gulf Cooperation Council



India Mandates Ethics Committee Accreditation from 01/01/2018

(GCC) operates a single Market Regulatory System referencing accreditation as an essential tool for the implementation of the regulatory system and is used in all regulations to assure the competence of notified bodies. APEC (Asia-Pacific Economic Cooperation) endorses accreditation to underpin the conformity assessment component of the APEC agreements. ASEAN (Association of Southeast Asian Nations) has included accreditation in the ASEAN sectoral MRA for electrical and electronic equipment as a means of demonstrating the specified requirements are met.

The mainstream acceptance of accreditation by both pan-regional bodies and domestic regulators within individual governments also helps WTO member governments to meet their

responsibilities under the Technical Barriers to Trade Agreement and the Sanitary and Phyto-sanitary Measures Agreement. The use of accreditation is also recognised in other quarters. In the UK, the Institute of

Directors recognises accredited certification to ISO 9001 as a measure in their annual Good Governance report, as does the Global Innovation Index, which rates economies on their performance. A recent report published by AIRMIC, the Association of Risk Managers, recognised the value of accreditation as a tool to price risk.

Delivering confidence in the Supply Chain

Given the complexity of today's supply chains, reassurance in the measurements, tests, inspections, and certifications that are performed in another jurisdiction or market sector is essential. Without a level of confidence, the free exchange of goods and services risks being hampered by technical barriers or varying levels of quality, thereby increasing costs for importers and consumers.

Such complexity also makes it cost- prohibitive for governments or regulators to carry out all the laboratory testing, inspection, and certification necessary to protect public health and safety. A solution that is increasingly being adopted is for governments to establish regulations which specify requirements to be met and procedures to be employed for demonstrating compliance, with the option for private sector providers to earn recognition to carry out the verification of compliance processes.



ISO 14001 is fully compatible with the ISO 9001 – Quality Management System, OHSAS 18001 – Occupational Health & Safety Management System, and ISO 50001 – Energy Management System Management System.

Conformity assessment, including activities such as testing,

certification, and inspection, is used to verify that products and services meet standards or technical

specifications. In the regulated sector, conformity assessment demonstrates compliance with legislative

requirements and, in the voluntary sector, provides assurance to consumers and importers that the products and services they procure meet specification.

As conformity assessment bodies are mostly commercial organisations, accreditation assesses and declares the technical competence of these organisations in order to provide confidence in their results or test data.

Supporting supply chains through international recognition

Accreditation bodies are established to ensure that laboratories, inspection bodies and certification bodies are subject to oversight by a competent body. Internationally recognised accreditation bodies, which have been

evaluated by peers as competent, sign international arrangements that facilitate the acceptance of products and services across borders, thereby creating a global infrastructure to support trade, regulatory approval processes, and confidence in the supply chain.

These arrangements, which cover economies that represent 96% of global GDP (Source: World Economic Forum) are managed by IAF, in the fields covering accreditation of certification bodies, and ILAC, in the areas of laboratory and inspection body accreditation. This system helps to ensure work carried out by accreditation bodies is consistent across the globe and maintains international standards from one accreditation body to others. As a result, products and services tested, inspected, or certified once under the IAF and ILAC umbrellas can be accepted everywhere with equal confidence. Accreditation therefore reduces information asymmetries or differences between operators in global value chains and serves as ameans of global communication between international trade partners.

Procurers have confidence that products will be safe and fit for purpose, so they are more widely accepted. The system removes arbitrary national technical barriers to trade, improves confidence and transparency throughout complex and multinational supply chains.

REPORT





5 STEPS TO TRANSITIONING TO ISO 9001:2015

THE TERM "QUALITY" means different things to different people. For example, a quality automobile may be one, which has no defects and performs exactly as per our expectations. Such a definition matches with the oftrepeated definition given by J.M Juran (1988): "Quality is fitness for use." The concept of quality as "conformance to specifications" is often promoted by the manufacturing industry, presumably because the manufacturer cannot do anything to change the product design. Others promote wider views, which include that quality means that a product or a service fulfils or even exceeds the expectations of the customer. Going by this definition, quality is a judgment by the customers or users of a product or a service, which meets customer's expectations and fulfills customer's present needs as well as their unanticipated future aspirations. In a way, quality is meeting the customers stated as well as implied requirements.

The ISO 9000:2000 standards define quality as "degree to which a set of inherent characteristics fulfils requirements." The requirements in this definition could be specified by the supplier, by the customer, or may also be legal. Looking from the customer's perspective, this definition simply means that a product must have features, which meet customer's needs and thereby provide customer satisfaction. Yet another simpler definition says; Quality means, satisfying/delighting customers on a continuous basis. Here onus has been put entirely on the supplier to keep on assessing the customer's needs (which are dynamic) and make sure that products/services take care of such needs. Mere conformance to specifications may not match the customer needs and hence quality departments cannot relax by declaring that their products conform to the specifications. The departments need to continuously lookout and assess the varying needs or aspirations of the customers and incorporate them in the products.

Quality can be attributed to a product, a process, or even to an organization. A quality organization will have an established network of quality processes to deliverthe quality products. Even within an organization, every process will have a supplier and a customer, which are termed as internal supplier and internal customer. Likewise it may have external suppliers and external customers.

An entire organization can be broadly viewed as the process shown in the Fig. 1.1. External suppliers provide input to the organization and customers receive output from the organization. If one replicates this diagram many times, the entire operation of an organization can be represented. This model of an organization shows how the external suppliers and customers are related through the process of the organization.

Quality can be gualitative, guantitative, or both, and hence it is described on the basis of domain under consideration. For example, the Table 1.1 lists certain products/services relevant to our society and their qualityrelated indicators.



Figure 1.1: Customers, Suppliers and

Table 1.1: Related Indicators for Quality

AREAS	EXAMPLES
Airlines	On-time, comfortable, low-cost service
Health Care	Correct diagnoses, minimum wait time, lower cost, security
Food Services	Good product, fast delivery, good environment, safe
Postal Service	Fast delivery, correct delivery, cost containment
Academia	Preparation for future, on-time knowledge delivery
Consumer Products	Defect-free, cost effective
Insurance	Payoff on time, reasonable cost
Military	Rapid deployment, up-to-date weapons and equipment
Automotive	Defect-free and dependable
Communications	Clearer, faster, cheaper service

The common denominator among these examples are four basic parameters; viz., cost, time, customer satisfaction, and defects. It is easy to see that some of these parameters in some areas are more important than others. For example, in health care sector, it is vitally important that defects be minimized. In all the cases, the bottom line is customer satisfaction. If you take an airline flight that is on time and inexpensive, you are satisfied.

Quality: The Historical Perspective

Quality is a timeless concept. It has been an inherent part of the human society, right from their creation.

Somewhere down the line, we began to identify quality only with the manufacturing sector and accordingly link the quality evolution with the industry. Today, the clock has taken a full turn and quality is an inseparable entity in every thing we do, and hence It has truly become a way of life.

Going by the literature, the quality movement originated with the work of artisans and craftsmen. The goods made by them were priced on the basis of their quality or the reputation of the individualartisan/craftsman who created it. The competition among them soon resulted into formation of craftsmen unions called guilds. During the late 13th century, these guilds began to formally look into establishing specifications for the finished products as well as evolving the appropriate methods for their inspection and testing.

Quality through Inspection:

The industrial revolution began in Europe during the mideighteenth century and gave birth to factories that soon outperformed the artisans and the guilds. The craftsmen became factory workers, and the quality was managed through the skills of craftsmen, and supplemented by inhouse supervisory inspection which is termed as 'first party inspections'.

Late in the nineteenth century, the United States broke the European tradition and adopted the concept of Taylor system of scientific management by separating planning from execution. The emphasis on productivity had a negative effect on quality. To restore the balance, a central inspection department came into being. For example, the Hawthorns Works of the Western Electric Company employed 40,000 people in the year 1928, out of which 5,200 people were in the Inspection Department.

Emergence of Quality Management Concept:

During World War-II, the European and American industry was faced with the burden of producing enormous quantities of military products meeting their stringent requirements of time and quality. It saw emergence of new concepts in organizational management, including "Quality Management". Some of the pioneering works done in "Statistical Quality Control" in 1920s by Bell Telephone Laboratories (Dr. Shewart) and Hawthorn Works of Western Electric Company (Dr. Deming and Dr. Juran) got immense boost during and after World War II, and this led to the formation of American Society for Quality Control (ASQC). The post-World War II period witnessed dramatic developments of Quality Management Tools and their applications in different organizations. Most of the companies converted their Inspection Departments to the Departments of "Quality Control", or "Quality Engineering", or "Quality Assurance". As the things settled down, the manufacturing organizations adapted the concept of

"Quality Assurance", which contained planned and systematic actions required to provide adequate confidence toa customer that a product or service would satisfy the given quality requirements. This concept was largely based on "process compliance", where the process was viewed to be comprising of 7 Ms i.e.

- 1. Man
- 2. Material
- 3. Machine
- 4. Method
- 5. Milieu (Environment)
- 6. Measurement
- 7. Money(Resources)

The manufacturing processes were designed around these seven Ms. The

inspection activity was limited to the monitoring (measurement) of process at certain vital points, which later came to be known as "In-Process-Inspection". This era of "Quality Assurance" also made use of Statistical Process Control.

The Japanese Initiative

While the Western world (USA and Europe) took an early lead in quality assurance in the post-World War–II era, the Japanese embarked on a course of achieving national goals by trade rather than by military means. They invited foreign Quality experts (Dr. Deming and Dr. Juran) to Japan for conducting training courses for their managers. The Japanese devised some unprecedented strategies from the inputs received from them for creating a revolution in quality, some of which were:

- The senior managers took charge of leading the 'quality' functions.
- All levels of employees underwent extensive training in 'quality'.
- Workers were involved in 'quality' through a unique concept of Quality ControlCircles (1962).

Unlike in Western countries, where quality assurance (process compliance) was confined to manufacturing processes, Japanese applied the concept of qualityassurance (QA) on company-wide basis. This came to be known as "Company Wide Quality Control" (CWQC). This created a quality revolution in Japan and the salability of Japanese electronic products surpassed that of the West, around the year 1975 onwards. By applying the concept of QA to all the functions of an organization viz., purchasing, marketing, design, storage, and delivery etc., besides of course in manufacturing, the Japanese were able to produce quality products at a lower cost, due to which they quickly became the world leaders in electronics and automobile sectors. It will be relevant to mention here that this era of CWQC or CWQA is also known as the era of Total Quality Control

(TQC). The work on TQC was done by Dr. Armand V. Feigenbaum, when he was the head of Quality at the General Electric Company, USA. Although, TQC was theoretically propagated in the USA, but the Japanese made use of it first, and hence it is identified more with Japan rather than the USA.

Emergence of Total Quality Management Concept

Total Quality Management (TQM) is a fundamental shift from the earlier phases of quality management evolution. TQM came into being during early 1980s, largely as a result of competition in the market place, world over. While TQC talked of compliance, the TQM era had more of technology, or what we call "quality engineering". The TQM era realized that technology has its own limitations and the continuous improvement can not be achieved without harnessing the unlimited potential of human resource. Accordingly TQM established a very strong link (rather it overlaps) with the HRD functions within the organization. TQM organization is one where continuous improvement is the norm, where every one at all the levels and in all the functions is committed to the philosophy of "problem prevention" rather than "firefighting". In this quest for self- improving organization, cultural change, use of TQM tools, leadership, teamwork, all have a part to play. The organization is designed based on customer focused quality system and human resource management (HRD) principles. One of the definitions of TQM very appropriately comes from the people (employees) themselves: "We are engaged in an ongoing journey of continuous measurable improvements. championed by empowered individuals at all levels of the organization. Our leadership philosophyinspires teamwork, trust, and belief in people, which results in an enjoyable and productive workplace, dedicated to the highest possible level of customer satisfaction."

The key words about TQM are:

- · Continuous improvement,
- · Customer orientation, and
- · Empowered employees.

The process of inspection looks at the product quality alone, whereas QA calls for quality of manufacturing process . The TQC stages integrate quality of all processes in the organization. The four stages are additive and progressive. Inspection is included in QA, which is included in TQC. The TQM stage encompasses TQC and takes the organization on a journey of continuous improvement, as shown in the Fig. 1.2.

Standards and Conformity Assessment

Standards are documented agreements containing technical specifications or other precise criteria to be used consistently as rules or guidelines to ensure that

Figure 1.2: The four levels in the Evolution of Quality Management

Total Quality Management

Continuous improvement	
Customer orientation	
Empowered employees	
Total Quality Control	
Corrective and preventive actions	
Company wide QS	
Extensive use of QE Tools	
Quality Assurance	
Corrective actions	
Statistical process control	
Process compliance in manufacturing	
Inspection	
Corrections	
Grading, salvage	
Post production exercise	

materials, products, processes or management systems are in conformity with these rules, guidelines or criteria covered therein.

International commercial exports and imports would be impossible for many industries if different countries have different standards for the same product or service. ISO 9001:2000 Standard, for example, defines the requirements where an organization needs to demonstrate its ability to provide products and services that meet customer and regulatory requirements and aims to enhance the customer satisfaction. Such standard helps the organizations in different parts of the globe to harmonize their management systems, thereby facilitating international trade between various countries. Organizations meeting the ISO 9000 Standards are certified by designated bodies.

Conformity assessment is the process by which a designated certification body known to be competent and credible, issues a certificate that a particular business or product complies with the particular standard.The competence and credibility of a Certification Body is assured when it is accredited by an authoritative body. Such a system of conformity assessment, where a business is certified to, say, ISO 9001:2000 Standard by

a competent and credible Certification Body and whose competency is further recognized by an authoritative Accreditation Body, should provide adequate guarantee to the ultimate user on the quality of the products / services delivered by the certified business. Of late, this guarantee has eluded the ultimate user. Ambiguities in the process of conformity assessment have been reported, which had been a matter of concern to the quality management experts in the world. However, no efforts have been made to isolate the causes of such a problem.

It was, therefore, decided to survey an adequate number of certified organizations and collect all the relevant information about them and the process of conformity assessment employed by the Certification Body in their certification.

What Is the ISO 9000 Standards Series?

ISO 9000 is defined as a set of international standards on quality management and quality assurance developed to help companies effectively document the quality system elements needed to maintain an

efficient quality system. They are not specific to any one industry and can be applied to organizations of any size.

ISO 9000 can help a company satisfy its customers, meet regulatory requirements, and achieve continual improvement. It should be considered to be a first step or the base level of a quality system.

ISO 9000 History and Revisions: ISO 9000:2000, 2008, and 2015

ISO 9000 was first published in 1987 by the International Organization for Standardization (ISO), a specialized international agency for standardization composed of the national standards bodies of more than 160 countries. The standards underwent major revisions in 2000 and 2008. The most recent versions of the standard, ISO 9000:2015 and ISO 9001:2015, were published in September 2015.

The ISO 9000:2015 and ISO 9001:2015 standards are based on seven quality management principles that senior management can apply to promote organizational improvement:

1. Customer focus

- Understand the needs of existing and future customers
- Align organizational objectives with customer needs and expectations
- Meet customer requirements

- Measure customer satisfaction
- Manage customer relationships
- Aim to exceed customer expectations

2. Leadership

- Establish a vision and direction for the organization
- Set challenging goals
- Model organizational values
- Establish trust
- Equip and empower employees
- Recognize employee contributions

3. Engagement of people

· Ensure that people's abilities are used and valued

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- Make people accountable
- Enable participation in continual improvement
- Evaluate individual performance
- Enable learning and knowledge sharing
- Enable open discussion of problems and constraints

4. Process approach

Manage activities as processesMeasure the capability of activities

- Identify linkages between activities
- Prioritize improvement opportunities
- Deploy resources effectively

5. Improvement

- Improve organizational performance and capabilities
- Align improvement activities
- Empower people to make improvements
- Measure improvement consistently
- Celebrate improvements

6. Evidence-based decision making

- Ensure the accessibility of accurate and reliable data
- Use appropriate methods to analyze data
- Make decisions based on analysis
- Balance data analysis with practical experience

7. Relationship management

- Identify and select suppliers to manage costs, optimize resources, and create value
- Establish relationships considering both the short and long term
- Share expertise, resources, information, and plans with partners

Machine

Method

QUALITY CONTROL

- · Collaborate on improvement and development activities
- Recognize supplier successes

Certification scenario in Developing Countries

ISO 9000 standard based on the British standard BS 5750 was first issued in 1987. The certification to BS 5750 was initially started in UK and subsequently the standard was adopted as ISO 9000 by the international community. The certification activity was mainly led by the organizations that were involved in third party certification like s hip regis trars , third party ins pection bodies etc. Later the Certification bodies established in UK and Europe realized that it would be easier to operate through branch offices set up in the developing countries.

As the awareness in the market spread and the thrust by the European countries that ISO 9000 certification would help improve the exports potential of developing countries, number of organization started looking at the ISO 9000 series of standards. The Certification Bodies took this as business opportunity and began to look at various options to expand their operations. They started having partnership or tie-up with appropriate agencies in the developing countries. Simultaneously it gave rise to local CBs coming into being and seeking accreditation from the overseas ABs in the developed countries. This was because most of the developing countries, at that point of time, did not have their own accreditation bodies. Proliferation in certification brought in competition and with inadequate control of foreign Accreditation Bodies on the Certification Bodies, resulted in considerable dilution of the certification process. The controls on the (a) organization that get certified to ISO standards, (b) the certification bodies that certify and (c) the accreditation bodies that accredit the certification bodies are graphically represented in Figure 3.1.

It is mandatory for the Accreditation Bodies to carry out a regular surveillance assessment of the Certification Bodies at least once a year. Similarly the Certification Bodies will carry out a regular audit at least be once a year on the certified organizations to ensure continued compliance. One of the main reason for dilution of the standards of certification process is inadequate control of the Accreditation Bodies on the Certification Bodies that are operating through the branch offices, franchisee or through representation.

The certification bodies (CBs) operating in most of the developing countries fall into following three categories;

Category A: Certification Bodies having direct accreditation from the National Accreditation Body.

Category B: Certification Bodies operating under foreign Accreditation Bodies (ABs)

Category C: Certification Bodies operating through branch offices, Franchisee or through representation of foreign Certification Bodies (CBs) The CBs in the categories 'A' and 'B' undergo mandatory annual surveillance by their ABs, as provided in the IAF guidelines. This ensures regular monitoring & control over the functioning of CBs. The CBs in category 'C' are in fact the ones, which have largely been responsible for dilution in the certification process, mainly because of lack or absence of monitoring and control. Many CBs in this category have never been subjected to the surveillance by the concerned ABs.

Crises of Credibility

The quality management system (QMS) approach encourages organizations to analyze the customer requirements, define a process that contributes to the achievement of a product, which is acceptable to the customer, and keep these processes undercontrol. Some organizations have used the ISO 9000 series of standards to develop quality management systems that are integrated into the way they do business are useful in helping them to achieve their strategic business objectives and add value for the organization. On the other hand, many other organizations have simply created a set of bureaucratic procedures and records that do not reflect the way the organization actually works. Setting up such elaborate procedures simply adds costs, without providing any value additions to the product or process.

Many companies generally feel that they have been benefited from the ISO 9000 certification. However, most of this initial benefit has been due to the creation of welldefined documentation of work processes, assimilation of data and maintenance of records. Many of such companies also recognize that benefit has not gone beyond adding any value into the internal system by way of improvement in efficiency and cost reduction etc. Most of the audit schedules focus only on determining whether documented procedures are being implemented in practice. Few procedures, however, define what the process they describe are designed to achieve or how these are to be measured. The audits in many cases fail to ascertain whether the process is suitable to deliver products that meet defined requirements and whether the process has realized the quality objectives of the organization. Consequently, most of the audit efforts reinforce the status quo and do little to identity the scope for business improvement. Many consider such audits merely as bureaucratic, low value to the company, and a necessity only to retain certification.

The effectiveness of quality management system certification is based upon the credibility of the

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certification process. Commercial considerations, incompetence or indifference on the part of a certification body would result in poor quality of certification and eventually the credibility of the whole process would be lost.



Figure 3.1: Control Structure of QMS Certification Process

Conclusions

ISO 9001:2000 has been most widely used management system standard. Over 1 million certificates have been issued all over the world. The standard played key role in national and international trade across the globe. Beginning 21st century, concerns have been raised on the credibility in QMS certification process, all over the world and more so in the developing economies.

Conclusive evidence has emerged that there is large variation between processes adapted by different certification bodies although they are all expected to follow common standard. The compliance status of standard ISO 9001:2000, as validated by field visits on 831 certified units show wide variations. In other words, the ultimate consumer is deprived of degree of assurance that certified organization has the ability to consistently provide products that meet specified requirements.

When we look at the effectiveness in small, medium and large sectors, the findings are interesting. While the effectiveness index is low in small scale industry sector, the dispersion between CBs is low in the same sector. In case of medium/large scale, the overall average effectiveness is better but the dispersion is found to be relatively higher. This indicates that for small sector CBs collectively do not handle certification process effectively, whereas in large scale, it has been found that some CBs handle the activity more seriously than others.

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HORIZONS

RECOMMENDATIONS

A WIDE VARIATION exists in the certification process and practices adapted by various accredited Certification Bodies. There areseveral remedial measures to be taken on improving the effectiveness of the accreditation - namely the ability of ABs to continuously ensure the observance of applicable standards and guides by the Accredited Certification Bodies. The value and credibility of the accredited attestations of CBs can be strengthened by acquiring appropriate feedbacks from the certified organizations. The following recommendations emerged from a research study for various stake holders in the conformity assessment chain:

Recommendations Specific to the Accreditation Bodies (ABs)

Each AB, on its website, should provide the details of CBs accredited by them and the organizations certified by the respective CBs. This has become more important after the passage of "Right to Information" Bill in the country.

ABs in their contracts with CBs should incorporate that they maintain a web-based database of their clients, comprising of details of active and invalid certificates etc., which may be accessible to the public for their information. This would ensure transparency of the process of ISO 9001:2000 Certification and increase the public awareness.

ABs may have a system of publicizing the good work done by

CBs to encourage others to emulate. Simultaneously, ABs should publicize the suspended or withdrawn status of CBs on their web-site for general awareness. This would go a long way to ensure effectiveness compliance of the Standards.

While auditing CBs, ABs need to focus on resource adequacy, resource planning and resource utilization of CBs.

Recommendations Specific to the Certification Bodies (CBs)

CBs may form an association in a country / zone and share their common concerns, common problems, and the remedial measures undertaken.

CBs must organize regular meetings of their auditors to share information and counsel those needing attention. CBs should evolve an effective performance appraisalsystem for auditors . The system should take into consideration the quality of audit report and auditee feedback.

Recommendations Specific to International Organization for Standardization (ISO)

ISO Advisory Group should engage stakeholders in conformity assessment chain, including IAF, to have continuous feedback on effectiveness of Certification in meeting the expectation of the end user.

Recommendation Specific to the International Accreditation Forum

International Accreditation Forum (IAF) is the custodian of ABs in the fields of management systems, products, personnel and other similar programmes of conformity assessment. With this mandate, they must assert that all the ABs follow uniform practices, and more importantly, accredit only the competent CBs. IAF may facilitate and establish regional forums comprising of ABs, CBs, industry representatives, and consumer groups for open discussions on the certification issues and interpretations of the Standard. It is also a good idea to open on FAQ box (Frequently Asked Questions), which can be made available to the public.

ABs normally operate from a national base to provide accreditation of CBs for their domestic market.

However, there are certain cases where some CBs seek foreign accreditation. In many cases even a foreign CB may set up a branch office in other economies, which weaken's the control on CBs by AB. IAF has come out with a policy of cross-frontier accreditation, which encourages CBs to have local accreditation whenever it is available. The policy provides that ABs should have an assessment that covers all the critical locations of its accredited CBs. The policy requires foreign ABs to accept assessors from the local AB. Once this policy is implemented by all the ABs, the control on CBs, particularly those operating as a branch office of foreign CBs, will significantly improve. IAF need to enforce this policy in a fast track mode.

Recommendations Specific to the Consumers

The conformity assessment chain begins with the IAF and ends with the consumer/ultimate user. However, very little evidence is available to show that the user is playing any active role in the process of accreditation or certification. As a first step, IAF and ABs need to launch massive campaign to educate the users on their expectations from the accreditation certificates. Only an empowered consumer would be able to demand quality and thereby forcing / motivating CBs and industryto complywith the standards effectively.

The general public is best represented by the recognized consumer organizations.Initially, these groups may not have a clear understanding of the conformity assessment responsibilities, practices or requirements, but are often best placed to provide first-hand feedback on the performance of certified organizations. The ABs should undertake lead role in educating the consumer organizations for such an exercise.

Large purchasing groups such as Government departments, public and private utilities , and wholesalers have very good information about the supplier's capabilities. However, they may not differentiate between the activities of suppliers with accredited certification and those with unaccredited certifications or no certification. ABs /CBs can best utilize such groups and educate them to play key role in building effectiveness in the certification process.

Industry group and scheme owners are also the key participants with a direct interest in the conformity assessment chain and are good sources of information about the quality of products and services they acquire and the effectiveness of accredited conformity assessment activities they rely upon. These groups, usually, have a high level of awareness about the accredited certification and can offer quantitative purchasing data. It is recommended that ABs/CBs establish formal arrangement with these groups for sharing this data.



9001:2015

Recommendations Specific to the Industries

The industry associations should have periodic programmes to enlighten their members about the importance of effective implementation of ISO 9001 standard, rather than merely having the 'certificate on the wall'.

Industries need to educate themselves that the non-conformities raised by CBs are opportunities for improvement and, therefore, should support CBs in carrying out exhaustive and value-added audits.

Industries should select consultants and the CBs strictly on the basis of merit and not only on the financial grounds alone.

Top management in the industry must demonstrate understanding of requirements of ISO 9001 Standard and actively participate in maintenance of quality system through regular Management Reviews.

Industry should offer the system for certification only after Quality Management System has fully been implemented and has also attained adequate maturity.

Recommendations Specific to the Government

Accreditation provides assurance that the accredited certifications of Quality Management System (quality, environment, information security, occupational health and safety, and food safety etc.) are the reliable indicators of the capability of certified organizations to consistently meet the objectives of the Standard. World wide, the ISO 9001:2000 certifications exceed 1,000,000 and induced great expectations in the socio-economical context. The risks of deceiving such expectations are very high. In such a scenario, the Government has to play a vervactive role, not withstanding that the accreditation and/or certification of management systems are voluntary in nature.

Government need to allocate adequate budget for quality promotion in the country. It should educate citizens on their rights to appeal, whenever deficiencies arenoticed in using a product/service from an ISO 9001:2000 certified organization.

Government need to enact appropriate regulations to penalize the CBs, which arefound to be resorting to un-ethical practices.

Government can introduce regulations that all consultants should conform to theminimum acceptance criteria.

Government should withdraw the monetary benefits given to an organization forcertification, in case AB suspends accreditation to the concerned CB or when the CB suspends the certification.



Panacea To Strengthening Of MSME Ecosystem

"Progress cannot be generated when we are satisfied with existing situations"

-Taiichi Ohno

Introduction

The world is undergoing rapid changes in terms of standards of quality, innovation and automation of industries. However, only

those few manage to edge others out which remain farsighted in their vision of holistic improvement. Industries, which do not approach improvement techniques in silos, and rather have a definitive vision of overall improvement, tend to succeed better than rival industries.



Toyota was a pioneer in understanding how industries need to improve in a holistic mannerand not

just remain focussed on the output product. Jidoka, one of the concepts of Toyota Production System, was a breakthrough

technique by which faults could be spotted at any stage and corrections could be made hence after, without affecting other processes. Concurrently, Toyota wasalso focussed on minimising the inventory and introduced the concept of Just-In-Time (JIT), which was all about making what is needed, when it is needed at every stage of production. They also focussed on reducing the time it took to incorporate the production order received into the production line. Concept of HoshinKanri introduced the concept of goal setting along with means to achieve it, making measurement and monitoring of targets integral to the possibility of achieving them well within the desired time. With several other concepts, Toyota Production System is still known to be the benchmark standard of production, which companies aspire to learn and adhere to.

ZERO DEFECT ZERO EFFECT (ZED) Model

Zero Defect Zero Effect (ZED), an indigenous maturity model, takes a leaf from the book of TPS and helps in revolutionising the standards of MSMEs in terms of awareness, productivity and profitability. Let us see how Zero Defect Zero Effect (ZED) has amalgamated the best methodologies into one single standard and re-defined the approach towards improvement for the MSME sector.

It is well known that the MSME sector, especially in India, is largely labour-intensive. Out of several problems that affects this sector, resource constraint forms a key part. It is hence prudent to extract the maximum out of available resources, human and financial, and enhanceproductivity.

To start with, any industry, small or large, needs to understand the common principle of "Profit= Earning-Expense". As every industry strives for maximum profitability, it is natural to do any of the following things: either Maximise Earnings or Minimise

Expenses. The ideal situation will be to attain both. Another concept that needs to be understood at this

point is the concept of 'unrealised losses'. Unrealised



loss is the surplus amount that could have been earned if systems and processes would have been robust. E.g. A clean 36W tube light gives more illumination than a dirty 40W tube light, and saves electricity by 8-10%. So, basic cleaning of tube-lights could have resulted in surplus amount in the operating profit because the 'unrealised loss' of dirty 40W tube lights using more electricity and providing lesser illumination could have been eliminated. ZED mentions 5S as a key metric to focus upon and makes MSMEs aware of the importance of department wise 5S audits to ensure basic hygiene and standardisation of the work place.

Moving on to another critical inhibitor of profit maximisation: waste. Waste is anything that does not add value. It is something that the customer will not pay for. The commonly understood 7 wastes: Transport, Inventory, Motion, Waiting-time, Over production, Over processing and Defects are hence, important to be classified and handled individually. ZED helps MSMEs by making them identify each of these wastes and making them aware of the mechanisms to handle them. Focus on customer feedback, adherence to design requirements, improvising on plant layout, enhancing the system of transportation and storage, regular planned maintenance of machines, implementation of process control and process validation in the ZED model helps MSMEs make the waste visible, be conscious and accountable for the waste generated, helps them measure the waste and finally eliminate them.



Focus on planned maintenance, autonomous maintenance and introduction of concepts like Mean Time To Repair (MTTR) and Mean Time Between Failures (MTBF) to measure effectiveness of maintenance is critical to prevent unnecessary downtime of machines and breaks in process flow. MSMEs are slowly and steadily, through these ZED parameters, making a paradigm shift towards making these improvements measurable. By large-scale implementation of ZED, it thus becomes easier then to track the progress and develop an ecosystem, which can define the maturity growth rate of the MSME sector.

Employees form the backbone of MSMEs and due to lack of resources; employees often have to work in a cross-functional domain. This

gives them vast hands-on experience about the systems and processes. Also, for this to remain sustainable, employees need to remain motivated at their work place. It becomes crucial for any MSME to extract maximum output from these experiences. Top



FIRST

management thus needs to involve employees in the bottom line to contribute more in achieving the common goals of the industry. ZED, through its parameters, lays a lot of impetus on employee involvement activities and their proper utilisation. Focus on creation and adherence of skill matrix for employees, engaging employees in kaizen activities/quality circles are few of the many areas that ZED looks into to help MSMEs devise a systematic mechanism of utilising the potential of their employees in a much more efficient manner. Involvement of employees through Daily Work Meetings helps the MSME attend to gaps/problems collectively making it simpler to solve it. Nemawashi, a TPS concept, stresses on engaging with people and taking their feedback before bringing about a change. ZED also helps MSMEs to understand the need of involvement through different mechanism. Similarly, ZED also suggests MSMEs to adapt measures like reward & recognition, etc. to keep the employees motivated.

ZED also stresses upon safety as an extremely pivotal pillar for sustainable growth of any industryand helps MSMEs in understanding the ways of addressing the safety needs and requirements. It

attempts to make MSMEs understand the importance of recording and monitoring accidents, if any, SAFETY happening in the industry premise. It makes the MSME aware of categorising accidents into Near Misses. Loss Time Injuries, Temporary Disabilities, Permanent Disabilities and Fatal Accidents.

ZED Scheme by the Government of India

'Financial Support to MSMEs in ZED Certification Scheme' launched by the Ministry of MSME, Govt of India is a flagship program to drive MSMEs towards sustainable manufacturing. Since adoption of ZED model requires MSMEs to overcome the inertia of ongoing conventional systems and processes, subsidy is being provided by the Govt. to encourage MSMEs towards it. Various stakeholders like State Governments, OEMs, PSUs, Financial Institutions, Industry Chambers and



Associations, etc. are playing a pivotal role in driving ZED as a national mission. Quality Council of India (QCI), as National Monitoring and Implementation Unit of the ZED Scheme, has been rigorously engaging with stakeholders to get maximum number of MSMEs enrolled under the scheme. MoU has been signed with 13 State Governments on ZED, out of which 8 states have included ZED in their state industrial policy. Similarly, 2 leading financial institutions namely, State Bank of India (SBI) and YES Bank, have signed MoU with QCI on ZED and are providing incentives and concessions in lending rates to ZED rated MSMEs. Various OEMs have been carrying out training programs on ZED for their, with an impetus on holistic improvement of their supply chain. Schneider Electric Pvt Ltd has signed anMoU with ZED and have got more than 40 of their suppliers rated under ZED Scheme. Several PSUs like Power Grid Corporation of India Ltd (PGCIL) have also carried out training programs for their suppliers on ZED.

Many trainings have been carried out for GMs and officials of District Industries Centres (DICs) on ZED, to

enable them to act as promoters of the scheme in their respective districts. MSME-DI officials have also been trained on the ZED model, so that they can extend their support in reaching out to more number of MSMEs.

These continual efforts have resulted in over 22000 registrations and over 500 payments for Site-Assessment. MSMEs have also been regularly sharing testimonials of improvements experienced by adoption of ZED, and there has been increased acceptance of the model among the MSME ecosystem.

As MSME sector forms the backbone of Indian economy, this first-of-its-kind holistic maturity assessment model of Zero Defect Zero Effect (ZED) will not only standardise the metrics of improvement for this sector, but will be instrumental in putting India into the driver's seat in realising its dream of becoming a manufacturing hub. It is the time we accept the fact that a revolutionary change in manufacturing has already started and that ZED will slowly expand globally to put a stamp of Indian manufacturing ecosystem on the world map. ZED- The Change Begins!





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GOVERNMENTPERSPECTIVE



Bureau of Indian Standards (BIS)

BIS is the National Standard Body of India established under the BIS Act 2016 for the harmonious development of the activities of standardization, marking and quality certification of goods and for matters connected therewith or incidental thereto. BIS has been providing traceability and tangibility benefits to the national economy in a number of ways – providing safe reliable quality goods; minimizing health hazards to consumers; promoting exports and imports substitute; control over proliferation of varieties etc. through standardization, certification and testing **STANDARDIZATION IS SINE-QUA-NON** for development of the national economy all over the world. The goals of quality are set by standardization. Generally the activity consists of the process of formulating, issuing and implementing standards. Standards have always been closely connected with exchange of goods and services between suppliers and consumers. Bureau of Indian Standards has provided traceable and tangible benefits to economy in a number of ways - providing safe, reliable, quality goods; minimizing health hazards to consumers; promote exports and imports substitute; control over proliferation of varieties etc.

Bureau of Indian Standards (BIS), the National

Standards Body has been successfully promoting and nurturing standards movement within the country since 1947. BIS came into existence on 01 April 1987 through an Act of Parliament dated 26 November 1986. It took over the staff. assets. liabilities and functions of the erstwhile Indian Standards Institution (ISI) with an enlarged scope and enhanced powers for



harmonious development of activities of standardization, marking and quality certification of goods and for matters connected therewith or incidental thereto.

Keeping in view, the interest of consumers as well as the industry, BIS is involved in various activities as given below :-

- 1. Standards Formulation
- 2. Certification : Product, Hallmarking and Systems
- 3. Foreign Manufacturers Scheme
- 4. Registration Scheme
- 5. Testing & Calibration Services
- 6. Sale of Indian Standards and other publications
- 7. International Activities
- 8. I-Care Activities (for consumer and industry)
- 9. Promotional Activities
- 10. Training Services
- 11. Information services
- 12. Financial: Resources Mobilization and utilization
- 13. Trade Facilitation Cell
- 14. Library Services

PRODUCT CERTIFICATION

The BIS product Certification Scheme is one of the largest in the world, with over 26500 licensees covering more than 900 products. It is in existence for more than 58 years. It allows the licensees to use the popular ISI

mark on their product, which is synonymous with quality products. 90 products are under mandatory certification. BIS also operates Foreign Manufacturers Certification Scheme under which overseas manufacturers can be granted licence to use the BIS Standard Mark. At present, over 350 licenses have been granted for over 50 Indian Standards in 40 different countries.

OTHER INITIATIVES

An i-Care Programme has been launched at national level for effectively engaging with all stakeholders especially consumers, industry and market. I-Care Programme also aims at enhancing interaction with

> industries to solve their problem and encourage them to come forward to take licence from BIS.

A Scheme for Recognition of Consumer Organizations has been launched which will work on behalf of BIS for consumer

protection/awareness. A Scheme for Testing of Public Samples has been introduced whereby common consumer can

get the ISI Mark product guality of ISI marked

tested by BIS to reconfirm the quality of ISI marked product.

The procedure for Grant of Licence has been made simple and fast and brand wise grant of licence has been introduced.

Certification Schemes based on categorization of products in terms of risk to health; safety; environment; products from small scale to large scale industry; maturity of industry as a whole for the product etc. have been introduced. Registration Scheme for 15 Electronics and IT products as notified by the Department of Electronics and IT has been introduced and over 700 manufacturers have been granted registration in India and abroad.

Tatkal Scheme for fast and easy grant of license from BIS has been introduced for products under mandatory certification.

Categorization of licences into three categories namely, Star license, Normal license and Marginal license has been introduced whereby licensees are rated on the basis of their performance and less number of surveillance inspections is carried out on Star and Normal licenses as compared to marginal licences.

The license fee for small jewellers has been rationalized based on the location of the jeweller and the procedure for grant of licence has been simplified to encourage more jewellers to take licence from BIS.

INTERVIEW

"OCI To Focus On Quality Of Goods And Services"





Adil Zainulbhai, Senior Advisor, McKinsey and Chairman, Quality Council of India, is a veteran with incomparable

legacy. He retired as Chairman of McKinsey, India after 34 years at McKinsey. He spent the last 10 years in India. Prior to returning to India, he was heading the Washington office of McKinsey and was the founder of the Minneapolis office. Over the last 10 years in India, Adil has worked directly with the CEOs and promoters of some of the major companies in India and globally - private companies, MNCs and PSUs. Adil has also been working with several parts of the government and led efforts around urbanisation, inclusive growth and energy. Here he shares his plans to take QCI higher and position it.

Adil Zainulbhai Senior Advisor, McKinsey and Chairman, Quality Council of India



QCI has the role and responsibility to ensure there is a systemic focus on quality and that the quality is improved across the board.

• The government is changing and is trying to be more focused on quality. How is QCI going to position itself in that scenario?

The government has a strong focus on Make in India and on improving citizen's lives. Both of these require a significant increase in the quality of goods and services; otherwise the goals cannot be achieved. QCI has the role and responsibility to ensure there is a systemic focus on quality and that the quality is improved across the board.

QCI has lot many things to do in different sectors. Which sectors according to you are more challenging and need more quality intervention?

The opportunity on quality is tremendous and we have to choose couple of arenas in addition to the excellent work that QCI is already doing in health, education and other sectors. We want to improve quality in one million MSMEs. In addition, QCI would like to fundamentally improve the quality of the government services delivered to the citizen.

What are the plans ahead for you as QCI Chairman?

QCI has had a good growth over the past 10 years. I would like it to step up and become 5x larger in its impact on quality in India. It will take a lot of effort, resources and time to get there, but that is what I am committed to doing. PM has encouraged everyone to think creatively, practically and at a bigger scale to improve India and that is what we should aim to do.



Adil Zainulbhai Chairman, Quality Control of India (QCI)



• In India quantity issues are more important than quality issues. Your view.

If we get the right quality, the market will drive the quantity. For example, we have set up many primary schools in India in the last 10 years, but without quality the impact is relatively little. Both matter for India.

What strategic direction do you want to give for promotion of quality?

Over the time we wanted to create a quality culture and a pull for quality from consumers, government and business. Having tasted good quality in some sectors in India – eg 2 wheelers,TVs, mobile phones, we know the consumer wants quality if they can get it. So we want to take services where there is less competition or are government services and provide the same level of quality.

• What do you perceive to be the role of QCI in the 'Make in India' plan of government?

QCI will play an essential role since we should think of this as 'Make in India with quality'.

() Any other information you would like to share.

It's a very exciting time with huge opportunities for quality in India. I hope all of you will join me in taking on this challenge and making a fundamental difference in the quality in India.

"Quality To Transcend From 'Talking Mode' To 'Delivery Mode'"



Dr. R P Singh Secretary General of Quality Council of India



O How do you find your leadership role in QCI?

Leadership role in any organisation is challenging and that is true for QCI as well. Fortunately for us, we have had great visionaries as the Chairmen and the present Chairman is in the same league. We see a great future of the organisation, however challenges of scaling up the activities is immense and providing a backbone towards being a responsive, progressive and quality driven organisation is more daunting.

O Since you have been from educational background, any specific role of QCI for improving quality in education?

Education and training is a very important sector, since it feeds all the sectors in India and has the potential to export human resource to the world due to our demographic advantages. We need to look into whether the resources have the right attributes and skills and whether we can do something to improve it.

We are trying to involve ourselves in vocational education and secondary education by assuring minimum benchmarks of quality through independent third party assessment. We would like to expand our role in higher education, teacher education and online education which has maximum potential for cross border mobility and export promotion.

• There are great opportunities emerging for QCI in the country as the government has started talking the language of quality. Your thoughts on the same.

I believe the governments have always talked about quality and it has been a part of the government plan ever since independence. However, we see an urgency to make things happen now, which to my mind is a positive sign. The aspects of quality always involve initial costs and sometimes the tangible benefits are not apparently visible which thwarts efforts. But, experience has shown us across the world that quality always pays in the long run and countries which have focused on qualityhave tremendous progress. Our emphasis is to bring quality to the forefront of all products, services and processes and sensitise the common citizens to an extent that they 'demand quality'. Once that happens, quality will transcend from 'talking mode' to 'delivery mode'.

• Ideas of quality are plenty but implementation of them are poor. How are you going to focus on its implementation in different sectors?

There are few aspects which become important for delivery of quality:

- 1. Sensitisation (as explained above)
- 2. Building resources to assess quality
- 3. Building credibility of assessment
- 4. Making organisations accountable
- 5. Changing focus from local to global standards of quality.

Over the last few years QCI has been active in Quality in Healthcare and Education/Skill by designing and implementing various accreditation schemes. Any plan for impact assessment of these schemes?

Currently, there is relatively small data available to do a meaningful impact assessment exercise. We would rather wait for the schemes to cover at least substantial chunk of available organisations to be able to define contours of assessment.

1 Technology plays an important role in today's world. Any plan to leverage technology to support QCI's activities?

Absolutely! There are no qualms in my mind that technology must be integrated in every small thing that we do. In a country as diverse as India, the solutions would have a local focus, but these must also be driven by the technology. You will see that we will scale up our activities manifold by using technology effectively. Some of the focus areas are:

- Changing training platform in blended learning format
- · Devising complaint management and redressal online
- Working with the government for timely delivery of government services.
AFTERWORD



Pyush Misra Director, Consumer Online Foundation

Source Of Consumer Trust



Building brand trust isn't easy, of course. Understanding individual consumers and consistently meeting their expectations is essential to making it happen.



WE LIVE IN the world where new businesses are forming every day, new industries, new companies providing services that produce new products, and more simply, producers of products and services.

How can a consumer not make a mistake in choosing the right product, and most importantly, a safe and high-quality product or service, among all this diversity?

On the other hand, how does a new company stand out among others? Prove that your services or products are really high quality and worth the money?

For the manufacturer, the answer seems obvious – you need to certify your products or services, undergo the necessary inspection, quality control and get a long-awaited certificate that is a guarantor of product quality.

However, in this place of our reasoning, you can ask an unexpected question – is the certificate a confirmation that the product or service is of good quality? An incredulous buyer might think: "What if this certificate is just a piece of colored paper? They paid someone, this piece of paper and issued, and did not check anything at all, did not inspect. "

In addition, you will be surprised how many such inspection and inspection bodies actually exist, because the areas in which certification is carried out are also numerous. How to determine that the inspection body itself is trustworthy and the certificates issued to them are a guarantee of quality?

There is only one answer to this question – the aforementioned body is undergoing the ACCREDITATION procedure, it is issued an official confirmation of its competence, which guarantees the quality of its services and the services of its customers, the very producers of products and services.

The logical question – who is accredited by the bodies that check the quality of products and services in a country– checks their competence, impartiality and the quality of their work? We can safely answer – a **single** center for accreditation. It is not for nothing that we singled out the word "**one**", only this Center should deal with the assessment of the bodies that check quality, it is they who determine the compliance with the requirements and the good faith of the issuing authority.

The accreditation center established should further improve the accreditation system of conformity assessment bodies, create conditions for the production of export-oriented and competitive goods, works (services), and protect the country's consumer market from poor quality products.

So now we can answer the first and main question of our article – the quality of what kind of products or services the consumer can safely trust? These are the products and services that are certified by an organization accredited by the Center.



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"Let's think about making our product which has 'Zero Defect'; so that it does not come back (get rejected) from the world market and 'Zero Effect' so that the manufacturing does not have an adverse effect on our environment"

SHRI NARENDRA MODI Hon'ble Prime Minister



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JUNE 2019





Certification Scheme

A roadmap to World-class manufacturing



HIGHLIGHTS

- 🔅 A scheme by Ministry of MSME, Govt. of India
- Certification on the systems and processes of MSMEs
- 🔅 Handholding MSMEs towards world class manufacturing
- 🔅 Special emphasis on MSMEs supplying to Defence Sector
- 🔅 Direct subsidy to participating MSMEs
- Creating a credible database of MSMEs for OEMS/CPSUs/Foreign Investors under "Make in India initiative"
- Quality Council of India (QCI) to function as the NMIU (National Monitoring and Implementing Unit) of the scheme

Free Registration at www.zed.org.in

MYMARKET

INTERNATIONAL ACCREDITED CERTIFICATION AND THE SUPPLY CHAIN

Benefits of Accredited Conformity Assessment and the Supply Chain

By Sheronda Jeffries and Carmine Reda

COMPANIES PURCHASE LOTS of things. They purchase tangible goods, such as raw materials and equipment; or intangible services, such as calibration and transportation. Most companies have basic criteria that they use to qualify and select suppliers.

Many companies require their suppliers to obtain and maintain certifications to one or more management system standards, such as ISO 9001 (quality), ISO 14001 (environmental), ISO 50001 (energy), ISO 27001 (information security), or at least adopt some aspects of a management system standard. Some industry sectors have even created their own management system standards. The automotive industry, for example, has IATF 16949, the aerospace industry has AS9100, and the telecommunications industry has TL 9000. These sectorspecific standards include requirements to meet industry needs.

Certification to management system standards provides confidence that processes are in place for

product or service realization, confidence that these processes are systematically performed and meet applicable requirements, and confidence that processes are adopted to improve performance.

This is important stuff. But many don't understand how this confidence is achieved.

What are ISO/CASCO and the IAF?

Most people have never heard of ISO's Committee on Conformity Assessment (CASCO) or the International Accreditation Forum (IAF). Both deal with strengthening homogeneity and reliability of conformity assessment or simply certification.

You may wonder what conformity assessment is in the first place. Conformity assessment is any activity to determine—directly or indirectly—that a process, product, service, or person meets relevant technical standards and fulfills relevant requirements. Conformity assessment includes certification, inspection, testing, calibration, validation, and verification activities performed by certification bodies, inspection bodies, testing and calibration laboratories, or validation and verification bodies. Collectively these organizations are called conformity assessment bodies, or CABs. Thus, certification is an output of conformity assessment activities undertaken by CABs.

ISO/CASCO works on issues relating to conformity assessment, develops policy, and publishes standards related to conformity assessment, but it does not perform conformity assessment activities itself. That is the role of the CABs. IAF deals with the accreditation of conformity assessment bodies (CABs).

The IAF's primary purpose is to provide confidence in the competence and impartiality of entities involved in conformity assessment—the CABs and the accreditation bodies (AB) that supervise them. In fact, accreditation is the formal demonstration by an AB of the competence of a CAB to complete specific conformity assessment tasks. Members of the IAF include accreditation bodies all over the world, along with associations of CABs, such as IIOC, IQNet, and IAAR. All are required to comply with relevant ISO/CASCO standards and documents issued by the IAF for the consistent application of the ISO/CASCO standards.

Another important purpose of the IAF is to establish Multilateral Recognition Arrangements between its global AB members to reduce risk and increase confidence by ensuring that an accredited certificate may be relied upon anywhere in the world.

What does this mean to a buyer? Many buyers will require that prospective suppliers provide a certificate demonstrating that they meet the requirements of a management system standard such as ISO 9001, which is the most popular management system standard in the world. But, how does a buyer know what to look for to have confidence in that certificate?

How does a buyer evaluate the validity of the certificate?

Accredited CABs will comply with ISO/CASCO standards such as ISO 17021-1:2015, which specifies conformity assessment requirements, including what is required on the certificate such as the:

- · Company's name and location
- Management system standard used
- · Scope and/or boundary of the certification
- Date the certification was issued, along with the expiration date or recertification date
- · Name, address, and certification mark of the CAB

Sometimes accredited CABs will include not only their certification mark, but the symbol for the AB; however, this isn't mandatory. See figure 1.

CABs are not required to be accredited by AB members of the IAF. To more directly control the process

of qualification of their suppliers, some industries established their own certification schemes. A certification scheme defines specific requirements for management systems, products, or personnel and specifies conformity assessment rules. Both the aerospace and telecommunications industries have certification schemes that allow only accredited CABs to issue valid certificates to their standards.

If a CAB is accredited by an AB member of the IAF, then information can be provided, upon request, to verify the validity of certificates issued by the CAB. However, supply chain decisions are sometimes made very quickly and the time to submit a request and respond regarding certificate validity could result in a loss of business or contract. In most cases, this isn't compatible with the actual speed of information exchange for most companies and industries.

Some CABs maintain public databases and provide an alternate method to quickly evaluate the certification status of a company. However, some ABs, such as Accredia of Italy, CNAS of China, and JAS-ANZ of Australia maintain publicly accessible databases. This makes checking the existence and validity of management system certifications easier and more efficient—particularly when the company may be certified, but the CAB issuing the certificate is unknown. Databases of ABs are particularly useful because they provide information about all certifications issued by CABs covered by the accreditation.

Accredia estimates that each certificate on their website is checked twice per month. JAS-ANZ reports that approximately 60 percent of the total hits to its website are due to certificate searches, which results in about one search per certificate per month.

Changes are underway

The IAF is making it easier to verify certificate validity, which should aid buyers. At its 30th Annual Meeting, the IAF issued resolution 2016-17, which stipulates that by November 2019, certificates issued by accredited CABs must display the accreditation symbol, and/or reference the accreditation status of the CAB, including the identification of the AB. Furthermore, IAF resolution 2015-14 prevents CABs from issuing non-accredited management systems certificates in scopes for which they are accredited by November 2017.

Additionally, the IAF is investigating the development of an IAF database of accredited management system certificates. Principles to be achieved with the database have been agreed and the IAF's ABs will be required to identity accredited CABs under the IAF umbrella. However, participation is expected to be voluntary for accredited CABs and their clients. The expectation is that companies will want to promote their accredited certification status and the ease in verifying certificate validity will aid in supply chain decisions as the database will serve as a global "single source of truth" for accredited certification validation.



Figure 1: What to look for on an accredited management system standard certificate

Why accredited certification matters

Accredited certification reduces the risk to buyers by assuring that accredited certification bodies are competent to impartially and independently perform the conformity assessment activities they undertake in certifying that companies meet the requirements of ISO 9001 and other management system standards.

Many government officials rely upon accredited certification. As supply chains grow increasingly global and complex, the need for accurate and current data is more important than ever and the IAF community is uniquely positioned for collecting and sharing data on accredited certification.

Closing thoughts

Remember, the focus is upon confidence—reducing risks and increasing the confidence to ensure that health, safety, and environmental conditions are satisfied and that quality requirements are systematically and consistently met.

Conformity assessment demonstrates that products, services, processes, systems, and persons meet the requirements of a standard. Conformity assessment ranges from self-declaration to accredited certification by an independent accredited conformity assessment body covered by IAF MLA with vision "certified once - accepted everywhere."

All may have an appropriate place and value within your supply chain. With knowledge, you can decide the best fit.



National Accreditation Board for Testing and Calibration Laboratories (NABL)

(A Constituent Board of Quality Council of India)



OUTOFTHEBOX

ACCREDITATION Vs CERTIFICATION

THE TERMS ACCREDITATION and certification are often used interchangeably and occasionally together. Despite the obvious confusion this can cause, the difference between the two distinct quality management processes can be easily explained.

Certification represents a written assurance by a third party of the conformity of a product, process or service to specified requirements.

Accreditation, on the other hand, is the formal recognition by an authoritative body of the competence to work to specified standards. All accreditation standards include the principles of quality management systems, such as those found in the well-recognised ISO 9001 QMS standard. It is the ability to demonstrate technical competence that puts accredited certification on a level above non-accredited certification.

In effect, certification is the third-party endorsement of an organisation's systems or products, while accreditation is an independent third-party endorsement of the certification.

Another crucial difference between accreditation and certification relates to the activities it covers. Organisations receive accreditation for specific activities whereas certification relates to the company as a whole. For example, if you are looking to test air leakage of a building it would be best to choose an organisation that has been accredited against the testing standard ISO 17025 rather than one that has a general quality certification of ISO 9001. Further, the ISO 17025 testing activities themselves are tightly defined, so it is advisable to check the organisation's schedule of accreditation closely; one that holds ISO 17025 accreditation for sound-proof testing would not necessarily hold ISO 17025 accreditation for air leakage.

Certification marks in India

India has a comprehensive system of product certifications governed by laws made by the Parliament of India at various times. These certifications are managed by various agencies, and hold various statuses before the law. Some of these marks are mandatory for such products to be manufactured or to be placed in the Indian market while some of the marks hold only an advisory status. All the industrial standardization and industrial product certifications are governed by the Bureau of Indian Standards, the national standards organization of India, while standards for other areas (like agricultural products) are developed and managed by other governmental agencies.

The state enforced certification marks presently in India are:

Agmark for all agricultural products

AGMARK is the quality certification mark employed on agricultural products in India. assuring that they conform to the set of standards approved by the



Directorate of Marketing and Inspection, an agency of the Govt. of India. This mark can be found on products like ghee, edible oils, pulses, etc.

 BIS hallmark (BIS hallmark) certifies the purity of gold jewellery.

BIS HALLMARK is a hallmarking (distinguishing precious metals from its variants) system employed by the Bureau of Indian Standards (BIS) in India. It



certifies that the piece of jewellery conforms to the set of standards laid down by BIS. This can be found on gold and silver only.



Ecomark is an ecolabel for various products issued by the Bureau of Indian Standards. Voluntary and promotional.

FPO mark. A mandatory mark for all processed fruit products in India. Certifies that the product was manufactured in a hygienic 'food-safe' environment.





Geographical Indications marks, defined under the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), have been in force 2003. Examples, include the Darjeeling tea and Basmati mark.

India Organic certification mark for organically farmed food products. This certifies that the product conforms to the specifications of National Standards for Organic Products, 2000 and any eventual amendments.The certification is issued by testing



centres accredited by the Agricultural and Processed Food Products Export Development Authority (APEDA) under the National Program for Organic Production of the Government of India.



ISI mark. For industrial product. ISI mark is mandatory for all

industrial products and electronic appliances in India. It certifies that a product conforms to the standards laid down by BIS. This

certification can be found on LPG Cylinders, TVs, Microwave ovens, etc.

 Non Polluting Vehicle mark on motor vehicles certifying conformity to the Bharat Stage emission standards.



CERTIFICATION

represents a written assurance by a third party of the conformity of a product, process or service to specified requirements.

ACCREDITATION

on the other hand, is the formal recognition by an authoritative body of the competence to work to specified standards.

FSSAI for all food products.

OTHER MARKS



These are mandatory marks or labels required by the law in India, but are not exactly certifications marks.

 Toxicity label is mandatory on the containers of pesticides sold in India. Identifies the level of toxicity of the pesticide in four levels





Vegetarian mark (green dot symbol) and the Non-vegetarian mark (brown dot symbol), either of this is mandatory for packaged food products. To distinguish between vegetarian and non-vegetarian food.

NON-STATUTORY MARKS

There are other non-statutory certification marks or schemes in India which are promoted by the Government of India, by policy, or through governmental or semigovernmental agencies. But these certifications bear no legal status in the nation and are purely promotional in nature.

Examples of such certifications are:

 Silk Mark. Certifies that a piece of textile is pure silk. Managed by the 'Silk Mark Organisation of India'.





The Ayush Mark or the Ayush Product Certification Scheme for herbal products by the Department of Ayush.

The Darjeeling tea certification mark, a geographical indication mark for tea produced in Darjeeling.

INFOCUS

ACCREDITATION BODIES IN INDIA

QUALITY COUNCIL OF INDIA - QCI

The Quality Council of India (QCI) is a pioneering experiment of the Government of India in setting up organizations in partnership with the Indian industry.

Since 1992 a need had been felt for the establishment of an accreditation body in the country to establish internationally acceptable mechanism for recognition of conformity assessment results. As regards laboratories, an accreditation body under the Ministry of Science & Technology was already functioning. A committee which included various interested ministries and stakeholders including industries was

established to make suitable recommendations. The work was coordinated by the then Department of Industries (Department of Industrial Policy and Promotion) and the recommendations were submitted to the Cabinet in 1996. Key recommendations included the Need for establishing an organization jointly by the Government and the industry and the need for the organization to be selfsustaining and be away from the government.

Accepting the recommendations, the Cabinet Committee decided to set up Quality Council of India as a non-profit autonomous society registered under Societies Registration Act XXI of 1860 to establish an accreditation structure in the country and to spread quality movement in India by undertaking a National Quality Campaign.



A. Mission Statement

The Mission of QCI is to lead nationwide quality movement in India by involving all stakeholders for emphasis on adherence to quality standards in all spheres of activities primarily for promoting and protecting interests of the nation and its citizens.

B. Main Objectives

To achieve the Mission of QCI by playing a pivotal role in propagating, adoption and adherence to quality standards in all important spheres of

activities including education, healthcare, environment protection, governance, social sectors, infrastructure sector and such other areas of organized activities that have significant bearing in improving the quality of life and well being of the citizens of India and without restricting its generality shall inter-alia include:

• To lead nationwide quality movement in the country through National Quality Campaign aimed at creating awareness amongst citizens, empowering them to demand quality in all spheres of activities, and promoting and protecting their well being by encouraging manufacturers and suppliers of goods and service providers for adoption of and adherence to quality standards and tools.

- To develop apropos capacities at the level of Governments, Institutions and enterprises for implementing & institutionalizing continuous quality improvement.
- To develop, establish & operate National Accreditation programmes in accordance with the relevant international standards & guides for the conformity assessment bodies certifying products, personnel, management systems, carrying out inspection and for the laboratories undertaking testing & calibration and such other areas of organized activities that have significant bearing in improving the quality of life and well being of the citizens of India.
- To develop, establish and operate National Accreditation Programmes for various service sectors such as education, healthcare, environment protection, governance, social sectors, infrastructure sector, vocational training etc., to site a few, as may be required, based on national/international standards and guidelines and where such standards are not available, to develop accreditation standards to support accreditation programs.
- To build capacities in the areas of regulation, conformity assessment and accreditation to overcome TBT/SPS constraints.
- To encourage development & application of third party assessment model for use in government, regulators, organizations and society.
- To promote quality competitiveness of India's enterprises especially MSMEs through adoption of and adherence to quality management standards and quality tools.
- Promoting the establishment of quality improvement and benchmarking centre, as a repository of best international / national practices and their dissemination among the industry in all the sectors.

- To encourage industrial / applied research and development in the field of quality and dissemination of its result in relevant publication including and trade journals;
- To build capacities including development of appropriate quality accreditation mechanism for other emerging areas that have significant bearing in improving the quality of life and well being of the citizens of India such as food sector, oil & gas, forestry, agriculture /animal husbandry, warehouse, pharmacy etc. or as the need may arise from time to time.
- To facilitate effective functioning of a National Information & Enquiry Services on standards & quality including an appeal mechanism to deal with unresolved complaints.
- To develop and operate an appeal mechanism to deal with unresolved complaints;

QCI is governed by a Council comprising of 38 members including the Chairman and Secretary General. The Council has an equal representation of Government, Industry and other Stakeholders.

QCI has four Accreditation Boards involved in accreditation programmes. Each board is functionally independent and works within their core area of expertise.

- 1. National Accreditation Board for Certification Bodies (NABCB)
- 2. National Accreditation Board for testing & calibration Laboratories (NABL)
- 3. National Accreditation Board for Hospitals and healthcare providers (NABH)
- 4. National Accreditation Board for Education & Training (NABET)



Former President of India (Dr. APJ Abdul Kalam), at QCI

"My definition of national prosperity index is equal to GDP including quality of life for all coupled with value system. It is essential to ensure that all the citizens are empowered with good quality of life encompassing nutritious foods, good habitat, clean environment, affordable health care, quality education with value system and productive employment leading to the comprehensive qualitative development of the nation.

There is a strong urge in our society to come out of century old "Developing Country" brand name to "Developed Country" status. To become developed country, we must have competitive edge in the international market. Quality is very essential to achieve this. We must use competition as an opportunity to improve our quality and to transform a technology importer to technology exporter".

QCI must become an organization serving the one billion people of the country. My best wishes to all for success in the mission of promoting prosperity through quality"

(excerpts from the speech of Dr. A. P. J. Abdul Kalam, Honorable President of India inaugurating the 2nd National Quality Conclave held on February 9, 2007 at New Delhi)



NATIONAL ACCREDITATION BOARD FOR CERTIFICATION BODIES (NABCB)

National Accreditation Board for Certification Bodies(NABCB) provides accreditation to the Certification Bodies (CB) and

Inspection Bodies (IB) established as legal entities anywhere in the world in accordance with relevant International Standards/Guidelines. All countries under WTO mutually accept products/services certified / inspected from accreditated agencies only. NABCB is a member of International Accreditation Forum (IAF) and Pacific Accreditation Cooperation (PAC) as well as signatory to its Multilateral Arrangements (MLA)s for QMS, EMS, FSMS & Product certification. NABCB is also a Full member of International Laboratory Accreditation Cooperation (ILAC) &Asia Pacific Laboratory Accreditation Cooperation (APLAC) as well as signatory to its Mutual Recognition Arrangements (MRA)s for inspection.

NABCB currently offers the following accreditation programmes:

- Quality Management Systems (QMS)
- QMS for Medical Devices
- · QMS for Aerospace Industry
- Environmental Management Systems (EMS)
- Occupational Health & Safety Management Systems (OHSMS)
- Food Safety Management Systems (FSMS)
- Energy Management Systems (EnMS)
- Information Security Management Systems (ISMS)
- Road Traffic Safety Management Systems (RTSMS)
- Information Technology Service Management Systems (ITSMS)
- Inspection Bodies
- Product Certification Bodies
- Personnel Certification



NATIONAL ACCREDITATION BOARD FOR TESTING AND CALIBRATION LABORATORIES (NABL)

National Accreditation Board for Testing and Calibration Laboratories (NABL) is an autonomous body set up under the aegis of Department of Science & Technology, Government of India and is functioning as the accreditation body for Testing and Calibration Laboratories.

NABL provides laboratory accreditation services in India and abroad, regardless of their ownership, legal status & size that are performing tests / calibrations in accordance with ISO/IEC 17025:2005 / ISO 15189:2007 / ISO/IEC 17043 in the following areas:

- 1. Testing laboratories
- 2. Calibration laboratories
- 3. Medical laboratories
- 4. Proficiency testing provider
- 5. Reference material producers

Scope of the accreditation, eligibility criteria and the process of accreditation is available under the Accreditation Scheme uploaded by NABL in its website.

NABL accreditation system complies with ISO/IEC 17011:2004 and Asia Pacific Laboratory Accreditation Cooperation (APLAC) MR001. Based on evaluation of NABL operations by APLAC in 2000, NABL has been granted signatory member status by APLAC and International Laboratory Accreditation Cooperation (ILAC) under their Mutual Recognition Arrangements (MRAs). Under these MRAs, the reports issued by NABL accredited laboratories are considered to be equivalent to reports issued by laboratories accredited by (currently) 100 accreditation bodies.

NATIONAL ACCREDITATION BOARD FOR HOSPITALS AND HEALTHCARE PROVIDERS (NABH)

National Accreditation Board for Hospitals & Healthcare Providers (NABH) is a constituent board of Quality Council of India, set up to establish and operate accreditation programme for healthcare organisations on patient safety and quality of healthcare based upon national/international standards.



NABH is an institutional member of the International Society for Quality in Health Care (ISQUA). ISQUA is an international body which grants approval to Accreditation Bodies in the area of healthcare as mark of equivalence of accreditation program of member countries.

NABH is engaged in the Accreditation of Health care facilities that so far cover the following facilities:

- Hospitals
- Small Health Care Organisation(SHCO) having bed strength upto 50 beds
- Blood banks/ blood centres and blood transfusion services

- Medical Imaging Services (MIS) It includes conventional radiation based diagnostic radiology as well as a wide variety of specialised techniques including Ultrasound scans, Doppler studies, Bone densitometry, CT, MRI, PETCT, SPECT, Radionuclide imaging and therapy etc.
- Dental Health Care Service providers (DHSP)
- Oral Substitution Therapy (OST) Centres developed for National AIDS Control organisation (NACO) to improve health status of Injectile Drug Users (IDUs) and prevent spread of HIV AIDS.
- Allopathic Health clinics
- AYUSH (Ayurveda, Homeopathy, Unani, Siddha and Yoga & Naturopathy)
- Primary & Community Health Centres (PHC/CHC)
- Wellness Centres

NABH has developed 17 Standards on the subjects related to hospital & health care based on which NABH is operating its accreditation programmes as well as various certification scheme as given below.

- Medical Laboratory Certification Program (started in 2007)
- Safe-I Certification Program (started in 2011)
- Pre Accreditation Entry Level Certification Program for Hospital (started in 2014)
- Pre Accreditation Entry Level Certification Program for SHCO (started in 2014)
- Nursing Excellence Certification Program (started in 2014)

NATIONAL ACCREDITATION BOARD FOR EDUCATION & TRAINING (NABET)



National Accreditation Board for Education and Training (NABET)is a constituent Board ofQuality Council of India.NABET provides accreditation to schools, training course providers and auditors that meet the Board's criteria and also offers a mechanism for their international recognition. The Board comprises of Seventeen members including the Chairman. The Seventeen members

represent different groups of stakeholders. The accreditation programmes of NABET mainly categorized under certain distinct verticals in the following areas:

- Formal Education Excellence Division (FEED)
 - Accreditation of Schools
 - Accreditation of 3 Day Training Course for Preparing School for Accreditation



- Skill Training
 - Industrial Training Institute (ITI) /Vocational training organizations
 - It is mandatory for seeking National Council for Vocational Training (NCVT) affiliation under Ministry of Skill Development and Entrepreneurship (MSDE) since 2012. Directorate General of Employment and Training (DGE&T) Field Institutes imparting training in various activities
- Skill Certification
 - Personnel Certification Bodies under ISO 17024
 - Skill Assessing Bodies under DGE&T MES Scheme
- Environment
 - Environment Impact Assessment (EIA) Consultant
 - It has been adapted as minimum requirement by Ministry of Environment, Forests & Climate Change.Click here to view the list of accredited EIA consulting organizations with the accredited sectors.
 - Environment, Health & Safety (EHS, ISO 14001 and OHSAS 18001) consultant organisation
- MSME (Micro Small and Medium Enterprises)
 - Lean
 - BMO (Business Membership Organisation)
- Laboratory Management System (LMS) Training Institutions.
 - Click here to view the list of accredited LMS training Institutions with the accredited sectors.

International linkages:

NABET has established MRAs with the following international agencies:

- RABQSA International Inc., Australia & USA
- American National Standard Institute (ANSI), USA
- Scottish Qualification Authority (SQA), Scotland
- Pacific Accreditation Cooperation.

STANDARDS BODIES

Indian voluntary Standards development organizations

Organization	Standard Published
Bureau of Indian Standards (BIS)	All subjects excluding Drugs & pharmaceuticals, environmental (ambient & emission) norms, grading of agricultural products. More than 15000 Standards
Agricultural and Processed Food Products	Standards for organic production and Systems (under the National Export Development Authority (APEDA) programme for Organic Production - NPOP
Automotive Research Association	Automotive Industry Standards: 132 Standards published of India (ARAI) Safety Standards : 3 Standards published (Some standards adopted under CMVR)
Bureau of Energy Efficiency (BEE)	Energy performance Standards for Appliances Energy Conservation Building Code
Central Drugs Standard Control Organization (CDSCO)	Lay down the standards for Drugs and health care devices / technologies, approve new drugs under the Drugs and Cosmetics Act.
Central Pollution Control Board (CPCB)	Lays down standards for the quality of air, water quality criteria from different sources, emission norms for vehicles, emission norms & sound levels for diesel engines & generator sets. CPCB also prepares manuals, codes and guidelines relating to treatment and disposal of sewage and trade effluents as well as for stack gas cleaning devices, stacks and ducts
Directorate of Marketing and Inspection (DMI)- AGMARK	Grading Standards covering 164 commodities in the following categories Pulses, Cereals, Essential Oils, Makhana, Vegetable Oils, Fruits & Vegetables Roasted Bengal Gram, and Vermicelli, Macaroni & Spaghetti
Export Inspection Council of India (EIC)	EIC itself does not formulate any standard and instead recognizes the technical regulations or national standards of the importing countries /international standards provided that such specifications are not below the minimum standard specification prescribed in the order/notification issued by Govt. of India for the product.
Food Safety and Standards Authority of India (FSSAI)	Lay down standards for articles of food and regulate their manufacture, storage, distribution, sale and import. General standards that apply to all foods as well as over 300 product standards are available on FSSAI website and constantly being revised/amended.
Marine Products Export Development Authority (MPEDA)	Carry out inspection of marine products, its raw materials, fixing standards and specifications, regulate and take all necessary steps for maintaining the quality of sea food that are marketed overseas.
Indian Roads Congress (IRC)	More than 100 Standards on
	 Standards relating to roads, viz. survey, investigation, equipment, design, construction, environment, maintenance, geometrics, safety, road signage & technology.
	2. Standards, Specification and Codes of Practice on Bridges and also Guidelines for their inspection, maintenance, testing and rating.
	3. Standards Plans and specifications of Ministry of Road Transport & Highways

Organization	Standard Published
Ministry of Environment, Forest and Climate Change (MoEFCC)	Effluent and emission standards for different industry/service sectors are provided in the schedule of various rules framed by MoEFCC under the Environment Protection Act.
Ministry of Road Transport and Highways (MoRTH)	Evolves standard specifications for roads and bridges in the country
National Medicinal Plants Board	Voluntary standards for medicinal plants based on good agricultural/collection practices
Oil Industry Safety Directorate (OISD)	Product design, safety standards, Codes of practices, Guidance standards in Oil and Gas sector; 112 Standards published
Petroleum and Explosives Safety Organization (PESO)	Engaged in the activities related to safety in manufacture, possession, use, sale, import, export and handling of explosives, petroleum, flammable and non flammable compressed gases and other hazardous substances through comprehensive administration of the rules framed under the Explosives Act, 1984 and Petroleum Act 1934
Petroleum and natural Gas Regulatory Body (PNGRB)	Lay down the technical standards and specifications including safety standards in activities related to petroleum, petroleum products and natural gas
Quality Council of India (QCI)	NABH – Standards for Hospital Accreditation NABET – Standard for School Accreditation
Standardization Testing and Quality Certification (STQC)	 E-Gov Standards on the following subjects: 1. Network and Information Security 2. Metadata and Data Standards for Application Domains 3. Quality and Documentation 4. Localization and Language Technology Standards 5. Technical Standards and E-Governance Architecture 6. Legal enablement of ICT systems
Tea Board	Standards for Black, Green, Kangra and Instant tea defined in Tea (Distribution and Export) Control Order, 2005
Telecommunication Engineering Centre (TEC)	Formulate Standards with regard to Telecom network equipment, services and interoperability, the associated conformity tests and Fundamental Technical Plans.

DEDICATED STANDARDS BODIES

Organization	Standard Published
Directorate of Standardization (DoS) inventories	Standards for Defence purchases and codification of defence
Inter Plant Standardization in Steel Industry (IPSS)	Over 350 Standards on Consumable Stores & Equipment, Design Parameters, and Management for SAIL Steel plants
Railways Design & Standards Organization (RDSO)	Development of standards for materials and products specially needed by Indian Railways.

OTHER SUPPORT INSTITUTIONS

Confederation of Indian Industry - Institute of Quality

CII Institute of Quality is the leading authority in Quality Enhancement among organisations and industries. Over the past century, CII has provided Indian Industries with the support, systems and tools to make a mark in the competitive world.

The Portfolio of products offered by CII IQ covers wide-ranging products and services on quality and competitiveness. This includes

- Business Excellence.
- Total Quality Management.
- Total Productive Maintenance.
- · Lean Management.
- · Six Sigma.
- Quality Tools and Techniques.
- Industrial and Legal Metrology.
- Conformity Assessment & Standards.

CII Institute of Quality has a established a QMS vertical that provides dedicated services on Standards and Conformity assessment. These include

- Providing capacity building support to industries, service sector organizations and Public service organizations for establishing systems, processes and practices for quality and risk management based on international and national standards with the objective of enhancing quality of products and services and their customer acceptance
- Providing capacity building support to conformity assessment bodies such as laboratories, certification bodies, inspection bodies for securing internally recognized accreditation, thereby supporting domestic and international trade
- Sensitizing stakeholders with national and international standards and best practices in conformity assessment through events, programmes and publications under collaborations with Standards bodies such as Bureau of Indian Standards, British Standards Institute, American National Standards Institute, ASME, NABCB, NABL, GIZ and others
- Providing policy support on standardization, conformity assessment and technical regulations to Ministries, Regulators, Government organizations, National committees of CII
- Representing industry and providing leadership on national and international standards committees

Some of the key deliverables of the QMS vertical over the years include:

• Trained over 2000 industry professionals on standards based compliance models

- Trained over 600 professionals from certification, inspection bodies on ISO standards ISO 17020 (Inspection Bodies), ISO 17021 (Management Systems Certification bodies), ISO 17065 (Product Certification' bodies)
- Trained over 1500 professionals from laboratories on ISO 17025
- Provided counseling support for accreditation to more than 30 conformity assessment bodies (certification, inspection, testing and calibration)
- Organized more than 30 events and conferences on standards and conformity assessment, This includes the annual flagship event National Conclave for Laboratories being organized 2012
- Played active role in the development of successive versions of ISO 9001 and ISO 9004, and taking leadership at the national level in the development of QMS based standards

National Board for Quality Promotion

The National Board for Quality Promotion (NBQP), a constituent board of Quality Council of India (QCI) works on the vision of promoting quality of life for the Citizens of India with the support from the Department of industrial Planning & Projects, Ministry of Commerce & Industry, Govt. of India and carry out the National Quality Campaign.

The main aim of NBQP is to promote application of quality management standards and statistical quality tools with an objective of enabling industry, to improve their competitiveness, with specific focus on Small & Medium Enterprise (SME) sectors.

In brief the major functions of NBQP are as follows:

- Promote Quality Awareness on Quality Management Systems, Quality Tools & technology etc. in all spheres throughout the country
- To promote business excellence through quality promotion schemes, awards etc.
- Spread Quality awareness through live programs and various media
- Identify and undertake projects for improving the work flow/process in Government departments and also for improving citizen centric services by government
- Accreditation of Training modules and processes related to government schemes
- Operate QCI- D L Shah Quality Award scheme
- Organize National Quality Conclaves, Quality Month activities and celebration
- Build capacity of quality professional in all sectors to support quality improvement
- Facilitate Quality Research as well as academic activities related to quality in the Health / Education and other sectors.

 Make periodic report cards to the nation on the status of quality

In order to ensure availability of a pool of competent consultants and auditors who can be engaged for improving the performance of MSME sectors, NBQP operates registration schemes in line with international norms.

NBQP so far accredited Training Courses/Program pertaining to Lead Auditor and Internal Auditor related to ISO 9001 (Quality Management System), ISO 14001(Environmental Management System), 18001(OHSAS), ISO 22000 (Food Safety Management System), ISO 27000 (Information Security Management System), ISO 17025 (Laboratory Management System), ISO 15189 (Medical Laboratory – Quality & competence requirements) and is planning to take up more such schemes.

QCI in collaboration with DL Shah Trust is operating QCI - D.L. Shah Quality Award since 2007 to recognising exceptional projects for achievement in process enhancements looking to improved productivity, cost, delivery etc. with a view to promote awareness on performance improvement through quality initiatives which is an important element for gaining competitive advantage. The Award recognizes successful projects (in the form of case studies) of an organization that have resulted in continuous improvement in product or services, financial savings as well as increased customers/stakeholder's satisfaction.

National Safety Council

National safety Council (NSC) was set up in 1966 for

providing guidance and services to make workplace safer, healthier and environment friendly, based on the consensus opinion in the President's first Conference on Industrial safety organized by the Ministry of Labour and Employment, Government of India (GOI) in cooperation with the State Governments, Employers' Organisations, Trade Unions and Institutions. NSC is managed by a tripartite 51-member Board of Governors headed by the Chairman, nominated by the Government of India. The Director General is the Chief Executive and Secretary to the Board of Governors.

NSC provides consultancy services mainly in the following fields for strengthening the national movement on safety, health and environment to prevent & mitigate the loss of life and human suffering:

- Safety Audit including fire safety, electrical safety, construction safety
- Risk Assessment
- HAZOP Study
- Emergency Management Planning
- NSCI Safety Rating System

NSC is pioneer in carrying out Safety Audits for industries and other institutions since decades. NSC audit report offers a comprehensive guidance in improvement on health, safety and environmental issues for industries on viz. petrochemicals, chemicals, cement, power sectors, fertilizer, insecticide, pharmaceuticals, paper and also for engineering firms, construction sites, hotel, hospital, cooperative society buildings, schools, office premises etc. Safety audits are carried out by experts in the respective fields who examine management system, facilities and activities of the organization on safety aspects assess the prevailing hazards, the level of prevention, protection and emergency management preparedness and subsequently prepare a recommendation to upgrade safety inputs to avert mishaps.

NSC has introduced Safety Rating system with Certification for Factories, Construction Sites, Hospitals, Hotels, Malls and other Commercial establishments - to evaluate the safety, health and environmental (SHE) status and compare the Establishments with the same yardstick in India. Safety rating system based on IS 14489- Code of Practice on Occupational Health and Safety Audit through assessment on 8 key elements, comprising of about 70 sub-elements aimed at achieving excellence in the safety management system. It uses questionnaire with detailed guidance for evaluation.

Training Programme

NSC has developed a number of National Training Courses to meet the emerging needs related to safety and to develop a strong safety work culture in the organization. These programmes are designed for different levels of personnel working in different

National Training Courses, NSC provides services on developing and conducting need based safety In-plant training programmes at the organization premises on different modules with multiple topics and customized programme on competence development for management.

NSC also operates Certificate course for Jafety and Health for Supervisors.

Safety Award

NSC has institutionalised 3 distinct National level awards in the following sectors with an aim to provide national recognition to organizations for consistent and meritorious Occupational Safety & Health (OSH) performance by implementing effective OSH Management Systems, Practices & Procedures and to encourage their further commitment to OSH:

- Manufacturing Sector
- Construction Sector
- Micro, Small & Medium Enterprises. •



THEPRESCRIPTION

Accreditation India's Journey Towards Quality Of Care

By Manu Gupta and Kristof Decoster

QUALITY OF CARE in health services has been identified as one of the key elements on the path to Universal Health Coverage (UHC), and fundamental towards achieving the health related goals and targets outlined under the Sustainable Development Goals (SDGs). The importance of QoC towards achieving our goals for better health services and outcomes is increasingly gaining visibility across academia, policy and implementation. For example, recently, the Lancet Global Health Commission on High Quality Health Systems in the SDG Era (HQSS Commission) was set up to generate evidence and provide solutions for quality improvements in the context of low and middle income countries (LMICs). QoC is particularly relevant in the context of LMICs such as India, where the health system is highly privatized, and characterised

by high out of pocket expenditure, with enormous challenges of regulation and quality of care. It is a system which continues to face challenges of health financing, infrastructure, and human resources among others.

One of the pathways to improve QoC in any health system, is via the accreditation route. Accreditation has been accepted globally as a regulatory intervention to set standards, and monitor quality of care. The idea behind an accreditation programme is to evaluate a health care organization via self and external assessment, against predetermined optimal standards, to improve and set standards of care. In addition, as countries like India use the insurance route towards achieving universal coverage, it offers an opportunity to use accreditation as a tool to set standards and monitor quality of care

at the level of service provision.

The concept of accreditation originated in the United States of America. Over time, the use of accreditation grew more widespread, including in LMICs. There exist national and international standards across sectors, including health. In India, international standards such as those set by the Joint Commission International (JCI) are used by healthcare providers, in parallel to national accreditation systems. At the national level, the National Accreditation Board for Hospitals and Healthcare Providers (NABH) was set up in 2005. It provides accreditation, certification and an empanelment programme, for health care organizations, ranging from large (greater than 100 beds) to small hospitals, imaging centres to blood banks, community health centres, and clinics across the country.

The accreditation system evaluates three interrelated components: structure, process and outcome (Donabedian framework) of the hospital services. The NABH accreditation is further accredited by the International Society for Quality in Healthcare (ISQua) – this implies that NABH standards are at par with global standards.

The NABH accreditation system is a graded one, with progressive levels of accreditation starting from pre-entry, to full accreditation. This gives an opportunity for even smaller hospitals to apply for accreditation, and work towards improving quality of care irrespective of size of hospital, and resources.

The standards framed for accreditation cover critical aspects both for organization and patient. For example, standards for quality of care are established for multiple aspects of the patient-provider interaction. QoC norms begin with the entry of patient to the hospital. Standards can encourage the establishment of a well-defined registration, admission process and treatment plan including discharge and referral process. From the perspective of internal management and processes, standards can be used to improve quality of elements such as the management of inventory (such as drugs, supplies). Guidelines can inform the provision standards for a more effective infection prevention and control programme, by setting norms for actions like the formation of a multidisciplinary infection control committee, responsible for regular functioning of infection control practices in the premises such as hand hygiene, safe injection practices, antibiotic policy, regular disposal of waste etc.

Effective functioning of a healthcare facility/hospital is an important aspect of the guidelines, and the NABH model sets standards applicable to different types of health facilities. The accreditation system encourages and incentivises an environment of continuous quality improvement, actions including regular monitoring of indicators like incidence of medication errors, mortality rate, patient satisfaction index, employee satisfaction index etc.

Accreditation can also be used to impact the health system, for example by setting a basic minimum criteria for the numbers and types of human resources employed in a healthcare facility (based on the size of the facility, utilization and other factors defining the set norms), as per the health service utilization.

Accreditation as a tool to improve QoC touches multiple aspects of healthcare provision, and indeed the health system. This, in turn, provides a route towards better quality of care on the path to UHC.

Accreditation has been recognized as one of the most successful interventions to improve QoC globally. It offers both tangible and non-tangible benefits associated with it. The concept of accreditation, and ensuing recognition of having achieved a level, can motivate a facility to do better, validate a facility's QoC and therefore attract more patients. Standards can enhance the training and capacity building of staff, thereby increasing the motivation of staff. Patient satisfaction increases due to the improved services like reduction in waiting time for the services received, improved infrastructure, standardization of care. In addition, improving guality of care to match set standards can also be incentivized. For example, the CGHS (Central Government Health Scheme) and ex-servicemen contributory health scheme (ECHS) have made provision to offer more remuneration to hospitals accredited by the NABH.

Integrating accreditation with social health insurance schemes, for example by making it mandatory for empanelled facilities to be accredited, in a country like India, may serve as a route of regulation to improve the quality of services provided. Towards this, there is a close cooperation between the insurance industry and NABH. One can leverage this by empanelling accredited institutions, setting standards for services upon which reimbursements are based, and incorporating other regulatory mechanisms.

Health systems are complex adaptive systems, and strengthening systems is critical for universal health care. At the level of the facility as well, there are various subsystems/departments, changes in one impact another and in turn affect patient care. Hence, accreditation may provide a roadmap to run the various subsystems more effectively. A recent incident in India highlighted the gaps in the health system and its impact at the level of the facility. Over 50 children died as a direct result of the unavailability of oxygen in the hospital. The unavailability of oxygen was the result of failures at multiple levels of the health system, and the outcome tragic. Accreditation could perhaps encourage health facilities, and provide guidance to health facilities to have systems in place which would ensure that such gaps in the delivery of care do not take place. Indeed, following this, the Indian Medical Association recommended the implementation of NABH standards in public hospitals also, so that people can receive a basic minimum quality services at an affordable cost.

At a time when health systems are struggling to provide even basic levels of care, and in low-resource settings like India, accreditation, particularly in phases can provide the framework, the know-how and the motivation for healthcare facilities to improve their quality of care. It can support large-scale insurance schemes to empanel hospitals which have adhered to minimum quality of care standards, and been accredited towards it, thereby providing a mechanism for regulation and monitoring of QoC. Accreditation can also encourage the intrinsic motivation for facilities and personnel towards doing better. >

THELASTMILE

CONSUMER SAFETY, PRODUCT SAFETY & PRODUCT LIABILITY



INDIA HAS THE highest proportion of people who are worried about the safety ofconsumer goodsand products, especially food items and children's products. This is because among the world's top four consumer markets, including US, China andGermany, it is in India that consumers have suffered the highest number of product safety incidents in the last five years. Indian consumers are broadly segregated among urban and rural markets and are catching the attention of marketers from across the globe. The sector includes massive middle class, comparatively a smaller wealthy class and a larger economically disadvantaged class. Together their spending is expected to touch more than US\$2.4tn by 2018-19, as per an Economist Intelligence Unit (EIU) study. Thus the global conglomerates view India as one of the key consumer markets for goods and services.

Though various studies targeting Indian consumers have established that product quality and safety are gaining more importance among consumers in India yet nothing great has happened. Not a day passes when one does not come across news of death/injury from unsafe goods or services. When reading such horrendous reports of death/injury, one wonders if there is no law or agency for tackling such a menace.

In reality, consumer safety issues in India have been dealt with in about 25 legislations and there are constitutional provisions, international conventions and various regulations issued by different regulatory agencies on the issue of safety. The objective of all these legislations is to 'ensure safety of the consumer'. Even the Consumer Protection Bill, 2018, a new law to replace the old Consumer Protection Act, 1986, has a chapter to enforce product liability against manufacturers or sellers and even make them recall the product from the market.

Product Safety-Global Concern

Ensuring product safety has become even more difficult in recent times because of the increase in international trade in consumer products. Standards and enforcement of every economy differ considerably thereby posing hurdles to the overall consumer protection efforts. A product considered safe in one jurisdiction is perhaps considered unsafe in another due to difference in their standards or the concept of what constitutes an unsafe product. Common

international standards and agreement on the

concept of what would constitute safe and unsafe products can definitely aid in addressing some of the challenges faced by product safety agencies.

Besides sharing information on emerging problems and co-ordinating enforcement actions, where necessary, are vital within the country and between countries. Currently, information exchanged between and among countries is limited. According to OECD study, this is largely either because of the national legislations or due to intellectual property and data protection laws. Other than these, confidentiality and liability rules affecting civil servants, protection of on-going investigations or legal proceedings and information sharing reciprocity are also major factors. Language barrier may limit the utility, even when the information is available.

Likewise, consumers across the globe need clearer information about the products they purchase, in terms of product labelling, warnings and instructions for use to make an informed decision. This would also help to improve the traceability of products, which are exported and imported so as to take appropriate action at the country of origin. But, for this to happen, international cooperation must be improved and legal barriers need to be tackled. It is often seen that the product labelling is inadequate, especially while doing online purchasing from far across borders. Either labelling rules are inconsistent or given information about the product are in regional language making it futile. Some form of standard rules for product labelling, instructions and safety warnings are therefore vital.

Comprehensive and timely information about unsafe products on international platforms are also essential to take appropriate decision. Such international data on unsafe products would act as a check on dumping of products that are condemned in one country and being sold in other markets where authorities, and consumers, are unaware of its history. (Consumers International, 2018)

Product Liability in India: From Caveat Emptor to Caveat Venditor and Strict Liability

In the existing Consumer Protection Act of India, there is no direct reference to the term product liability and product safety. A new Chapter VI "Product Liability" has been added in the new Consumer Protection Bill, 2018 defines product liability as the

The three basic ways a product may be defective are by design, manufacture or failure to warn of dangerous propensities of the product. A product is considered defective if it does not provide the level of safety – which the community, generally, is entitled to expect. responsibility of a manufacturer or vendor of goods or service provider to compensate for injury or damage caused to a consumer by defective products sold to a consumer or deficiency in services. Important features of this newly added proposed provisions on Product Liability is a provision, which assigns liability to the seller, in case manufacturer is not identified and the provision that makes seller liable when the manufacturer is outside the jurisdiction of the state.

Product Safety- Indian Scenario

Though in India, common law tortious liabilities are still available to protect the consumers. The foundation of such tortious remedy can be traced back to the case of Donoghue v. Stevenson ([1932] AC 562 (H.L)) which laid the principle that manufacturer owes a duty of care to every possible consumer of his product.

The other regulations which protect the consumers are Sale of Goods Act of 1930, Consumer Protection Act of 1986 and statutes pertaining to specific goods. There is no dedicated law on product safety.

State of Indian Consumer

The state of consumer safety in India has never been encouraging. As evident from the 'State of Indian Consumer Report 2012' prepared by CUTS (with support from Department of Consumer Affairs, Government of India), it was found that there was a serious lack of consumer awareness about safety standards/certification. Only 22 percent consumers reported that they always assessed products or services in terms of their potential to cause threat/hazard. In fact, 32 percent consumers never considered the safety aspect of a product before making a purchase. The proportion of such people is more in rural area as compared to urban area as most of the rural consumers areoften illiterate and/or ignorant of their rights.

The need for consumer awareness and empowerment are



becoming the clarion call in almost all the sectors. Consumers cannot be cheated and callously exploited by the seller and the service providers. Quality assurance and safety of products and services are central to preventing consumer detriment. But, Indian safety standards are far behind when compared to countries like United Kingdom and America.

Most of the manufacturers often just do the bare minimum to meet the standards. In service sector particularly, India is still in the process of establishing the systems to protect consumers' right to safety despite services being such a crucial part of the country's economy. Right to safety means the right of the consumer to be protected against products, production processes and services which are hazardous to health or life. It includes concern for consumers' long-term interests as well as their immediate requirements.

Like other consumer rights, the right to safety is an important area of consumer protection which needs timely inspection and evaluation. The UN Guidelines for Consumer Protection clearly mention the right to safety as one of the inalienable rights of the consumer. The Constitution of India and other legislations also have provisions regarding the right to safety. But in India, to realize the right to safety, it is not enough to just have safety acts and policies in place. It is equally important that acts and policies are implemented well, monitored and popularized among the masses, so that the peopletoo can play a constructive and participatory role to ensure their own

safety. By empowering consumers, visibility, accountability and functioning of agencies mandated to ensure consumers' right to safety in India would be enhanced.

Role of Consumer Organisations

Consumer organisations have an important role to play in empowering and protecting consumers by assisting victimised consumers and acting as watchdogs and advocates. They should be given adequate governmental support to perform this role. They can help to improve global market conditions through education and spreading the awareness about the global market.

But, for anything to happen positively across the globe, what is more important is the need for strong and effective governance within each country, with independent oversight, that prioritises consumer safety. Unfortunately, though majority of the countries have some sort of consumer product safety legislations, most of the countries hardly have a strong enforcement.

Conclusion

While the world has developed into a single market, it has become imperative for every country to learn from the each other and arrive at a common understanding. Working towards a sub-regional, regional and global coalition for consumer protection needs to be looked into with much more vigour. Improving mechanism for enhancing communication, mutual sharing of best practices, products banned and recalled, creating new initiatives for capacity building and starting joint campaigns with regard to product safety need to be pushed and pursued in larger interest.

It is a fact that without people's active participation, the laws and regulation won't alone solve the purpose, their effectiveness will only rely on the alertness and awareness of consumers and a responsive government.

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OPINION

ETHICAL SOURCING Do Consumers And Companies Really Care?

IT SEEMS THERE is a continuous stream of companies announcing new efforts to become more sustainable and engage in ethical sourcing practices. But do people really care about ethically sourced goods? Some reports say consumers do, while other research shows it doesn't actually change shopping habits.

For companies and supply chain organizations, ethical and sustainability efforts are often linked to business factors like reducing costs and improving brand image. We take a look at how ethical sourcing is shaping the way products are produced and sold today, and if it's having an impact on what people are actually purchasing.

Ethical sourcing is the process of ensuring the products being sourced are obtained in a responsible and sustainable way, that the workers involved in making them are safe and treated fairly and that environmental and social impacts are taken into consideration during the sourcing process. According to the Chartered Institute of Purchasing & Supply (CIPS), ethical sourcing also means the procurement process respects international standards against criminal conduct and human rights abuses and responds to these



issues immediately if identified.

According to Steve Polski, senior director of responsible supply chains and sustainability at Cargill, consumers consistently say they want more sustainable products and services but are often unwilling to pay a premium. Polski has spent years researching this topic, and he has found that consumers care about a company's sustainability and ethical sourcing efforts and may reward it with brand loyalty, but they generally don't want to pay more for the products.

"We know this is a growing area of opportunity for businesses throughout the supply chain, but there is limited data that supports consumers are willing to pay more at the checkout counter," Polski said. "It requires businesses to think creatively about the economic incentives for sustainability programs, which include supply chain and operational efficiencies."

When it comes to behavior of businesses, Polski said companies often commit to ethical and sustainable practices for one of three reasons: 1) to mitigate risk 2) to reduce operating costs or 3) to elevate their brand image to grow sales.

Bob Ernst, who serves as the director of procurement infrastructure at KPMG and is also involved in the company's supplier diversity and sustainable procurement efforts, said awareness around sustainable and ethical sourcing has really grown and company efforts are not only just about building up a brand.

Yes, sustainable practices and even supplier diversity efforts, are "feel good" initiatives for businesses, Bob said, adding he is proud to work for a firm that embraces those principles. These practices also serve as a competitive advantage, especially when it comes to recruiting young talent out of college, as Bob said many of those entering the workforce are very sensitive to sustainability. However, Bob added, companies still practice sustainability and ethical sourcing for "the right reasons." "The reality is, a lot of people care, and I mean a lot of people," he said.

The Consumer Side

A recent study by GT Nexus, a cloud supply chain platform provider, showed there is a demand for ethically and sustainably sourced products. The survey of more than 1,100 U.S. consumers found 52% said they would pay more for food and beverage products that were sourced under ethical and sustainable means. When it came to clothing and footwear, 45% of consumers would pay more for such products and 44% of consumers would pay more for ethically sourced over-the-counter pharmaceuticals.

The survey also found just how much consumers said they were willing to pay for ethically and sustainably sourced products. Thirty percent said they would pay up to 5% more and 28% said they would pay up to 20% more for such products. A quarter of consumers also said they actively sought sourcing origin information when they made their most recent purchase.

Actions May Speak Louder Than Words

Such findings would make companies believe ethical sourcing practices are not only good for the welfare of workers and the environment but also a smart business tactic. However, other research on this topic showed that while consumers say they care about this issue, they do not actually follow through when it comes to shopping habits.

Take, for instance, the findings from a study conducted by Nielsen that tried to separate "passive ecofriendly" consumers from passionate ones. Respondents were largely in support of purchasing goods that were sourced ethically, with 40% of North American study participants saying they were interested in buying from socially responsible brands. Yet when asked if they check the labels on products to ensure the company was actually committed to making a positive social and environmental impact, just 32% of North American participants said they took such action when purchasing a product.

Another study by Hershey and Kansas State University showed evidence that some millennials in particular may be among these "passive eco-friendly" consumers. The study, "Millennials and Chocolate Product Ethics: Saying One Thing and Doing Another," stated that while millennials (identified as "MGs" in the report) said they cared about factors such as organic and certified ethically sourced ingredients in their chocolate, when it came time to buying the product, few took such factors into consideration.

"[E]ven those MGs expressing a desire for factors like organic or certified ethical sourcing often confessed that they were unwilling to pay the substantially higher price necessary to obtain these product characteristics," the report said. "The choice study revealed that for most MGs in our sample, the preferences for the social factors were small and thus unlikely to outweigh dominating factors like price, brand and ingredients."

A recent Quartz article also pointed to a 2005 study that showed consumers actually avoid learning about how or where a product was sourced so they do not have to address possible negative emotions. Another more recent study by the Journal of Consumer Psychology showed that more than 85% of the 147 students surveyed chose not to learn about the ethical sourcing efforts behind different brands of jeans.

Companies Taking Note

Despite studies like those above creating some level of doubt about purchasing habits, it seems many companies are taking consumers at their word. Brands continue to promote ethical sourcing and sustainability efforts. See the announcement from Denny's on its move to cage-free eggs as an example:

"We believe our guests care about how their food is sourced and so do we," Denny's President and Chief Executive Officer John Miller said in a statement. "For more than 60 years, we have listened to our guests to understand what they care about the most, without sacrificing on quality, taste or value. The humane treatment of animals remains an important part of our brand's sourcing strategy, and our commitment to this transition underscores our confidence in the ethical evolution of supplier capabilities."

There is opportunity for ethical sourcing and sustainability efforts, such as the one demonstrated by Denny's above, to prove profitable for companies and to spark positive change. The conversation over ethical and sustainable products is good to have, as it may make consumers think about changing their behavior and paying more attention to what they are buying.

"Businesses today are looking at sustainability differently than they were even a few years ago," Polski said. "It's an exciting time to be working on supply chain sustainability and I think we're approaching an inflection point among consumers as well."

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