

ISO Strategic Plan

2011-2015



Solutions to Global
Challenges



ISO the International Organization for Standardization

ISO has a membership of 163* national standards bodies from countries large and small, industrialized, developing and in transition, in all regions of the world. ISO's portfolio of over 18 500* standards provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and social.

ISO standards make a positive contribution to the world we live in. They facilitate trade, spread knowledge, disseminate innovative advances in technology, and share good management and conformity assessment practices.

ISO standards provide solutions and achieve benefits for almost all sectors of activity, including agriculture, construction, mechanical engineering, manufacturing, distribution, transport, medical devices, information and communication technologies, the environment, energy, quality management, conformity assessment and services.

ISO only develops standards for which there is a clear market requirement. The work is carried out by experts in the subject drawn directly from the industrial, technical and business sectors that have identified the need for the standard, and which subsequently put the standard to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, testing laboratories, consumer associations and academia, and by international governmental and nongovernmental organizations.

An ISO International Standard represents a global consensus on the state of the art in the subject of that standard.

* At the end of October 2010.



2011-2015

Global Vision for ISO in 2015

To be the world's leading provider of high quality, globally relevant International Standards through its members and stakeholders

ISO's Mission

ISO develops high quality voluntary International Standards which facilitate international exchange of goods and services, support sustainable and equitable economic growth, promote innovation and protect health, safety and the environment.

ISO develops its standards through an effective process which meets customer needs and:

- Ensures consensus amongst stakeholders and across countries, through the national delegation principle
- Is fully compliant with the core principles affirmed in the *ISO Code of Ethics*, that require the process to be open, transparent and impartial
- Increasingly facilitates and supports the participation of developing countries
- Produces coherent, effective, widely recognized and relevant standards.

Seven Key Objectives to Achieve the Vision



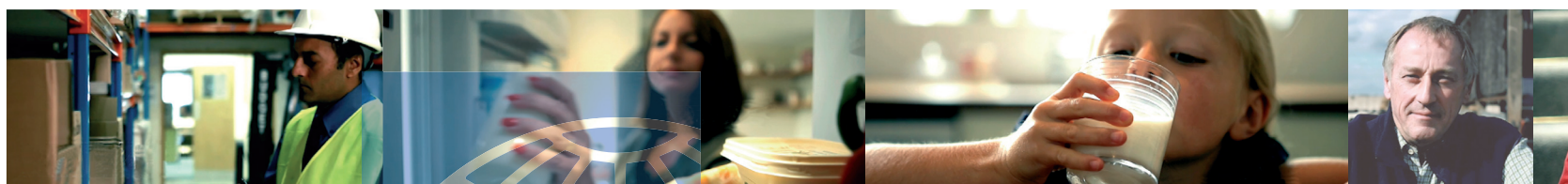
1

ISO deliverables meet customer needs

In each sector that ISO addresses, business, government, consumers and other stakeholders recognize and rely on ISO as the leading platform for the development and dissemination of globally relevant solutions.

Actions

- 1.1 Ensure that ISO deliverables are solutions-oriented and create substantial value for standards users, meeting customer needs in terms of type of deliverable, quality of content, clarity, format and access
- 1.2 Ensure that ISO is the preferred international forum in which to meet standardization needs in existing and new areas that address globally relevant issues and for which solid justification, clear objectives and broad stakeholder support exist
- 1.3 Design and develop more advanced electronic deliverables making the content of standards accessible to users in relevant formats and media
- 1.4 Promote and encourage the implementation of ISO standards to maximise benefit to standards users and learn from market experience to further improve the global relevance and uptake of ISO standards
- 1.5 Develop a coherent, modular system of management systems standards that support lean and cost-effective implementation, based on the views of users
- 1.6 Ensure that ISO standards and guides relating to conformity assessment practices are comprehensive, harmonized and suitable for all types of enterprises from all nations. A claim of conformity must result in a high level of user confidence.



2

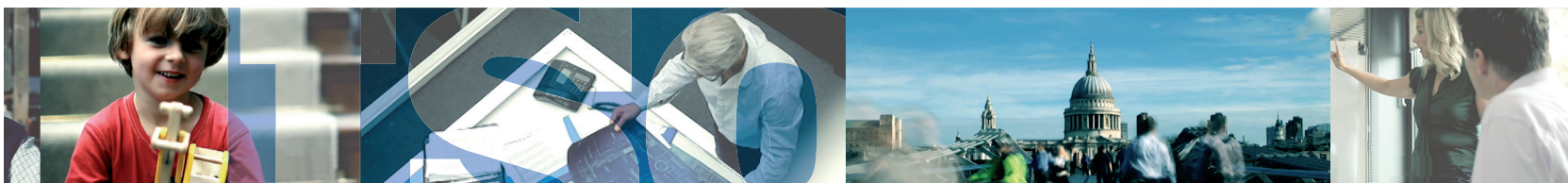
ISO standards promote innovation and provide solutions to address global challenges

ISO standards incorporate state-of-the-art knowledge of relevance to standards users and are broadly used to address the global challenges of the 21st century

Actions

- 2.1 Reinforce ISO's ability to address global challenges by identifying, prioritizing and developing International Standards that anticipate and meet market and society needs
- 2.2 Provide and promote International Standards as instruments that support technological change, process improvement and technology transfer among sectors and across borders
- 2.3 Actively develop links between standards and research and development to foster innovation by utilizing the ISO members' network

- 2.4 Promote International Standards as enablers for bringing innovation to the market place, facilitating the development of new markets and the improvement of consumer understanding and confidence.



3

The capacity and participation of developing countries in international standardization is significantly enhanced

Participation of developing countries in international standardization is essential to ensure the global relevance of ISO standards and to contribute to developing countries' access to world markets, technical progress and sustainable development.

ISO succeeds in enhancing developing country participation through processes, programmes and tools which assist them in building their standardization capacity, engage national stakeholders, participate effectively in technical work and implement International Standards.

Actions

- 3.1 Identify the successful measures that have the potential to expand standardization capacity building, technical assistance and training, facilitation of participation in standards development and dissemination of standards content and incorporate them into the new *Action Plan for developing countries* for the period 2011-2015
- 3.2 Implement the *Action Plan for developing countries 2011-2015*
- 3.3 Share best practices for the identification of priority sectors in economies and national infrastructures, to optimize the involvement of developing countries in the development, adoption and implementation of International Standards
- 3.4 Include in ISO's strategic priorities the standardization fields of key interest to developing countries
- 3.5 Encourage membership in ISO and help national standards bodies to fully exploit the benefits attached to such membership, taking into account the specific needs of members from countries with limited resources (such as those from smaller countries)
- 3.6 Strengthen ISO's cooperation with regional economic communities and regional standards organizations, promote and encourage cooperation and exchange of experience between ISO members at the regional and sub-regional level.



4

ISO excels in reaching out to and engaging stakeholders

Active involvement in the ISO standards development process of industry, government, consumers and other stakeholders is essential and ensures the relevance, quality and use of ISO standards. Through the national members, ISO ensures the engagement of all relevant stakeholders, facilitates their participation in standards development and recognizes their contribution

Actions

4.1 Identify, develop and promote best practice for effective guidance and monitoring tools that assist ISO members and liaisons in engaging stakeholders from each of the relevant stakeholder groups and monitor the representation and balance of stakeholder engagement

4.2 Communicate standardization projects more effectively to stakeholders at the international and national levels, using new technologies and tools in order to capture broader stakeholder views during the development process

4.3 Support the engagement and participation of stakeholders with limited resources, such as smaller enterprises and consumers

4.4 Clarify to public authorities that ISO standards are voluntary, do not seek to establish public policy, and bring substantial value as efficient and cost effective tools in support of the implementation of public policies and as an element of good public governance

4.5 Differentiate International Standards, developed in compliance with ISO's due process, from other types of standards or specifications

4.6 Promote participation of government representatives in the standards development process through ISO members or intergovernmental organizations.



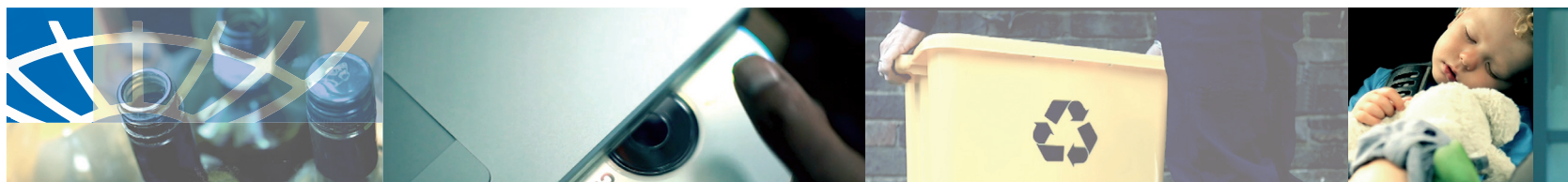
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ISO fosters partnerships that further increase the value and efficient development of International Standards

ISO effectively promotes and manages partnerships with international organizations, standards developing organizations, industry consortia, civil society and academia, to increase the value and the efficient development of International Standards

Actions

- 5.1 Work more closely with IEC and ITU to align policies and coordinate activities, especially in areas of converging technologies, with a view to efficiently serving the needs of stakeholders and of the ISO constituency
- 5.2 Strengthen the cooperation with existing and potential new partner standards developing organizations, with industry consortia, the scientific community and civil society, when such partnerships add value to and increase the efficiency of the development of International Standards
- 5.3 Further extend the close cooperation with inter-governmental organizations and international stakeholder organizations that can provide sound business knowledge in specific sectors or fields; identify the need for new ISO standards; and support their market acceptance
- 5.4 Strengthen the cooperation with regional standards organizations to foster information exchange within each region on ISO strategic directions and standards projects, and to identify priorities for new ISO standards in each region
- 5.5 Ensure that liaison organizations provide a benefit to ISO and its committees that is comparable with the benefit they receive through their access and influence in ISO.



6

ISO and its processes are significantly improved

ISO uses clear, transparent and rigorous procedures and implements optimal structures, systems and processes, to support the development of high quality deliverables that meet the needs of standards users.

Actions

- 6.1 Ensure that the structure and governance of ISO are efficient and effective and support ISO's mission and vision
- 6.2 Create clear, closer links between high-level priorities and actual TC/SC work programmes
- 6.3 Improve the efficiency and effectiveness of the standards development process with a view to increasing the quality and speed of development of ISO deliverables
- 6.4 Ensure that TC/SC secretariats and chairs are assigned to those individuals and organizations that are in a position to be the most effective in achieving the goals of the ISO system
- 6.5 Provide high quality training and support services to all participants in standards development and implementation, helping them to effectively participate and use standards
- 6.6 Ensure that all stages of ISO's standardization process benefit from best practice IT support systems.



7

ISO and the value of voluntary International Standards are clearly understood by customers, stakeholders and the general public

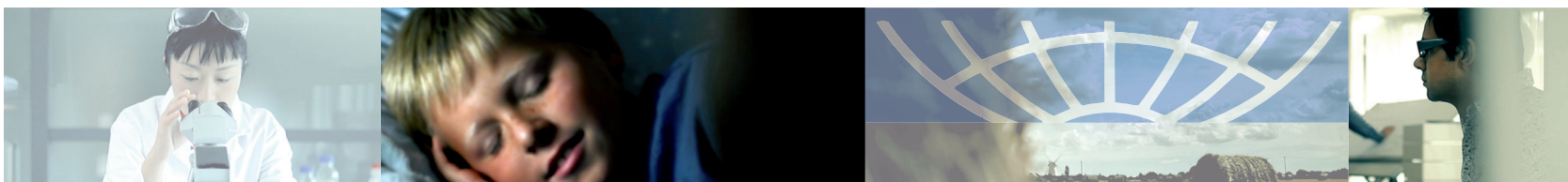
ISO communication to all categories of stakeholders, both in support of its members and through its information services and networking initiatives, has significantly raised the profile of ISO and led to an increased recognition of the importance of its activities.

Actions

- 7.1 Intensify market understanding and analysis, through cooperation with ISO members and improve on communication and promotion activities, with a view to extend ISO's reach and demonstrate value to users
- 7.2 Promote existing studies and develop new studies to demonstrate the economic and social benefits of International Standards to organizations, industries, the public sector and society
- 7.3 Develop communication material, publications and services for clearly identified target audiences that can be used by the ISO constituency. Special attention will be given to Web-

based services, new media and communication platforms such as social networks

- 7.4 Strengthen the cooperation with education institutions at national and international levels, to develop and support curricula on standardization at all levels of education, and to include academia's contribution, from the cutting edge of research and technology, in the standards development process.



ISO's added value is based on:

- Recognized experience in international consensus building
- Wide recognition of brand and name on the world scene
- Robust, well-proven processes that are transparent, inclusive and open to ensure that ISO standards are the result of strong consensus among a wide range of relevant stakeholders
- A broad range of deliverables covering most sectors of the economy, and core issues affecting the environment and society
- Strong national membership base which ensures broad consensus, wide dissemination of ISO deliverables and market feedback for their maintenance and development
- Extensive networking, at both international and regional levels
- Ability to provide International Standards to assist in the implementation of regulations
- Leadership in the production of standards and guides for conformity assessment
- Leadership in the use of IT tools for the production and dissemination of standards.





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