

October 2003

TO: Alan Bryden, Secretary General  
International Organization for Standardization

Dear Alan:

As ANSI has stated before, we applaud you as the ISO Secretary General for your initiative, vision and openness to provide the opportunity for ISO national standards bodies and their constituents to contribute constructively to the development and updating of ISO's strategies for 2005 through 2010.

As soon as ANSI received the *ISO Horizon 2010* document for comment, we began the development and implementation of a broad-ranging consultative process inviting comments from all ANSI members in our four stakeholder categories: companies, organizations, government and consumers. The compiled comments from ANSI members were reviewed and synthesized into a draft set of twelve visionary statements, each related to one of the twelve themes of the *ISO Horizon 2010* document, and each presenting a vision of where the ANSI Federation would like to see ISO as an organization in the year 2010. These draft statements were discussed at a September 4, 2003, meeting of the ANSI ISO Council (AIC), an ANSI multi-stakeholder governance group focused on the policy matters of ISO. A small ad hoc group of the AIC then worked to refine the draft visionary statements and add to each of them suggestions for tactical initiatives, which were drawn from the compiled comments submitted by ANSI members. These are the types of tactical initiatives that will support realization of the 2010 strategic vision reflected in ANSI's submission. Following a final review of the draft visionary statements and suggested tactical initiatives by the full AIC, the ad hoc group finalized this input to ISO.

As our ANSI submission is read and considered by ISO Central Secretariat, ISO Council and its Standing Committee on Strategies, we would like to stress the following points:

- ANSI's twelve visionary statements are written as if they reflect the state of ISO in the year 2010.
- ISO must be more attentive to the needs to developing countries and, in particular, work to make DEVCO more pro-active.
- All technological and business advances that may occur between now and the year 2010 cannot be foreseen, and therefore ISO should assure its strategic planning process is flexible so that changing dynamics can be addressed and accommodated during this time frame.
- Careful attention must be given to linking the content of ISO strategic plans for this time period to the ISO budgeting process so that adequate funding is provided to follow-through on the elements of ISO's strategic plans.
- It is premature at this time to develop or suggest indicators or metrics of success in achieving the elements of ISO's strategic plans until drafts of the strategic plans based on member body input are further advanced within the ISO Council and its Standing Committee on Strategies. However, it will be vitally important that such indicators or metrics are developed and added to the plans at the appropriate time in our process.

Consistent with the message you brought to the recent ISO General Assembly, we believe that global market relevance and improved stakeholder input are themes that thread through all areas and are central to achieving each strategic vision. We thank you for your receipt of our ANSI Federation input, and I look forward to working actively with you and our colleagues on the ISO Council Standing Committee on Strategies to develop ISO's strategies for 2005 through 2010.

Best regards,



Mark W. Hurwitz, CAE



# ISO HORIZON

# 2010

CONSULTATIONS TO UPDATE  
ISO STRATEGIES FOR 2005-2010

Contribution from the  
American National Standards Institute

October 2003



## 1 ISO'S SCOPE

### Vision Statement

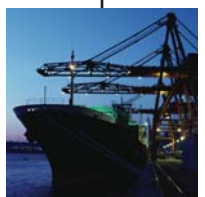
In 2010 . . .

ISO develops International Standards on products, services and systems, including standards for conformity assessment, where there is documented consensus on the global market relevance and requirements of affected stakeholders.

ISO actively coordinates its work program with other organizations developing globally relevant standards to realize one international standard on a given subject and to minimize resource burdens for stakeholders.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Develop and implement a model agreement for coordination of ISO committee work programs with the work programs of other organizations developing international standards.
- Identify a sector and pilot test a vertical sector committee approach (that is, all standards development related to the specific sector in one technical committee with working groups, rather than potentially in several separate technical committees with joint working groups among them), in order to assess the efficiency of this approach.
- Conduct a review of the effectiveness of ISO Guide 72 in relation to the introduction and maintenance of new and existing ISO management system standards and other deliverables (i.e., International Workshop Agreements, Technical Specifications, Publicly Available Specifications) and take appropriate follow-up actions.
- Establish mechanisms for the ISO Technical Management Board (ISO/TMB) to more effectively coordinate the technical work programs and priorities of the ISO Consumer Policy Committee (ISO/COPOLCO), ISO Conformity Assessment Committee (ISO/CASCO), ISO Developing Countries Committee (ISO/DEVCO) and the technical committees.
- To meet the needs of all stakeholders, require proposals to launch new programs to include a cost/benefit analysis.



## 2 INVOLVEMENT OF STAKEHOLDERS

### Vision Statement

In 2010 . . .

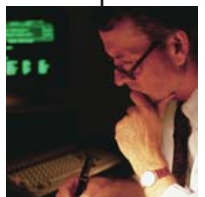
ISO stakeholders have flexibility in selecting technical participation models with the goal of achieving technically as well as globally relevant standards.

Technical participation models could include:

- The traditional ISO technical participation model via ISO member bodies, where there is strong commitment and effective implementation within all ISO member bodies to involve all affected stakeholders in the development of technical positions, on delegations and among the participating experts.
- Balanced direct participation of all affected stakeholders where this adds credibility and global market relevance to the resulting documents.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Assess the International Telecommunication Union — Telecom Standardization (ITU-T) model of participation for potential application in ISO, and implement this as appropriate.
- Pilot test balanced direct participation in a high-tech emerging technology committee and in a committee with a public policy focus, assess the results, and take action to allow for the option of this participation approach.
- Survey member bodies on their internal requirements and practices for stakeholder engagement, and share and encourage the use of best practices in this area.
- Develop statistics on stakeholder diversity among the delegates/experts on ISO committees. Establish a system identifying and defining stakeholders, including a funding mechanism for use where applicable to engage under-represented stakeholder groups.
- Conduct a review of the effectiveness of the ISO International Workshop Agreement (IWA) option as a means to achieve direct stakeholder engagement and take appropriate follow-up actions.
- Amend the ISO processes to encourage member bodies to conduct public review and comment at all major stages of ISO standards development.



### 3 GLOBAL MARKET RELEVANCE

#### Vision Statement

In 2010 . . .

The ISO principles and implementation guidance for global market relevance are well understood, are embraced and are being implemented by ISO member bodies, ISO committee leaders and ISO committee participants.

The resulting ISO standards are timely, responsive to different markets and local conditions, and their use is optimized around the world to facilitate trade.

#### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Continually provide, through ISO and its members, for effective education/training/outreach/promotion of the ISO principles and implementation guidance on global relevance.
- Develop and promote case studies regarding ISO standards that are and are not globally relevant.



## 4 PARTICIPATION OF DEVELOPING COUNTRIES

### Vision Statement

In 2010 . . .

ISO is a leader and is broadly engaged in partnerships with other international organizations and its members on capacity building efforts of the standardization and conformity assessment infrastructures in developing countries.

Developing countries effectively lead and actively participate on ISO committees relevant to their national interests.

Through ISO leadership, sustainable funding has been achieved to support these initiatives.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Implement the recommendations of the ISO Council Developing Countries Task Force (DCTF) report.
- Encourage and monitor developed/developing country cooperative partnerships or twinning arrangements, and make case studies on successful arrangements available to serve as models for others.
- Develop the capacity in ISO Central Secretariat (ISO/CS) staff to successfully access international donor funds to support ISO developing country initiatives.
- Assess the global relevance of the official languages of ISO and their effect on the speed of ISO processes and take appropriate actions.
- Establish methods to assist developing countries with timely access and distribution of documents within the member body.



## 5 COLLABORATION WITH IEC AND ITU-T

### Vision Statement

In 2010 . . .

ISO, the International Electrotechnical Commission (IEC) and ITU-T share and incorporate best procedural practices in the three organizations. Common asset utilization has led to consolidation of services, greater efficiency and cost savings to the organizations and their members. A common process identifies and assigns new work areas in converging technologies.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Study, determine and implement ways in which ISO, IEC and ITU-T, in their cooperative efforts, can engage other major standards organizations (both private and public sector) with global scope to share best practices and realize greater efficiencies.
- Develop a consultative process that engages affected sectors in decisions to initiate potential ISO/IEC/ITU-T cooperative efforts.
- Survey member bodies, which will broadly engage all stakeholders, on the impact of new and converging technologies on national and international standardization activities, organize a forum to address this input, and take appropriate follow-up steps to assure the technical committee structure is sufficiently flexible to accommodate these technologies.



## 6 INCLUSIVENESS

### Vision Statement

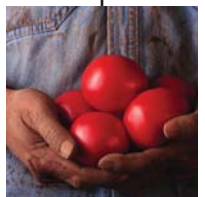
In 2010 . . .

ISO interfaces with and cooperates in efforts with other organizations developing globally relevant standards, utilizing appropriate standards development procedures and commercial terms.

ISO and the organizations with which it cooperates mutually respect the procedures, deliverables, and commercial/intellectual property rights of each other and their members.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Study whether the “Fundamental Principles of the ISO System” document is sufficiently enabling and strives to establish the best ISO interfaces with the differing standards development and commercial models of other partnering organizations.
- Develop a generic model for cooperation between ISO and other standards organizations that recognizes scenarios where these organizations wish for their standards to become ISO standards, as well as scenarios where a sector wishes to coordinate the organizations’ work programs in order to avoid duplicative efforts for stakeholders.



## 7 USE OF ISO STANDARDS IN RELATION TO TECHNICAL REGULATIONS

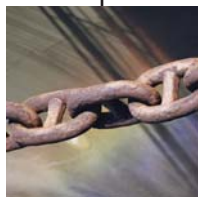
### Vision Statement

In 2010 . . .

ISO is a forum for the development of voluntary globally relevant standards. Where these standards are intended for use in technical regulations or government directives, this intent is clearly stated in the new work item proposal and appropriate stakeholders are engaged.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Survey ISO members on which ISO standards are used in, referenced by, or conflict with existing technical regulations.
- Develop initiatives and materials for ISO and its members to promote the use of globally relevant standards in technical regulations.
- Encourage ISO member bodies and their stakeholders to establish close relations between the public and private sectors within their countries.
- Revise the new work item proposal process and forms to clearly indicate those standards intended for use in technical regulations and government directives.
- Where standards are intended for use in technical regulations and government directives, review the current suitability of the development process, formatting and presentation of ISO standards, and make changes as necessary.



## 8 PROVIDING SUPPORT FOR CONFORMITY ASSESSMENT

### Vision Statement

In 2010 . . .

ISO addresses conformity assessment policy through CASCO, which is limited in its activities to the development, maintenance and promotion of International Guides and Standards on conformity assessment.

Note: ISO's only involvement with Mutual Recognition Agreements is the maintenance and promotion of ISO Guides and Standards.

Through CASCO, ISO maintains a set of International Guides and Standards that are complete, internally coherent, market relevant and concise in number to support cost-effective conformity assessment.

ISO development of International Guides and Standards on conformity assessment involves all stakeholders (government, industry, consumers, conformity assessment bodies and accreditation bodies).

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Establish a mechanism to monitor the implementation of International Guides and Standards for conformity assessment for the purpose of supporting their systematic review and revision as necessary.
- Expand and promote ISO's educational role in conformity assessment.



## 9 PROCESS AND DELIVERABLES

### Vision Statement

In 2010 . . .  
The ISO processes:

- represent best practices;
- are cost-effective for ISO and its stakeholders;
- provide stakeholders with the flexibility to use structures and processes that will work best for them;
- support the timely development of ISO standards and other deliverables without compromising quality;
- ensure that proposals for new work are well-justified;
- ensure that ISO standards and other deliverables are globally relevant;
- support objective assessment of and consistent action regarding committee chair and secretary performance;
- ensure that all affected stakeholders have the opportunity to participate and all concerns are equitably treated.

Stakeholders understand the benefits, differences and application of the ISO deliverables (IS, TS, PAS, TR, IWA, Guides).

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Revise requirements and guidance for justification of proposals for new committees and work items to ensure they are well-justified.
- Develop requirements and guidance for cost-effective ISO standards development operations.
- Develop a process to identify and assign new work areas in converging technologies.
- Develop and implement a consistently applied system, based on objective performance indicators, to assess and take appropriate action on the performance of ISO committee chairs and secretaries.
- Develop meaningful statistical reporting on the performance of the ISO system that is sector focused and not generalized.
- Develop the means and working relationships to ensure convergence, rather than divergence, between ISO and IEC on the Directives and other operational procedures.
- Reassess the benefits of the various ISO deliverables and make changes as necessary.
- Improve the process for discontinuing deliverables that are outdated and no longer market relevant.
- Develop and implement programs to promote and educate ISO committees on the use of ISO Guides.
- Investigate the potential for ISO in collaboration with other organizations to establish reference databases for globally relevant standards for specific sectors.



## 10 IT TOOLS

### Vision Statement

In 2010 . . .

ISO, its member bodies and its committees make optimal use of available IT tools and traditional communications and working methods to support international standardization, without disadvantaging the interests of any participants.

The ISO system supports the open interchange of information and documents in a variety of electronic formats.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Enhance the user-friendliness of ISO's various websites, especially the ISO/TC Server.
- Enhance the brand image of ISO via a consistent web interface.
- Develop programs to implement the following specific initiatives:
  - Electronic balloting at all document stages
  - Web-based document distribution and committee work areas
  - The progress of work via virtual meeting capabilities
  - Collaborative authoring and editing
  - Training and education programs on the use of IT tools to support international standardization
  - Promotion of ISO Help Desk capabilities
- Timely production of graphics needed for ISO standards



## 11 EDUCATION AND COMMUNICATION

### Vision Statement

In 2010 . . .

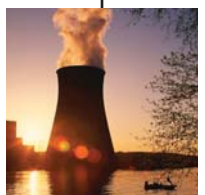
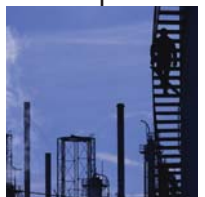
ISO partners with its members and other organizations to deliver effective internal and external education, training and communication efforts, targeted to:

- Academia to introduce these fields into a broad range of higher education curricula, e.g., engineering, business and law schools, consumer affairs programs
- Corporate, governmental, consumer and non-governmental organization (NGO) representatives
- Participants from all stakeholders in ISO technical activities
- ISO member body staff members
- The media

NOTE: "Internal" refers to how to help those already involved in ISO be more effective, and "external" refers to how to help those not involved see the value of being supportive and become involved.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Survey existing education, training and communications efforts and capabilities of ISO members and other organizations so as to identify and implement partnerships.
- Design educational initiatives based on a study of the current extent to which standardization and conformity assessment are covered in education curricula.
- Develop and implement a promotional campaign and related materials targeted to reach corporate, governmental, consumer and NGO representatives.
- Identify and maintain key contacts in the media for ISO promotions and press releases.



## 12 RESOURCES AND SERVICES PROVIDED BY THE ISO/CS

### Vision Statement

In 2010 . . .

ISO regularly reviews its policy-making, structural, operational and business/funding models taking into account the needs of its members and other stakeholders. As a result, ISO/CS makes recommendations to its members for business process improvements as necessary.

### Tactical Initiatives Suggested for 2005 through 2010 to Achieve the Vision Statement

- Regarding ISO Structure
  - Examine the national member body structure and its impact on making significant policy change in ISO.
- Regarding ISO Business/Funding Models
  - Consider establishing a mechanism for an affected sector to fund its technical activities.
  - Examine how reliance on member dues and sales revenue can be reduced through improved internal efficiency.
  - Explore whether other organizations, such as international liaison organizations, should be assessed a fee for the benefits and access they enjoy via their relationship with ISO and its committees.
  - Examine the ISO royalty structure to ensure it is equitable to ISO, its members and all of its global partners.
- Regarding ISO Operations
  - Examine how time delays in the ISO editing process can be significantly reduced.
  - Identify specific ISO/CS functions that can be outsourced to ISO member bodies and service providers.

