

The Goodenough Report

on IFIP's Strategy

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1 Introduction

At the Council 2005 meeting Raymond Morel, Gus Olling and Leon Strous took the initiative to draft a discussion document aiming at (re)starting the strategy discussion within IFIP. This document was presented and discussed during GA 2005. It was then decided to further elaborate the document, aiming at presenting concrete proposals at GA 2006. A Strategy Task Force (STF) was formed, consisting of the three initiators and IFIP's Executive Board (EB).

The STF met in December 2005 and started with IFIP's current place in the ICT community worldwide and compared this with the IFIP Mission statement. This report, therefore, gives the STF's assessment of IFIP's existing strengths and weaknesses. We reflected upon IFIP's stakeholders and how we could engage more closely with them. A recurrent theme was the need for IFIP to be able to mobilize greater resources while recognizing the resistance to changing Full Member subscriptions and the poor outlook for royalties from publications as electronic publishing gathers momentum. The STF concentrated on identifying major issues which they felt needed to be addressed. Within the time available much of the detail involved in finding feasible ways to address many of these issues must be passed on to other meetings, especially GA in 2006 and IFIP's boards and committees. The December 2005 meeting resulted in a first draft report which was discussed at Council 2006.

Early 2006, as a follow up to the December 2005 STF meeting, a list of questions¹ and issues had been distributed to all TC chairs and GA members (see annex). Responses received were discussed during Council 2006, together with the first STF draft report. After Council 2006, the responses to the questionnaire and the discussions about it were consolidated in a separate discussion document (Towards the New IFIP). In addition a lot of input was received from individual members. We have decided not to list all those who commented, thus avoiding the risk of forgetting someone. However, the STF is very grateful for the many constructive comments and discussions which were really instrumental in getting this report as it lies in front of you now.

A second STF meeting took place in June 2006 with the aim of consolidating all the work and drafting the report for submission to GA 2006. It was decided to merge all the reports and input into one concise report. Since both the proposals listed in the first STF draft report and the input received on the questionnaire were a mixture of strategic (long term) issues and short/medium term concerns, a clear distinction was made between the two in order to focus the proposals in an effective way.

During some of the discussions we have used an analogy, in particular with the aircraft industry (a random example, this could have been any other type of industry). When comparing IFIP with this industry similar questions and issues can be identified:

- what is our business: is it building and selling aircraft or is it more diversified, are we also an airline or travel agent for example; in other words what is our business strategy given our current and (changing) future environment;

¹ This questionnaire can be re-used in the future to periodically review the aims, scope, activities, etcetera of TCs, WGs and perhaps other IFIP bodies as well.

- we have an aircraft that is almost fifty years old and therefore it is high time to develop a new model because if we do not have a new aircraft before the old one is no longer capable of flying, others will take over;
- in the meantime maintenance on the old aircraft needs to be done in order to keep it safe and efficient (and keep it flying), including minor changes to accommodate the short term needs and wishes of our passengers (stakeholders).

The structure of this report follows this line of reasoning. Chapter 2 is the analysis of our environment and of our (current) business strategy. Chapter 3 is about the future strategy and new possible models. Chapter 4 is the maintenance of our current business. Both chapters 3 and 4 are concluded with proposals for action. The report is completed with a number of annexes, mainly as an account of the road to the chapters 2 – 4.

The STF strongly encourages all IFIP stakeholders to respond to the report and in particular to the proposals. Comments can be sent to the IFIP President (brunnstein@informatik.uni-hamburg.de) or any other member of the STF.

2 Analysis of IFIP today

2.1 Background - IFIP's Changing Environment

The Strategy Task Force noted that IFIP's environment had changed in almost every aspect since its founding in 1960. Some of the key changes are noted below. The STF was especially conscious of how the changes had led to altered relationships between IFIP and its many stakeholders.

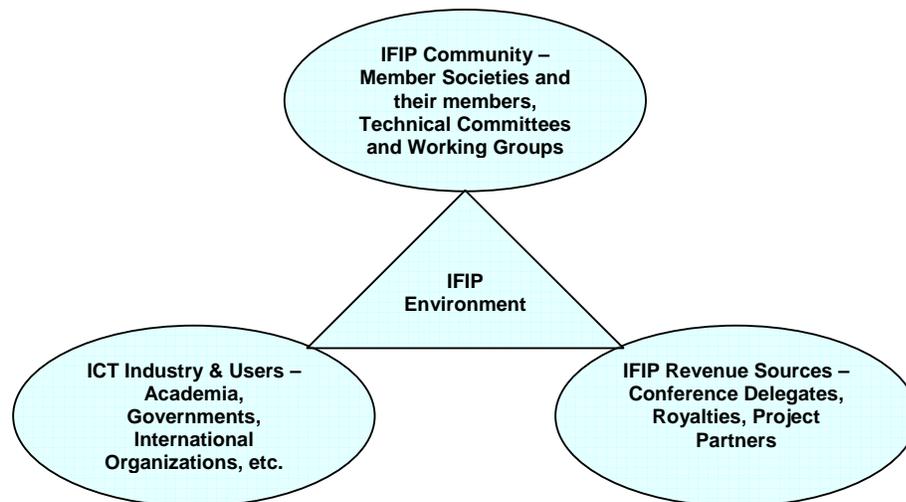


Figure 1

2.1.1 Member societies – 700K members, 100s of staff, \$M budgets

IFIP was founded with just ten Full Members. Many of those founding members were themselves only recently founded and often had just a few thousand members, many drawn from academia, serviced by a very small number of staff. Member societies' annual budgets were measured in at most the equivalent of ten of thousands of euros or dollars. Since then some Full Members have embraced the concerns of ICT industry in various ways and also developed links with their national governments. IFIP in contrast has developed no effective industry links although IFIP's relations to the United Nations Organisation are developing well.

Since its foundation IFIP has grown to its current all-time high with over 50 Full Members. This reflects the growing global impact of ICT and its importance for all countries in creating and sustaining a growing economy. Many of IFIP's newer members come from less economically developed areas of the globe in Africa, South America and Asia.

Collating the data is difficult but the current aggregate membership of the IFIP Full Members is estimated to be around 700,000 individuals. More significantly, two computer societies now describe themselves as "global societies", organizing events and

member chapters worldwide while a third employs four of its 200 staff outside its own country supporting overseas members. Many Full Members' budgets today are measured in the equivalent of millions of euros or dollars.

Full Member's aggregate membership has grown by between one and two orders of magnitude, while in contrast IFIP's staff has increased from 1 to 2,5 and its annual budget today has reached about €400K.

2.1.2 Technical committees and working group

The technical work in IFIP is done in Technical Committees (TCs) and Working Groups (WGs), some of them dating back to the early sixties. In an incidental case a group has developed into a new separate organisation, which has happened to TC-4 that became the International Medical Informatics Association (IMIA). Currently there are 12 TCs and 1 Specialist Group (SGs) that is expected to become a TC in 2006. Together these committees have nearly one hundred working groups, some of them including special interest groups (SIGs). Many hundreds of volunteers are actively involved in these groups that cover practically the entire ICT field. New developments are often followed by the establishment of new groups. IFIP is thus flexible but the speed of change needs attention. Another trend that deserves more attention is the number of topics that are "cross-groups", illustrated by the establishment of joint working groups between two TCs.

2.1.3 Technology – mainframe to PC to nano

In 1960 a computer was a large machine running in an air-conditioned machine room overseen by skilled operators. Valves were just giving way to transistors in commercial computers. In the early 1980s the Personal Computer began to impact the office workplace and later the home. The 1990s have been the era of the Internet. At the start of the 21st century we see early applications of nanotechnologies and ubiquitous computing.

For large scale scientific and commercial users, powerful computer systems remain a major investment whose successful utilization remains critical to the organisation's success. However, for millions of individuals worldwide the computer is just a retail product along with all the other domestic electronic appliances.

Today we can have more computing power in our pocket or in our car than filled a large machine room in 1960. Technological advance has facilitated previously undreamt of applications on machines readily available to individuals in developed countries and increasingly in less developed countries.

2.1.4 International relations – Cold War

In 1960 international relations between countries were dominated by the two great superpowers and their allies. This strongly influenced IFIP's Statutes and Bylaws. The changes that occurred in Europe at the end of the 1980s destroyed that model of international relations. Since then, there have emerged various new, mainly economic, international groupings around the world, perhaps most notably the European Union. New global economic powers are emerging, especially in the Far East. Within ICT, offshoring of work from Europe and USA to the Indian sub-continent and the Far East is a growing phenomenon.

ICT has become a uniquely global industry and it operates in a world with fewer constraints on the movement of people and ideas than at any time in the past.

2.1.5 Workforce – boffins² to mass users

The ICT workforce since 1960 has changed from programmers, analysts and operators numbering a few tens of thousands worldwide into the highly diverse multi-million strong body we see today. While there are still software developers and operations staff – now concerned with networking as much as processors – the workforce has diversified to include new activities such as the creation and maintenance of web sites.

For the end user, no longer are there levels of intermediaries – programmers to create software and operators to run the programs – but users have direct access to their PC or palmtop providing access via the internet to applications undreamt of in 1960.

The changing workforce has been mirrored in the growth of the number and size of IFIP's Member Societies and also in the evolving areas of interest. Most have an active involvement in technological development, often through national Special Interest Groups, but many also have a variety of interests in the development and/or recognition of practitioner skills. Others, initially in Europe and subsequently around the world, have supported user skills certification, especially the ECDL and ICDL.

2.1.6 Impact of ICT on Society – ICT is more than T

The relatively few computers installed in 1960 played a useful role for their organisations but had only a limited impact on national economies. With the advent of online systems, ICT began to become essential to any developed economy. As key applications, such as the Automated Teller Machine (ATM), air traffic control, credit cards and more recently e-commerce, proliferated so the economic impact grew. As a result of the fast developments society has moved from an industrialized society into an information, and more recently, into a knowledge society where every day life will become more and more dependent on ICT.

However it is all too easy to think that ICT is just technology. Most IFIP Full Members are also active in a range of other areas. Because of its economic impact, there is interest in ensuring an adequate supply of trained practitioners from school and university and increasingly with programmes of lifelong learning to ensure technological competence throughout their working lives. In addition, governments and inter-governmental organisations recognize the importance of regulating the industry and its activities. Areas of key concern include topics such as privacy and security. Given the global nature of ICT it is vital that these issues are considered at an international level as well as at national levels.

² Boffin: (slang) person engaged in technical research

2.2 IFIP's Mission

IFIP's Mission Statement

IFIP's mission is to be the leading, truly international, apolitical organization which encourages and assists in the development, exploitation and application of Information Technology for the benefit of all people.

Principal Elements

1. To stimulate, encourage and participate in research, development and application of Information Technology (IT) and to foster international co-operation in these activities.
2. To provide a meeting place where national IT Societies can discuss and plan courses of action on issues in our field which are of international significance and thereby to forge increasingly strong links between them and with IFIP.
3. To promote international co-operation directly and through national IT Societies in a free environment between individuals, national and international governmental bodies and kindred scientific and professional organizations.
4. To pay special attention to the needs of developing countries and to assist them in appropriate ways to secure the optimum benefit from the application of IT.
5. To promote professionalism, incorporating high standards of ethics and conduct, among all IT practitioners.
6. To provide a forum for assessing the social consequences of IT applications; to campaign for the safe and beneficial development and use of IT and the protection of people from abuse through its improper application.
7. To foster and facilitate co-operation between academics, the IT industry and governmental bodies and to seek to represent the interest of users.
8. To provide a vehicle for work on the international aspects of IT development and application including the necessary preparatory work for the generation of international standards.
9. To contribute to the formulation of the education and training needed by IT practitioners, users and the public at large.

The STF reviewed IFIP's Mission Statement adopted some years ago and compared its aspirations with current activity. It was apparent to the STF that IFIP devotes much greater energy to promoting some elements than others. These are now reviewed briefly in turn (the numbering follows the numbers of the principal elements).

1. IFIP continues to fulfil principal element 1 successfully through its TC and WG structure.
2. Links to Member Societies are of very variable effectiveness depending largely on the commitment of GA representatives and/or the interest of Member Societies. IFIP is not seen by Member Societies as providing a useful "meeting place".
3. Responsibility for the third principal element lies mainly with the TCs although the Executive Board manages some links such as that with UNESCO.
4. Since 2003 WITFOR has provided a two-yearly focus for this and raised IFIP's profile in this area.

5. Apart from one WG in TC3 and one international working conference on Global Skills Needs in 2002, IFIP is currently not visible in this area which is of major interest to a number of Member Societies.
6. TC9 remains the standard bearer for this activity although IFIP collectively is rarely seen to be active.
7. IFIP's contacts with academics are generally good thanks to the TCs continuing activity but links to industry and government are generally weak. User interests do not seem to appear on IFIP's radar at all.
8. IFIP, through its TCs, provides such a successful vehicle for international working, however, in recent years little has been contributed to the problematic area of international IT standards.
9. With respect to the last principal element TC3 continues to organize events, notably the five-yearly World Conference on Computers in Education, concerned with education and training. The emphasis within TC3 is on initial training up to and including higher education. User IT skills training and professional development of IT practitioners do not receive the same attention.

2.2.1 Gap between Mission and Reality

There is a great deal of work being carried out by the members of IFIP's TCs and WGs which contributes substantially to fulfilling IFIP's mission.

However, work done in the past on strategy, notably discussions at Council and GA between 1996 and 1999, acknowledged that there is a gap. In addition to this work, discussions with senior members of a number of Member Societies have made it clear that most of the issues in the Mission Statement which have been identified as being of special interest to them are largely missing from IFIP's current agenda. The STF did not try to analyse the reasons for this mismatch but noted that if IFIP was to retain its value to a number of major Member Societies this gap must be effectively addressed.

The STF found figure 2 helpful in illustrating this. Specifically, the STF noted that IFIP is positioned today largely with the "Experts and Scientists" in the lower left corner of the diagram contributing to the creation and dissemination of the scientific underpinning of ICT and of its engineering practices. While that was also typical of many IFIP Member Societies in the first 20 years of IFIP's existence they have since developed major activities relating to the issues in the lower centre and right of the diagram as well. While IFIP has evolved some similar activities they are on a small scale compared to those in our Member Societies.

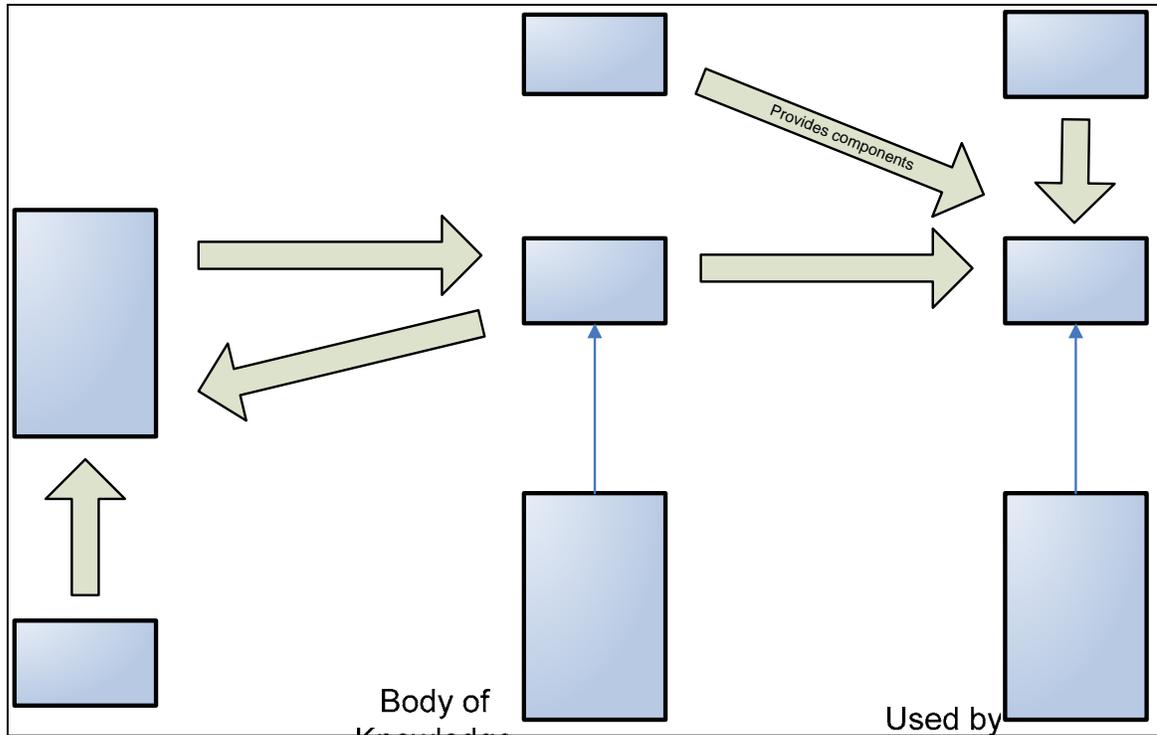


Figure 2

2.2.2 IFIP's role in the information and knowledge society

IFIP's role is to maintain technical expertise on a high level of quality and disseminate these to international and regional bodies and member societies.

2.3 IFIP Today

2.3.1 TCs – range and scope

IFIP's present 13 TCs and SGs operate at the leading edge of much of the scientific and engineering aspects of computing. New Working Groups are regularly created and others wound up when no longer useful.

The STF noted that IFIP has been slow to promote discussions of international issues relating to areas such as legal and regulatory issues, sustainability and labour mobility which are very much on the agenda of organisations, such as United Nations Organisation (UNO) and World Trade Organisation (WTO), with whom IFIP can claim a special relationship given its origins and international composition.

Maintaining the vitality of IFIP's network of TCs and WGs is essential to IFIP's long term viability.

2.3.2 WGs – individuals, quality assurance

There are currently around 100 Working Groups within IFIP's TCs. The quality and vitality of individual WGs reflects the commitment of the individual volunteers. The STF acknowledges the contribution of the more than 3.000 volunteer members and especially the work of the many officeholders, past and present.

The STF believes that IFIP must make itself more open to suggestions for new WGs and also from time to time new TCs to reflect the dynamic nature of our subject.

Membership of a WG is by election by one's peers. This provides a quality check on new entrants. Nonetheless younger individuals must be encouraged to submit their CVs in order to ensure the renewal of the membership of the WGs.

The STF was also informed of a lack of clarity in the role of TCs and WGs and also their links to the Special Interest Groups and Committees within Member Societies. Figure 3 highlights a potential missing link. The STF noted a lack of communication between IFIP's TC and these communities and which, if established, might be of mutual benefit to IFIP and the Member Societies.

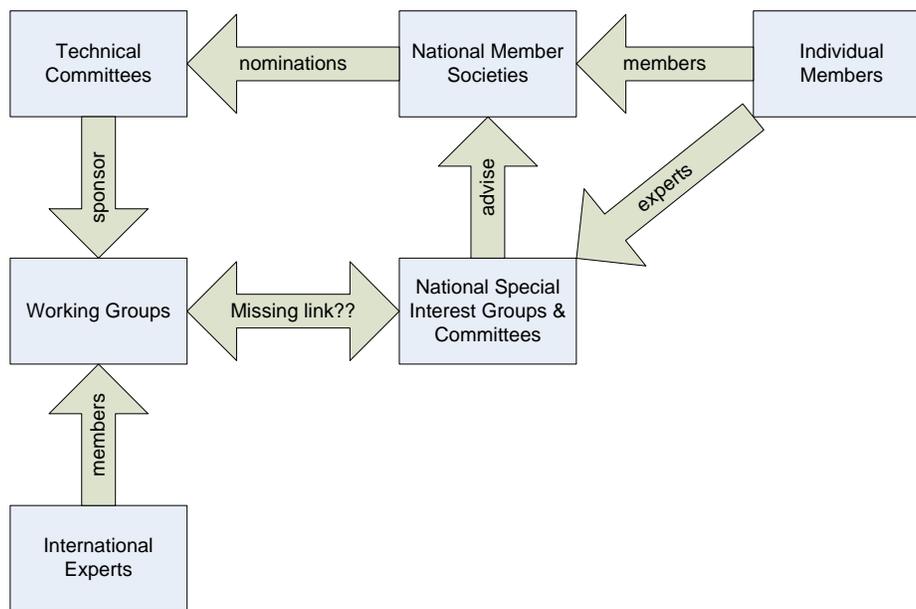


Figure 3

As the STF noted earlier, IFIP has not moved forward with its Member Societies in addressing the challenges of creating and sustaining the ICT practitioner workforce. In consequence only two TCs contain WGs addressing these concerns directly and there are large areas in which IFIP has little or no activity. The IFIP sponsored conference on Global IT Skills Needs revealed a global interest amongst Member Societies in the subject but no natural champion body within IFIP to take the topic forward.

The STF invites colleagues to consider whether to launch new activities, firstly, on practitioner skills and, secondly, on legal and regulatory issues, sustainability and labour mobility.

2.3.3 Events & Publications – changing patterns, royalties, digital library

One of IFIP's major contributions throughout its existence has been its conferences and their associated publications. Typically IFIP sponsors up to 70 events each year and publishes about 30 proceedings. This number seems to be dropping slightly. Conferences and proceedings have been a major source of revenue for IFIP through both a delegate fee funded from registration fees and a royalty paid by the book publisher.

The STF would like to see more new conferences coming forward from both inside and outside existing IFIP structures. It encourages IFIP Activities Management Board to simplify procedures wherever possible. It also believes that risk sharing between IFIP's Central Funds and those of TCs must provide appropriate incentives to TCs to run conferences under the IFIP banner.

There can be little doubt that research communities will continue to value opportunities to meet and present papers. However, it is very likely that we shall see radical changes in the patterns of publishing associated with all research communities.

A separate working party of the IFIP Publications Committee is examining the options to provide IFIP TCs with a digital library. It is likely this may be free to read with costs covered by the conference delegates. This will have implications for IFIP's royalty income from its publisher. This working party is due to report soon.

There is an ongoing discussion about the IFIP World Computer Congress series and its future beyond 2010 so this is not discussed further here.

2.3.4 Member societies' engagement

The STF heard of discussions with senior officers of a number of Full Members who felt that their organizations were not sure what was the value of IFIP today. The STF believes that strong support from Full Members is vital to sustaining existing activities and any major new initiatives are likely to be possible only with their active support.

It is clear that IFIP cannot rely solely on GA representatives to act as their advocates within their home countries. The working party believes that, firstly, greater help should be given to national representatives to report on IFIP's activities and, secondly, that IFIP should communicate regularly at a senior level with Full Members' elected officers and staff. The two monthly e-bulletin *IFIP News* is seen as very important for this.

The IFIP secretariat will also endeavour to maintain lists of key contacts in each Full Member.

2.3.5 Communications, impact and visibility

The STF recognised that IFIP's communications are not as effective as it would wish. Regular communications with key stakeholders is vital. Paragraph 2.3.4 touched on communication with Full Members. IFIP also needs to establish and maintain good links to inter-governmental organizations such as UNESCO, WTO, ITU and OECD.

The working party would encourage proposals to increase IFIP's impact and also visibility.

2.3.6 Secretariat

The IFIP Secretariat plays a key role in coordinating IFIP's worldwide activities. However, with 2,5 staff, it is a very small resource which is fully committed supporting existing activities. The secretariat is widely known and respected within the IFIP community and their presence at General Assembly and Council is always welcomed.

2.4 Wider ICT community

2.4.1 Member societies

IFIP's Full membership today is at a record high of over 50. Regular face to face meetings with senior officers and officials play a vital part in ensuring IFIP remains responsive to the interests of Full Members. There remain a number of countries with active ICT member societies who are not currently members of IFIP and we will continue to make contact with these countries and encourage them to join. However, IFIP membership must add value to the activities of the national society. Many of the new societies are from smaller countries for whom participation in the work of TCs is not necessarily seen as a major benefit. The WITFOR conference series is a flagship event but its visible links to IFIP will need to be strengthened if it is to be a major selling point for IFIP.

2.4.2 Individuals

Without its individual volunteers, IFIP as we know it today would not exist. In common with most of IFIP's Full Members, it is a member led organisation.

It was suggested to the STF that IFIP should become a member organization by charging a subscription to participants. IFIP and many similar international bodies are based on the principle of individuals giving their time and energy. The idea of a subscription implies that individuals would be paying for a "service". The STF doubted if this was a marketable proposition. The STF also noted the likely cost of collecting individual subscriptions from around the world. Experience amongst Full Members suggested this would probably need a full time secretariat position to manage the records. Even to pay for that post could necessitate a level of subscription which individuals, particularly in less developed countries, would find prohibitive.

2.4.3 Regional ICT organizations

IFIP currently enjoys good relations with three regional ICT federations – Council of European Professional Informatics Societies (CEPIS), Centro Latinoamericano de Estudios en Informatica (CLEI) in Latin America and South East Asia Regional Computer Confederation (SEARCC). CEPIS and SEARCC are Affiliate members while CLEI is a Full Member reflecting the preponderance of existing Full Members among the members of both CEPIS and SEARCC. IFIP welcomed the proposal at the 2005 WITFOR conference to create a similar body in Africa.

The STF noted that, apart from bilateral interactions with these bodies, IFIP had not considered how to use these regional institutions to promote its wider purposes.

2.4.4 Other ICT member organizations

The ICT world has many organisations involved with IT, including among recent creations organizations such as W3C, with whom IFIP has no regular contact.

IFIP has a number of Technical (as distinct from Regional) Affiliate members. These are a mixture of specialist worldwide associations such as IMIA and bodies whose prime purpose is to hold an annual conference such as IJCAII and the VLDB Endowment. These organizations have rarely participated in IFIP's deliberations in the past five years. Changes to terminate non-performing links were put in place several years ago.

The STF believes that creating effective links to technically oriented global ICT bodies could increase IFIP's influence and perceived value.

2.4.5 Governments, IGOs, NGOs, UNOs

IFIP was founded under the auspices of UNESCO and continues to maintain links to that organisation. IFIP's relations to the United Nations Organisations are currently developing well. IFIP has participated in the recent World Summits on the Information Society (WSIS).

The WITFOR conference series has opened up a series of links to individual national governments in central and eastern Europe, Africa and Asia. The major sponsor for WITFOR 2005, hosted by the Government of Botswana, was the European Union. IFIP is planning to start holding regular meetings with the European Commission to strengthen links.

There are a large range of other NGOs and IGOs which have potential relevance to IFIP's mission. IFIP has currently little or no contact with most of these.

2.4.6 ICT Supply Industry

The ICT Supply Industry includes giant organizations such as IBM and Microsoft as well as thousands of other companies of all sizes. IFIP has little or no contact with these except for participation by individuals in TCs and WGs and occasional sponsorship usually received from a national subsidiary to support a conference being held in their country.

The STF believes that IFIP should develop a policy for managing relationships with industry.

2.4.7 Corporate ICT Users

The ICT workforce shown in Figure 2 far outnumbers that of the ICT suppliers. Some of IFIP's Member Societies are obtaining substantial revenue streams from providing services to major ICT users. Their vast workforces need to be provided with initial training and subsequent lifelong learning to maintain existing skills and to acquire new ones.

Member societies are fulfilling various roles including setting syllabuses, providing training materials, setting and marking examinations and formally recognizing individual practitioner's skills.

Despite the global nature of the ICT workforce and their employers, IFIP has not so far found any role for itself in this area.

2.4.8 Individual Users etc

Although individual experts can participate in IFIP's TCs and WGs, IFIP has no links with ICT Users. Although ICT users appear far removed from most of IFIP's activities, many Full Members have been transformed by the income produced from the ECDL/ICDL user skills certificate. IFIP's Executive Board declined overtures to become involved with this examination as it moved outside Europe.

While there is no obvious revenue stream to be obtained in the short term, user ICT skills play a key role in economic performance in the information age and IFIP needs to be alert to potential opportunities.

2.5 Managing IFIP's agenda

2.5.1 Setting the agenda

The STF party recognised that a response to calls for a strategy must encompass both a strategy for a period of time but also a process for renewing that strategy.

The STF identified three groups of stakeholders who need to be involved in both setting the agenda and also its delivery:

- IFIP volunteers in TCs and WGs
- Full Members
- Potential partners including UNO, IGOs, NGOs and ICT industry

If IFIP is to attract greater external support for its initiatives the STF believes IFIP needs to engage more closely with external stakeholders. The STF also believes that this will lead to more events, similar to WITFOR and WCC, which are "owned" collectively by IFIP rather than by individual or groups of TCs.

2.5.2 Capacity building – stakeholders give resources proportionate to alignment of agendas – individuals, societies, governments etc.

If IFIP is to undertake new activities it will need additional resources both financial and human. Many people point to IFIP's current limited resources as preventing new initiatives. However, the STF noted two well known examples in which third parties have supplied resources far in excess of those of the bodies to whom it was given. These are IFIP's WITFOR conference series and CEPIS' establishment of the ECDL/ICDL. Also as noted earlier, many Full Members also have budgets and staff far in excess of IFIP from which they commit resources to projects such as those run by IFIP's regional Affiliates CEPIS and SEARCC.

The STF noted that IFIP had from time to time undertaken projects on a contract basis for organisations including UNESCO. Similar opportunities continue to exist and are taken up by some Full Members.

The STF concluded that stakeholders will provide resources for activities which they feel are of sufficient priority. However, this depends on building relationships with stakeholders and providing ways in which they can share in the development and management of the activity. This suggests IFIP needs to move towards a more project oriented approach to planning and executing work plans.

2.5.3 Delivering the agenda

If IFIP succeeds in its “capacity building” it is essential that it is seen by all its stakeholders to be delivering on the agenda. IFIP as previously observed is not good at informing its stakeholders about its successes.

The STF recognizes that past communication weaknesses mean that there is a major task to be undertaken to build confidence amongst its stakeholders that projects initiated within IFIP will succeed and achieve the agreed objectives.

2.5.4 Widening participation – new events, SIGs, publications etc

The STF would like to see an increase in the range of activities taking place under the IFIP banner. The STF believes that IFIP needs to offer itself more directly as a place to which proposals for new initiatives can be brought from within any part of the ICT community, not just from its TCs and member organizations.

The STF would like IFIP to be seen as the preferred choice for the founding of a new conference or international Working Groups as technology develops rather than either as an independent body or with a Full Member.

Publications are a rapidly evolving area. The STF believes that IFIP should seek ways to increase its activities by encouraging new publishing ventures taking full advantage of new publishing models.

2.5.5 Maintaining communications with stakeholders

As noted earlier, the key to engagement with stakeholders is openness and good two-way communication.

IFIP’s web site is being redesigned as this report is being written to improve IFIP’s visibility and public perception. However, even more needs to be done and the working party invites proposals for further enhancing communications.

The STF noted the generally favourable reception to the new electronic *IFIP News*. The STF would like to see this more widely disseminated perhaps including a facility for individuals to sign up to receive it.

3 Strategy: New directions for IFIP

This chapter investigates new directions as part of the long term strategy of IFIP. Paragraph 3.1 summarizes the long term issues that were analyzed by the STF and mentioned in the comments on draft reports and replies to questionnaires. In the second paragraph a consolidation of these issues is presented in a vision / mission statement. The final paragraph 3.3 presents new directions and proposals for action how to achieve this.

3.1 Summary of (strategic) comments

It was a challenge to extract strategic aspects from the replies received since many of the ideas concentrated on tactical and operational aspects. Only the strategically oriented suggestions were used for this chapter. However, many of the tactically and operationally oriented suggestions have great value to fine tune the present IFIP, and these are therefore considered in chapter 4. Accomplishing and implementing new directions will take time and during that time the present IFIP will have to carry on.

From the replies and discussions some strategically oriented issues came through very strongly and consistently and these are presented in paragraph 3.1.1. In paragraph 3.1.2 we have tried to condense these issues and to find the 'golden line' running through all inputs.

3.1.1 Strategic issues mentioned (condensed)

From the analysis and the input received the following list of strategic issues has been derived (note that the list is a condensed version of all the remarks made; the order of the list follows the order of chapter 2 Analysis):

- a. The STF believes IFIP should investigate whether to launch new activities on practitioner skills, legal and regulatory issues, sustainability and labour mobility. This includes investigating possibilities for professional certification. Additional comments received that could be linked to individuals: support for Information Processing Professionals; target teachers in IT; provide more IT education to all stakeholders; course accreditation; develop an IFIP 'ICDL' product. Links to Analysis para 2.3.2. WGs – individuals / quality assurance.
- b. The STF believes that creating effective links to technically oriented global ICT bodies could increase IFIP's influence and perceived value. Links to Analysis para 2.4.4. Other ICT member organizations.
- c. There are a large range of other NGOs and IGOs which have potential relevance to IFIP's mission. IFIP has currently little or no contact with most of these. Suggestions were made to explore NGO and government interest in IFIP, even to approach governments directly and offer advice. Links to Analysis para 2.4.5. Governments, IGOs, NGOs, UNOs.
- d. The STF believes that IFIP should develop a policy for managing relationships with industry. Also in the replies received many suggestions were made to establish / increase the collaboration with industry and seek (more) sponsorship from industry. Links to Analysis para 2.4.6. ICT Supply Industry.

- e. Despite the global nature of the ICT workforce and their employers, IFIP has not so far found any role for itself in this area (Corporate ICT Users). Links to Analysis para 2.4.7. Corporate ICT Users.
- f. While there is no obvious revenue stream to be obtained in the short term, user ICT skills play a key role in economic performance in the information age and IFIP needs to be alert to potential opportunities. Links to Analysis para 2.4.8. Individual users
- g. The STF would like to see a closer engagement with external stakeholders. Links to Analysis para 2.5.1. Setting the agenda.
- h. A number of suggestions concerned new initiatives and the relationship with the financial situation: generate income from research funding, bid/tender for/on IT projects, create an IFIP consulting arm, run calculated risks, grow a 'business culture' in IFIP, create incentives for performance. Links to Analysis para 2.5.2. Capacity building.
- i. The STF would like IFIP to be seen as the preferred choice for the founding of a new conference or international Working Groups rather than either as an independent body or with a Full Member. Links to Analysis para 2.5.4. Widening participation.
- j. Some suggestions link to several parts of the analysis: become 'think tank'; build a 'collective intelligence' for IFIP; become an 'intermediate' party; create a situation in IFIP where academics can be seconded to, or where they can spend sabbatical time; provide more reports, guidelines, advice etc on relevant IT issues; offer opinions on current issues.

3.1.2 The 'golden line'

From the issues mentioned above and the trend in the suggestions and discussions, the following issues seem to be the central 'golden line' running through all inputs:

- **IFIP must increase its outreach, e.g. by**
 - Addressing decision makers, policy makers;
 - Becoming the 'Think tank' of ICT internationally;
 - Becoming the ICT arm of UN/EU/WSIS/UNESCO/...;
 - Establishing more formal links with major ICT corporations / industry / NGO's / ..;
 - Finding new stakeholders to which services can be provided.
- **IFIP must become a 'preferred' partner in the field of ICT, e.g. by**
 - Establishing direct contact with country governments;
 - Becoming a custodian of 'best practices' and standards;
 - Generating research funds;
 - Leveraging (exploiting) its position as 'body of international pre-eminent experts' in the field of ICT and positioning itself as such a body, addressing potential customers / stakeholders.
- **IFIP must increase its support for ICT professionals and students, e.g. by**
 - Providing and / or becoming a custodian of syllabi;
 - Providing and / or supporting certification;
 - Providing and promoting life-long learning.

3.2 Vision / mission

Derived from the input and the “golden line”, the basis for the long term strategy of IFIP is captured in the following formulation of the STF’s vision on IFIP:

“IFIP is the global forum of ICT experts that plays an active role in developing and offering expertise to all stakeholders of the information and knowledge society.”

The STF suggests to replace the old mission statement by this new statement, while maintaining the principal elements (see paragraph 2.2).

IFIP sustains its vision by:

- a. acting as a preferred facilitator, coordinator, evaluator and harmonizer in the field of ICT;
- b. being the preferred choice to be consulted on international aspects related to ICT;
- c. providing its services to stakeholders such as international bodies, governments, NGOs, ICT societies, educational institutions, individuals, industry, etc.

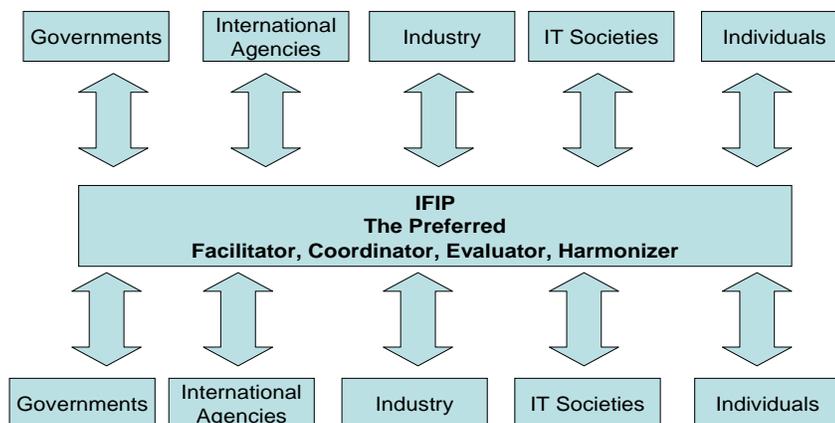


Figure 4.

3.3 New directions / proposals for action

3.3.1 Introduction

In order to fulfil its new vision / mission, it is clear that

- a. IFIP must create a service and consultancy basis to a much wider constituency than it addresses at the moment;
- b. IFIP must leverage its position as a truly preferred body which should be the first (preferred) choice of consultancy in the field of ICT;
- c. IFIP must be more aggressive in building alliances with other stakeholders like international bodies, governments, industry, etcetera and must create financial income from these sources;
- d. IFIP must find new stakeholders to provide services to;
- e. IFIP will have to invest resources.

If IFIP wants to move towards the directions suggested, it is important to aggressively put these new directions for IFIP on the map. That will not happen without a concerted effort from IFIP's side. The most important component of such a new approach will be to make contact with the new players and stakeholders.

In the following paragraphs a project approach is suggested with alternatives for the approach, the project management and the project execution.

3.3.2 Project definition / steps to be taken

In order to achieve the strategic goals in an efficient and effective way, a project needs to be started immediately after GA 2006. The timeframe for this project is maximum one year, first results and further proposals to be presented at GA 2007. On the pretext of "develop the agenda stepwise and start implementing parts" steps can be implemented before GA 2007, to the discretion of the project management and if necessary upon approval by EB.

The STF proposes to divide the Strategy Project in three subprojects, following the "golden line" in paragraph 3.1.2.

Sub project "increasing the outreach":

- make an inventory of possible stakeholders (including possible organizations not yet listed in this report);
- for all relationships an explanation should be given for the reasons of such a relationship;
- investigate their needs / wishes;
- describe how to approach them / how to provide services;
- suggest a prioritization;
- draft implementation plans (including if necessary proposals for changes in the IFIP organizational structure).

Sub project "becoming the preferred partner":

- make an inventory of possible ways to achieve this;
- describe the conditions (time frame, resources, preferred organizational structure) for these options;
- draft implementation plans;
- suggest a prioritization.

Sub project "increasing support for professionals and students":

- liaise with the TCs, and in particular with TC-3, to make an inventory of the current activities;
- make an inventory of possible activities;
- describe the conditions (time frames, resources) for these activities;
- draft implementation plans;
- suggest a prioritization.

Alternatives for the execution:

- a. "Desk-based", i.e. via letters, e-mail, telephone, Internetsearch;

b. “Field-based”, i.e. (in addition to desk-based work) via personal contacts, visits. Alternative b might be very effective but will require an additional budget necessary for travelling.

The starting point and the boundaries for the whole project is this report (no new discussions and questionnaires will be started on strategic directions, only inquiries necessary for the inventories and implementation plans).

3.3.3 Project supervision

A precondition for any IFIP strategy to become effectively implemented is a continuous attention for it on the agendas of GA and EB. The final responsibility for IFIP’s strategy therefore lies with the EB, under the control of GA. However, for the “day-to-day management” of the project a supervisory role is required that should:

- Control the project progress;
- Support the project manager;
- Create possible contacts for the project manager;
- Establish and exploit such contacts directly.

Concerning this supervisory role, three alternatives are presented:

a. Special committee.

IFIP creates a ‘New directions for IFIP Steering Committee’. This Committee consists of leading ICT experts from Industry, Academia, Governments, Member Societies and other stakeholders, chaired by an IFIP volunteer.

After one year, the whole project is re-evaluated. If after a year it becomes clear that this approach does not work, the position of project manager is terminated and the Steering Committee disbanded.

b. Executive Board.

The project could also be supervised by the EB. This would have the advantage that no committee needs to be established (which takes time). The major disadvantage is that EB also needs to take care of all other tasks related to the management of IFIP. Another disadvantage is the missed opportunity to involve “outsiders”.

c. President-elect.

Since the project is supposed to last one year, an option is to assign the president-elect solely with this task. The advantage is a focused person, member of EB, and the new president who will have to carry on with the strategy after GA 2007. Disadvantage is the missed opportunity to involve “outsiders”.

3.3.4 Project execution

For executing the steps in the subprojects the role of project manager is required, for which three alternatives are presented:

a. Volunteer.

A volunteer could be assigned this role, e.g. a former EB member with no or not too many other duties in IFIP at the moment. Advantage is a knowledge of IFIP and already contacts that could help. Disadvantage is the “voluntary character”

which means that it would be difficult to have “contractual agreements” on the deliverables.

b. Contracted person.

IFIP appoints a person on a contract basis. This person must have a reasonable idea of the activities and potential services of IFIP (in particular the TCs and WGs). Advantage is that “contractual agreements” can be made with respect to the deliverables and the person is bound to work fulltime because he (or she) is paid for it. Disadvantage is that it requires an additional budget.

After one year, the whole project is re-evaluated. If after a year it becomes clear that this approach does not work, the contract is terminated. IFIP has ‘lost’ one year’s salary at the most.

c. Capitalize on existing resources.

A third option is to assign the subprojects to some of the volunteers already active within IFIP. Advantage is a good knowledge of IFIP and hardly additional cost (except if the field-based approach is chosen), disadvantage is the scarce availability and the risk of other priorities for these volunteers.

NB: since in the view of the STF this job can not be done by the existing staff of the IFIP Secretariat, because of their current workload, this is not included as an alternative.

3.3.5 Considerations

It should be clear that the project manager can only find potential ‘work’ for IFIP, but cannot do it him/herself. That is of course not the idea. Implementation plans (projects) identified by this person, will (initially) have to be completed/executed by the present IFIP volunteer workforce (GA members, TCs and WGs). However, if successful contracts can be negotiated, this volunteer workforce may become a ‘paid’ workforce as those involved can then be paid for work done. Furthermore, good project management will be needed, and for that, specific dedicated (full time?) people will also be required.

It seems logical that IFIP should then have a complement of (part time./full time/temporary) staff members (in the IFIP Secretariat?) to do the required work, including the required project management.

Precisely how this can be done needs some more discussion, but one proposal that has merit is to create an environment in IFIP where academic staff members from universities will be interested to spend some of their sabbatical leave to be involved with such ‘IFIP projects’, managing such projects and doing research on relevant projects identified by stakeholders. It may even be possible for such academic staff to be seconded to IFIP for longer periods to do such work.

If IFIP can create a situation where it is seen as a prestigious and privileged career move to spend such time at IFIP working on ‘IFIP projects’, doing research on such projects and/or help to manage such projects, it may really become a real attraction for academics to **‘Spend time with IFIP’**.

4 Tactical/operational short and medium term issues

This chapter summarizes the comments and suggestions of a tactical and operational nature and proposes actions to increase the current performance of IFIP, in parallel to the strategic actions.

4.1 Summary of (tactical/operational) comments

From the analysis and the input received the following list of tactical and operational issues has been derived (note that the list is a condensed version of all the remarks made; the order of the list follows the order of chapter 2 Analysis):

- a. IFIP must make itself more open to suggestions for new WGs and also from time to time new TCs to reflect the dynamic nature of our subject. Links to Analysis para 2.3.2. WGs – individuals / quality assurance.
- b. A lack of communication is noted between IFIP's TC and Special Interest Groups and Committees within Member Societies / GA members and which, if established, might be of mutual benefit to IFIP and the Member Societies. Links to Analysis para 2.3.2. WGs – individuals / quality assurance.
- c. The STF would like to see more new conferences coming forward from both inside and outside existing IFIP structures. It encourages IFIP Activities Management Board to simplify procedures wherever possible. It also believes that risk sharing between IFIP's Central Funds and those of TCs must provide appropriate incentives to TCs to run conferences under the IFIP banner. A number of comments with respect to events were received: investigate high IFIP conference fees; investigate the problems of competitors to IFIP in the field of conferences; extend the idea of the IFIP School; more joint conferences with Governments, International Agencies etc; provide a good Paper Handling System for all IFIP conferences; have more specific specialized conferences; terminate the IFIP WCC. Links to Analysis para 2.3.3. Events & Publications.
- d. Publications are a rapidly evolving area. IFIP should seek ways to increase its activities by encouraging new publishing ventures taking full advantage of new publishing models. This includes electronic proceedings. Links to Analysis para 2.3.3. Events & Publications and para 2.5.4. Widening participation.
- e. The STF considered a detailed proposal for an "IFIP PracLib" which would provide access to key research results in ICT on a subscription basis. The STF did not have time at its meeting to make a recommendation other than to refer it to the IFIP Publications Committee for their consideration. Links to Analysis para 2.3.3. Events & Publications.
- f. Greater help should be given to national representatives to report on IFIP's activities and IFIP should communicate regularly at a senior level with Full Members' elected officers and staff. Links to Analysis para 2.3.4. Member societies' engagement.
- g. The IFIP secretariat will need to maintain lists of key contacts in each Full Member. Links to Analysis para 2.3.4. Member societies' engagement.
- h. Proposals to increase IFIP's impact and also visibility are needed. Links to Analysis para 2.3.5. Communications, impact and visibility.
- i. It was noted that, apart from bilateral interactions with regional bodies, IFIP had not considered how to use these regional institutions to promote its wider purposes. Links to Analysis para 2.4.3. Regional ICT organizations.
- j. It is believed that stakeholders will provide resources for activities which they feel are of sufficient priority. This suggests IFIP needs to move towards a more project

- oriented approach to planning and executing work plans. Links to Analysis para 2.5.2. Capacity building.
- k. IFIP needs to offer itself more directly as a place to which proposals for new initiatives can be sent from within any part of the ICT community, not just from its TCs and member organizations. Links to Analysis para 2.5.4. Widening participation.
 - l. IFIP's web site is being redesigned as this report is being written to improve IFIP's visibility and public perception. However, even more needs to be done for further enhancing communications and improving technology to disseminate information. Links to Analysis para 2.5.5. Maintaining communications with stakeholders.
 - m. The STF would like to see *IFIP News* more widely disseminated perhaps including a facility for individuals to sign up to receive it. Links to Analysis para 2.5.5. Maintaining communications with stakeholders.
 - n. Comments with respect to the current structure of IFIP included: should IFIP stay an organization of member societies; open up IFIP membership; ask existing member countries to 'adopt an country'; get more countries involved in IFIP activities, even if they are not members.
 - o. Finally a number of comments stressed the importance to pay more attention to young IT professionals.
 - p. New sources of income should be investigated.

4.2 Proposals for action

The long list of suggestions and comments of tactical and operational nature can be clustered into a few goals:

- I. Increasing the value of IFIP for individual members (of Member Societies) / making IFIP more attractive for ICT societies and their individual members, with a special focus on young professionals;
- II. Increasing the value and outreach of events / making IFIP more attractive for the organizers of events;
- III. Increasing the value and outreach of publications;
- IV. Improving communications and PR;
- V. Improving the financial model(s) of IFIP;
- VI. Adapting the organizational structure of IFIP.

In the following matrices the suggestions and comments are converted into concrete proposals / action plans.

I. Increasing the value of IFIP for individual members (of Member Societies) / making IFIP more attractive for ICT societies and their individual members, with a special focus on young professionals				
Action / measure	Who / Resources	Deliverable(s)	Time schedule	Costs
Start designing a new forum for the young generations that will be an IFIP flagship. (4.1.o.)	"x" internal IFIP skilled representatives with a close relationship with young generations and "x" bright seed youngsters.	Proposal for such a forum, containing: mission, image, format, contents, target participants, periodicity, resources and investment for launching the first edition.	5 months to prepare the proposal and present it to Council 2007.	"x €" for supporting limited travelling.

Extend the IFIP schools. (4.1.c. and 4.1.o.)	TCs and WGs, stimulated and coordinated by TA.	Plans for IFIP Schools.	3 months after GA 2006, in order to have more schools in 2007 than in 2006.	No additional costs for the plans. Costs for each school are separate issues (following event budget procedures).
The actions listed under II and III are also increasing the value of IFIP for individual members. They are not duplicated here.				

II. Increasing the value and outreach of events / making IFIP more attractive for the organizers of events				
Action / measure	Who / Resources	Deliverable(s)	Time schedule	Costs
Attract more new conferences from inside and outside IFIP, also joint conferences with governments, international agencies, etc. (4.1.c.)	Activity Management Board (in cooperation with TA)	Proposals for conditions and incentives that should make it attractive to organize an event under the IFIP umbrella.	To be presented at Council 2007	No additional costs.
Simplify procedures (4.1.c.)	Activity Management Board	Proposal for further improvement of event procedures	To be presented at Council 2007	No additional costs
Investigate conference fees (4.1.c.)	Finance Committee (in cooperation with Technical Assembly and AMB)	Proposals for fee structure, taking into account local cost levels	To be presented at Council 2007	No additional costs
Investigate financial models and risk sharing options (4.1.c.)	Finance Committee	Proposals for alternative financial models with respect to events (including a link to the action item on financial models for IFIP in general)	To be presented to Council 2007	No additional costs
Investigate the competition and IFIPs competitive advantage with respect to events. (4.1.c.)	Technical Assembly	Evaluation report, including proposals how to capitalize / improve the competitive advantage	To be presented at GA 2007	No additional costs
Investigate the celebration WCC in 2010	Three dedicated IFIP volunteers	Proposal for a special set-up for this celebration WCC, possibly in combination with the action item on a youth	To be presented at Council 2007 (bids to be invited for GA	No additional costs

		forum.	2007)	
Investigate the future role and models of the WCC (and other flagship events) (4.1.c.)	Three dedicated volunteers (in cooperation with the Congress Steering Committee)	Proposal for the future role of WCC and other flagship events	To be presented at GA 2007	No additional costs
Provide a paper handling system (4.1.c.)	IFIP Secretariat (in cooperation with TCs)	Proposal for a paper handling system, including an inventory of the wishes of TCs and WGs and options for hosting and maintaining the system.	To be presented at Council 2007	No additional costs for the proposal, proposal to include budget

III. Increasing the value and outreach of publications				
Action / measure	Who / Resources	Deliverable(s)	Time schedule	Costs
Investigate new publishing ventures. (4.1.d.)	Publications Committee	Proposals for the future publication of IFIPs work, taking into account current and to be expected trends in publishing.	To be presented at Council 2007	No additional costs
Investigate possibilities of making electronically published proceedings (and other IFIP publications) available for free (or very low cost) in order to offer more added value for individual members and in order to disseminate IFIPs work wider. (4.1.d.)	Publications Committee	Viability report and proposal for implementation (taking into account also current contracts and publications with SSBM (both in the IFIP series and in LNCS))	To be presented at Council 2007	Travel budget for meetings with publisher(s).
Investigate the viability of the PracLib idea. (4.1.e.)	Publications Committee	Evaluation report and, if positive, an implementation plan.	To be presented to Council 2007.	No additional costs for the evaluation and implementation plan. Implementation plan must include a budget.

IV. Improving communications and PR				
Action / measure	Who /	Deliverable(s)	Time schedule	Costs

	Resources			
Investigate possibilities for improvement of communication between IFIP's TCs and WGs and related Committees / Groups within Member Societies (4.1.b)	Technical Assembly (in cooperation with Member Societies Relations Committee)	Proposal for continuous, structural communication	To be presented at Council 2007	No additional costs
Investigate possibilities for improvements in assisting national representatives to report on IFIP activities. (4.1.f.)	IFIP Secretariat	List of proposals	To be presented at Council 2007	No additional costs
Establish regular communication at senior level with Full Members elected officers and staff (4.1.f.)	EB (?)	Draft communication plan which involves EB and GA members	Plan to be presented to Council 2007	No additional costs
Maintain a list of key contacts in Full Member societies. (4.1.g.)	IFIP Secretariat	List of key contacts.	First list available at Council 2007.	No additional costs.
Collect proposals to increase IFIPs visibility. (4.1.h.)	Marketing Committee	List of proposals, including implementation plans and budgets.	List to be presented at Council 2007.	No additional costs for drafting the list. Proposals will have separate budgets.
Draft agreements / letters of intent with regional bodies on mutual exchange of information and promotion of each others activities. (4.1.i.)	Chair of Member Societies Relations Committee	Agreement / letter of intent that should include concrete items that help promoting each others work.	Agreement ready January 2007, to be discussed with MSRC, EB and the regional bodies concerned in Jan. / Febr. 2007. Results to be presented at Council 2007.	No additional costs in principle. If deemed necessary, a minor travel budget could be requested, to be approved by EB.
Promote IFIP as the place to start initiatives. (4.1.k. and Strategy project)	Marketing Committee	Proposal for promotional activities	To be aligned with the Strategy project, to be presented at	No additional costs for proposal, proposal should include budgets

			GA 2007	
Improve website and draft plan for continuous maintenance. (4.1.l.)	Marketing Committee	Proposal for continuous maintenance of website, including options for servicing TCs, WGs and other IFIP bodies (i.e. maintaining links and/or hosting their websites)	Proposal to be presented at Council 2007	No additional costs for proposal, proposal should include budgetary consequences
Investigate new technologies and existing but not used channels for disseminating information. (4.1.l.)	Marketing Committee	Proposal for use of new technologies and existing not used channels	Proposal to be presented at Council 2007	No additional costs for proposal, proposal to include budgets
Investigate wider dissemination of IFIP News. (4.1.m.)	IFIP Secretariat	Proposal for wider distribution.	To be presented at Council 2007.	No additional costs.
(Re)establish links with technically oriented global ICT bodies (Strategy issue, see 3.1.1.b.)	Technical Assembly	Although finding new stakeholders is a strategic issue, it will be beneficial to start (re)establishing bilateral contacts with some such bodies (e.g. IMIA).	Report to Council 2007 on progress of such efforts.	No additional costs.

V. Improving the financial model(s) of IFIP

Action / measure	Who / Resources	Deliverable(s)	Time schedule	Costs
Investigate new financial models that counter downward trends in income sources and that can support initiatives in the other clusters. (4.1.p.)	Finance Committee	A number of alternative financial models, including estimates about bandwidths and uncertainties. Also proposals for implementation of new models (and transition issues).	5 months to prepare the models and present them to EB and Council 2007.	No additional costs for preparing the models.

VI. Adapting the organizational structure of IFIP

Action / measure	Who / Resources	Deliverable(s)	Time schedule	Costs
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Evaluate the efficiency and effectiveness of the current structures and procedures for establishing new WGs and TCs. (4.1.a.)	Technical Assembly	Evaluation of current practices, if necessary including proposals for improvement.	Evaluation and proposals to be presented to Council 2007.	No additional costs.
Establish a mechanism that provides a pro-active instead of reactive attitude towards the establishment of new WGs and TCs in order to be timely if new trends and topics emerge. (4.1.a.)	Technical Assembly	Proposal for a pro-active mechanism for establishing new groups in a fast way in reaction to new developments in the ICT field.	Proposal to be presented to Council 2007.	No additional costs.
Develop a more project oriented approach to planning and executing work plans. (4.1.j.)	EB in coordination with Strategy Project.	Proposal for project oriented approach, procedures and organizational structure.	First draft to be presented to GA 2007.	No additional costs.
Investigate the membership structure of IFIP (4.1.n.)	Member Society Relations Committee	Evaluation of current membership structure and possible alternatives for new models.	First draft to be presented to Council 2007.	No additional costs.
Investigate possibilities to involve non-members in IFIPs activities (4.1.n.)	Member Society Relations Committee	List of suggestions.	To be presented to Council 2007.	No additional costs.

5 Annex 1. Example Agora