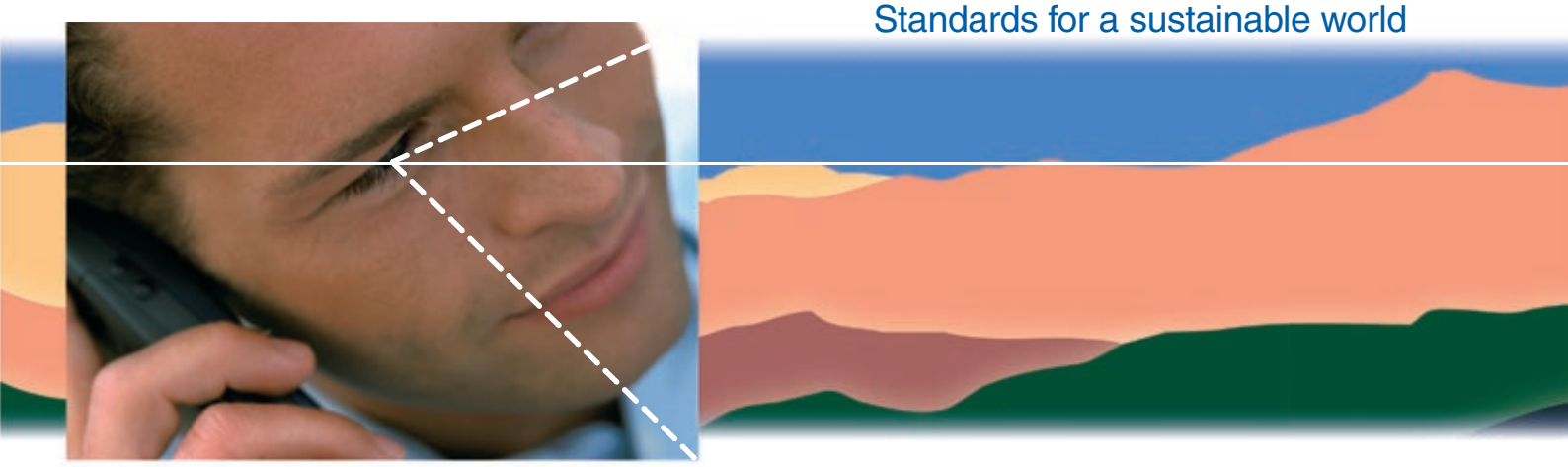
ISO Strategic Plan 2005-2010

Standards for a sustainable world



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Foreword

The *ISO Strategic Plan 2005-2010* outlines the global vision for the Organization in 2010, together with the seven strategic objectives set out to meet the expectations of its members and stakeholders and the results ISO expects to achieve.

This Strategic Plan identifies the actions to be pursued or undertaken to achieve these results. It has been prepared following a wide consultation of the stakeholders, through the ISO members, and of the major International Organizations with which ISO collaborates.

The means to implement and monitor the Strategic Plan, as well as the main elements of the added value that ISO brings to its stakeholders and the world community, are also summarized.

The *ISO Strategic Plan 2005-2010* was approved unanimously by the ISO General Assembly at its 27th meeting in Geneva on 15-16 September 2004.

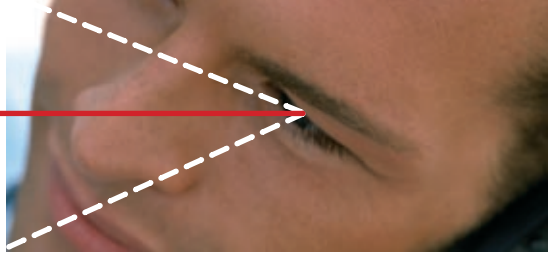
Global Vision for ISO in 2010

ISO's International Standards and deliverables support:

- facilitation of global trade,
- improvement of quality, safety, security, environmental and consumer protection, as well as the rational use of natural resources,
- global dissemination of technologies and good practices,

all of which contribute to economic and social progress.

Through the network and collaboration of its national member bodies, international liaisons, regional cooperation and partner organizations, ISO constitutes a leading platform for the production of globally and market relevant International Standards. ISO's consensus-building mechanisms, multi-sector coverage and ability to efficiently disseminate and promote its range of deliverables are recognized and relied upon by industry, public authorities, consumers and other stakeholders, thus helping to materialize the aim of "one standard, one test and one conformity assessment procedure accepted everywhere". In this way, ISO contributes to a more efficient and sustainable world economy.



Seven key objectives for 2010

Expected results and actions for their achievement

1 Developing a consistent and multi-sector collection of globally relevant International Standards

Result ✓ *Industry, public authorities, consumers and other stakeholders recognize, appreciate and rely on ISO's added value for producing International Standards and deliverables which support the global trade in products and services, cross border infrastructures and transactions, as well as the dissemination of new technologies, new business methods and good management and conformity assessment practices.*

Actions

- **a** Increase and monitor the effectiveness of ISO procedures and initiatives for identifying market needs and opening new work areas.
- **b** Optimize the architecture of technical bodies (TC/SC/WG/JWG) to deal with sector, cross-sector and horizontal issues.
- **c** Promote and monitor the implementation of the ISO policy on global relevance of ISO technical work and publications, so that ISO International Standards may be used as broadly as possible.
- **d** Review ISO's language policy relating to the development and publication of International Standards with a view to increasing their quality, timeliness and dissemination.

2 Ensuring the involvement of stakeholders

Result ✓ *ISO, through its national members, its network of liaisons and partnerships, its coherent set of deliverables, its electronic accessibility and its initiatives, promotes the value of voluntary standardization, allows adequate involvement of interested and affected stakeholders in its work and processes, and thus builds the appropriate level of consensus to ensure that its deliverables are effectively used and recognized in world markets.*

Actions

- **a** Survey and facilitate the involvement by its members of interested and affected stakeholders at the national level, especially private sector, public sector and authorities, as well as consumer organizations.
- **b** Optimize liaisons and involvement with representative international organizations of stakeholders.
- **c** Develop mechanisms to better capture the expectations and feedback of industry stakeholders.
- **d** Investigate funding to support the participation of under-represented groups (e.g. consumers).
- **e** Assess whether IWAs (International Workshop Agreements) are an effective means to enable alternative modes of stakeholder participation in ISO and clarify the corresponding business model.
- **f** Develop and disseminate training and educational material on the nature and practice of voluntary standardization for teachers and students, participants in standardization, staff of ISO members and other standards developing organizations.
- **g** Enhance communication tools, develop initiatives and encourage studies to demonstrate and promote the economic and social benefits of voluntary standardization to political and economic leaders, higher education, standards users and the general public.

3 Raising the awareness and capacity of developing countries

Result ✓ *ISO supports and facilitates developing countries' access to world markets, technical progress and sustainable development through increased awareness and participation in international standardization and related activities (e.g. conformity assessment). ISO promotes their active involvement in its work. Members from developing countries have access to tools, processes and programmes which assist them in building their capacity, participating effectively in ISO's technical work and implementing International Standards.*

Actions

- **a** Promote new membership and the upgrading of existing membership, in particular from countries signatory to the World Trade Organization.
- **b** Complete the implementation of the action plan for developing countries adopted in 2003 by promoting the identification of needs and the allocation of funds, encouraging exchange of experience between ISO members and optimizing resources, e.g. through coherent regional and sub-regional cooperation.
- **c** Develop means to enable developing countries to better identify priority sectors for their economies in order to optimize their involvement in the development, adoption and implementation of International Standards.

4 Being open to partnerships for the efficient development of International Standards

Result ✓ *ISO promotes cooperation and inclusiveness that can assist in the timely delivery and efficient maintenance of a comprehensive and consistent collection of International Standards and other deliverables. ISO proactively pursues with IEC and ITU the convergence of policies, procedures and best practices and seeks to optimize initiatives, expert input and resources. ISO is also open to collaboration with international organizations and other entities with global reach engaged in standards development, where this may contribute to improving the development and dissemination of International Standards.*

Actions

- **a** Participate actively with IEC[1)] and ITU-T[2)] in the WSC (World Standards Cooperation) and promote its concept and actions, e.g. by improving mechanisms for coordinating technical programmes, launching joint activities, especially in areas of converging technologies and mutli-disciplinary areas supported by stakeholders and seeking convergence on common policy issues such as IPR and patent policies.
- **b** Promote relations/interactions between IEC, ITU and ISO's Policy Development Committees (COPOLCO, CASCO and DEVCO).
- **c** Encourage consultations by ISO members with their IEC counterparts, when these exist in their countries, to support and monitor increased ISO/IEC collaboration and synergies as a strategic priority.
- **d** Optimize the use and effectiveness of fast track procedures in ISO.
- **e** Enter into targeted partnerships for the development of International Standards with Standards Developing Organizations having multinational input and a global reach, respecting ISO's fundamental principles and when ISO members agree that such partnership may deliver International Standards more effectively than any of the normal ISO processes.

1) *IEC:* International Electrotechnical Commission

2) *ITU-T:* International Telecommunication Union – Telecommunication Standardization Sector

5 Promoting the use of voluntary standards as an alternative or as a support to technical regulations

Result ✓ *Governmental authorities are aware of the benefits and modalities of making reference to ISO International Standards in regulations or as an alternative for regulations. They participate effectively in their development, both through ISO members and through ISO's collaboration with relevant inter-governmental organizations.*

Actions

- **a** Develop more systematic and proactive relations with Intergovernmental Organizations (IGOs) involved in the harmonization of regulations (e.g. : UN/ECE, CODEX, ILO, IMO, WHO [1]).
- **b** Develop material describing and encouraging modalities for using or making reference to International Standards in regulations or as an alternative to regulations.
- **c** Review the procedure for New Work Items to better identify when the deliverable may be developed and promoted for use in a regulatory context, and to adjust its development accordingly.
- **d** To promote participation of government representatives in the standards development process through ISO members or IGOs.

1) *UN/ECE :* UN Economic Commission for Europe
CODEX : Codex Alimentarius Commission
ILO : International Labour Organization
IMO : International Maritime Organization
WHO : World Health Organization

6 Being the recognized provider of International Standards and guides relating to conformity assessment

Result ✓ *ISO, in cooperation with IEC, provides a comprehensive range of standards and guides for the implementation and recognition of good conformity assessment practices, suitable for all forms of first, second or third party involvement and evaluation, widely used by suppliers, conformity assessment operators and accreditors and recognized by customers and public authorities. It is clearly recognized that ISO is not directly involved in assessing conformity to its standards, but monitors the use of its brand name in relation to conformity assessment.*

Actions

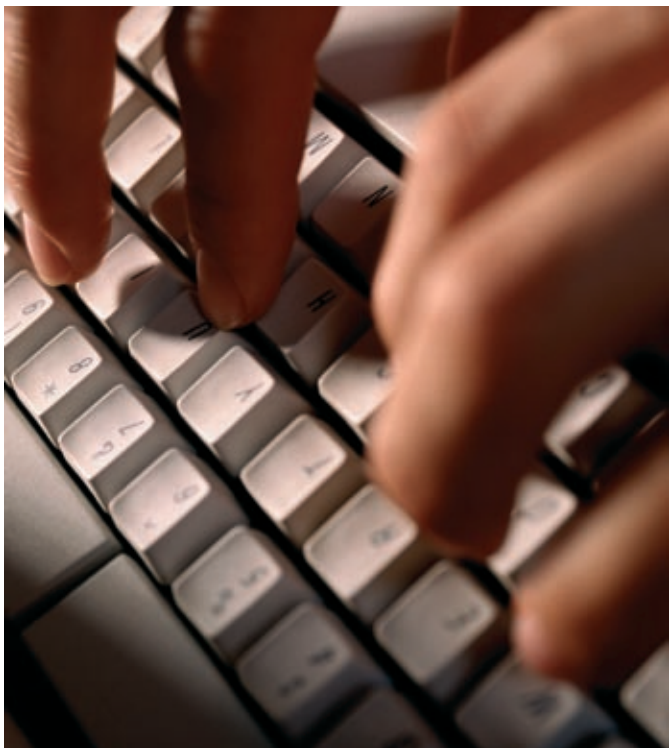
- **a** Complement, maintain and promote a comprehensive set of voluntary standards and guides relating to first, second and third party conformity assessment practices and recognition.
- **b** Encourage their endorsement by IEC, ITU-T and ISO, and use by their members.
- **c** Promote their use and referencing by regulators and in sector initiatives when conformity assessment is involved.
- **d** Monitor references to ISO's name and act to deter inappropriate use or denigration.

7 Providing efficient procedures and tools for the development of a coherent and complete range of deliverables

Result ✓ *ISO offers a clear, comprehensive and efficient set of procedures and IT tools to support the development of a coherent and complete range of deliverables, appreciated, understood and effectively implemented by ISO members and participants in the technical work.*

Actions

- **a** Clarify and possibly simplify the range of deliverables, monitor the consistency of their use across TCs and develop communication material to explain them to the market.
- **b** Effectively implement the agreed policies regarding business plans, service agreements, process tracks, review of work items and maintenance.
- **c** Consider alternative business models and procedures for emerging and fast-growing technologies.
- **d** Consolidate the development and use of shared and member-/expert-friendly IT services at all stages of the ISO standardization and standards dissemination processes, and promote their compatibility with those used by member bodies.
- **e** Seek continuous improvement of collaborative arrangements and strategic relations with external providers of IT services.



Implementation

The implementation of the ISO strategic plan 2005-2010 requires a well coordinated effort of all ISO's organizational entities and members, including technical and governance bodies and the central supporting functions. *The ISO Code of Ethics* applicable to ISO as an organization, its members, its governance bodies and Central Secretariat, supports the added value and confidence in its processes.

Being the central supporting function, the ISO Central Secretariat, should in particular:

- maintain a balanced funding structure, adequate to support the implementation of the Strategic Plan;
- prioritize activities and allocate resources in a way that is consistent with the objectives set out in the Strategic Plan – which, inter alia, requires that the allocation, qualification and motivation of staff be optimized in order to be more proactive in addressing market expectations for International Standards, and in introducing stronger business planning, development and project management practices;
- optimize and adjust resources and adapt to the increasing demand for information, training and support services;
- offer additional services that improve the financial viability of the Organization, while complementing those services offered by the ISO members.

An "Annual strategy implementation plan" defines the intermediate objectives and actions to be undertaken by ISO in order to move forward with the accomplishment of the Strategic Plan.

In particular, the "Annual strategy implementation plan" contains, for the corresponding timeframe:

- general measures to be undertaken to promote, strengthen or rationalize activities, functions, processes or organizational entities of the ISO system (including both functions and activities covered by the Central Secretariat as well as by members);
- specific strategic initiatives aimed at fulfilling one or more strategic objectives, focusing on issues considered of highest priority;
- performance indicators against which to measure the progress of the implementation of the strategic plan;
- the main elements which have an impact on the ISO Central Secretariat budget, i.e. external expenditures and resources to be added or subtracted – relating to specific services or fields of activity of the Organization.

ISO's added value

The implementation of the ISO 2005-2010 Strategic Plan capitalizes on, and strives to consolidate and promote, the added value that ISO has demonstrated and built since its creation in 1947. Its relevance and success so far is demonstrated by its high and increasing national membership, the extent of the liaisons it has established with other governmental and non governmental international organizations and the supply and maintenance of a collection of over 14 000 International Standards.

ISO's added value is based on:

- recognized experience in international consensus building;
- a brand name and wide recognition on the world scene;
- a diversified scope, a broad range of deliverables and cross-sector consistency;
- its strong national membership base, which ensures, through the involvement of a broad range of stakeholders, the adequacy of the consensus, the dissemination of its deliverables and the market feed-back required for their maintenance and development;
- its extensive networking, at both the international and the regional levels;
- the ability to provide International Standards to assist in the implementation of regulations;
- its leadership in the production of standards and guides for conformity assessment;
- its leadership in regard to the use of IT tools for the production and dissemination of standards.

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