International Electrotechnical Commission
Commission Electrotechnique Internationale
Международная Электротехническая Комиссия

IEC Masterplan

Vision

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IEC everywhere for a safer, more efficient world.

Mission

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Our mission is to achieve worldwide use of IEC International Standards and Conformity Assessment Services that ensure the safety, efficiency, reliability and interoperability of electrical, electronic and information technologies, to enhance international trade, facilitate broad electricity access and enable a more sustainable world.

A global network of some 170 countries that covers 99% of world population and electricity generation

Offers an Affiliate Country Programme to encourage developing countries to use and participate in IEC work free of charge

Develops International Standards that represent a global concensus of state-of-the-art know-how and expertise. Administers Conformity Assessment Systems

Over 20 000 experts

> 100 years expertise.

Values

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→ **Trustworthy:** collaboration of the world's top experts through consistent and well established processes and procedures
→ **Inclusive:** broad participation of all public and private sector stakeholders from developed and developing countries working together as volunteers under a one country, one vote principle
→ **Independent:** not-for-profit and neutral, working through consensus
→ **Progressive:** continuously adapting to evolving needs of society and industry to remain globally relevant and effective

About the IEC

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The IEC is a worldwide, independent, not-for-profit membership organization (funded by membership fees and sales), that develops state-of-the-art, globally relevant International Standards for electrical, electronic and information technologies.

The IEC provides a standardized approach to conformity assessment and offers unique services to support the testing and certification of components, products and systems, as well as the competence of persons.

IEC work impacts about 20% of global trade (in value) and looks at aspects such as safety, interoperability, performance and the environment for a vast range of technology areas, including energy, manufacturing, transportation, healthcare, homes, buildings and cities.

www.iec.ch

IEC strategic objectives

1. Market and societal relevance

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1.1 Responding effectively to market and society needs

The IEC will strengthen its capacity to identify and respond to emerging (and potentially disruptive) technology developments, as well as to market and social trends. The role of the Market Strategy Board (MSB) will be essential and its activities and influence should be expanded so it becomes a "think tank" that gathers insight from industry and the worldwide research community, and proactively steers the future of IEC work. The MSB should also contribute to making the IEC the preferred choice for public-private sector dialogues on market and technology developments, before standardization needs arise. Opportunities to help address societal issues, such as climate change, ageing population and security, and to support free and fair international trade in products and services should be proactively identified and promoted.

1.2 Bringing together all relevant stakeholders

The IEC will continue to proactively strengthen its relationship with industry (including manufacturers, SMEs, operators, installers, utilities, as well as IT and other service providers), as the main core contributor and user of its work. However, this should not result in other stakeholders being neglected and particular attention should therefore also be given to regulators and policy makers, to build trust and use of IEC work in regulatory and legislative activities. Furthermore, end users of conformity assessment services should be given a forum to provide direct input on related IEC activities. Stakeholder identification and engagement should be the responsibility of the entire IEC community, in particular National Committees and Technical Committees, and sharing of best practices should be encouraged.

1.3 Providing innovative solutions to collaborate with other organizations

The IEC will become a leader in fostering partnerships and collaboration whenever appropriate by establishing new approaches for effective collaboration with other organizations, in particular international and regional standards development organizations and conformity assessment entities, to reduce duplication of effort and avoid fragmentation. The IEC will also recognize the role and importance of industry consortia and foster partnerships with them wherever there is a market demand.

2. Sustainable business model

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2.1 Inspiring trust in and worldwide use of the IEC brand

The IEC brand needs greater visibility and recognition. The IEC will therefore systematically identify and leverage communication and marketing opportunities that enhance global awareness about its work. New ways of promoting technical projects will be investigated, including expanding the use of social media, and targeted messaging on the benefits of IEC work will be developed for different stakeholder and sector groups, with a particular focus on Board-level and senior executives.

2.2 Securing long term stability through a diverse and sustainable revenue mix

A fundamental issue to be addressed will be potential opportunities and challenges to the existing business model. The IEC needs a diverse and sustainable revenue mix and Central Office should support National Committees in seeking and developing appropriate initiatives to broaden sources of revenue. The IEC will therefore analyse market needs and consider business development opportunities to offer more value-added and customized products and services to meet the needs of its customers.

2.3 Establishing strong legal foundations for the entire business model

Developing new revenue streams will require substantial analysis, preparation and planning. The IEC will establish a strong legal foundation covering copyright, intellectual property, security and liability protection.

3. Flexible organization

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3.1 Achieving a transparent governance structure that addresses opportunities and challenges

Coordination between the various IEC governing boards should be enhanced and more transparency on their respective activities and decisions

is needed for the entire community. The IEC should encourage Technical Committees to enhance their strategic role and influence through the consideration of business and policy needs as well as engagement of their respective end users. The geographical balance of leadership positions should be reviewed and addressed where possible. Support should be given to build the capacity of different countries to prepare candidates to take on such positions on the basis of skills and abilities.

3.2 Ensuring IEC work is relevant and used everywhere

The national delegation principle will be continuously built upon and reinforced as a core fundamental strength of the IEC. Additional membership and participation models need to be evaluated to ensure the IEC remains relevant and its products and services are used more broadly around the globe. There may be a limited number of cases where direct industry participation would be appropriate and this should be considered on a case-by-case basis. Attention will also be given to ensuring developing economies have sufficient information and participation channels to contribute to and benefit from IEC work. Members and Affiliates will receive support from Central Office and its Regional Centres to encourage the use of IEC work within their countries and regions, for example in trade agreements and public policies.

3.3 Representing all relevant interests at all levels

IEC National Committees are the backbone of the IEC and have a crucial role in bringing all players to the table to provide relevant inputs into IEC work and ensure the effective implementation of IEC work at the national level. Guidance on the structure, representation and role of National Committees is desired and this should emphasize their role in involving all national stakeholders in the decision-making activities, including financial aspects, as well as their responsibility for IEC conformity assessment activities. Members and Affiliates should continuously self-analyse and adapt their governance, operations and representation to meet their commitments to the IEC.

3.4 Attracting the world's best leaders and experts

To ensure the IEC remains market and volunteer driven, the majority of the leaders and experts must continue to come from industry. Central Office and its Regional Centres will support and encourage National Committees to establish comprehensive programmes to attract newcomers and train their experts. The IEC Young Professionals Programme will be expanded to include concrete actions to enhance involvement in IEC work and additional activities will be developed to support National Committees in outreach activities.

4. Agile operations

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4.1 Embracing new ways of working

In view of the rapidly changing dynamics of today's world and the digital transformation of industry, the IEC community needs to be open to new ideas, technologies and working practices, including innovative approaches for developing, disseminating and selling standards. The IEC will continue to prepare for fundamental changes that will impact its core operations, such as open source and open data trends, and new forms of digital standards that can be used directly by machines. In terms of conformity assessment, continued expansion beyond the scope of IEC standards will be explored as will new opportunities.

4.2 Creating flexible, efficient and cost effective processes and operations

Constructive coordination models among and between IEC operational structures are needed to respond timely and efficiently to market demands. The IEC will continue to develop its systems approach and deliver standards in a timely fashion without compromising on quality or market relevance. New structures will also be required to leverage the expected growth in opportunities for conformity assessment activities. New market needs for conformity assessment services will be systematically evaluated in parallel to the development of a new standard. For all IEC activities, project management will be improved, with measureable targets, and technologies to promote remote meetings and real-time decision-making will be introduced.

4.3 Providing state-of-the-art IT tools

The IEC community should have IT tools that enhance the quality and speed of work, help decrease the cost of participation, are easy to use and support the development of new products and services. Opportunities for digitalization will be leveraged as a mechanism to make the IEC a worldwide leader in the future ways of working. The IEC should consider on a case-by-case basis the opportunity to develop new IT tools collaboratively with other organizations to optimize resources.