INTERNATIONAL ELECTROTECHNICAL COMMISSION

COUNCIL BOARD (CB)

SUBJECT
Report on the IEC Masterplan implementation progress

ORIGIN
Central Office

EXECUTIVE SUMMARY
A graphical representation of the Masterplan implementation plan (MPI) and the progress of the various deliverables are provided in Attachments 1 and 2 for CB information. The detailed overview of the MPI progress report is attached in the form of an excel table (see Attachment 3).

Some highlights regarding the different activities of the leading entities are provided in the background. Overall, we can see progress has been made, particularly to address some of the deliverables showing a delay however there is also some impact resulting from Covid-19. Across the total 40 implementation deliverables, 16 are completed, 14 are on track and 10 are late. All strategic objectives see some delayed deliverables. (see attached timeline)

ACTION
DOCUMENT FOR COMMENT
Council Board is invited to note the MPI progress report.

It is recalled that the Council Board Task Force on Masterplan Implementation is reviewing the achievements to date and will make recommendations regarding any additional steps to be taken to secure successful delivery of the Commission’s strategy.

PROCESS
Updated progress reports are circulated three times a year to Council Board in alignment with the management meeting weeks. These Council Board documents will be systematically circulated to all IEC Board members and to National Committee Presidents and Secretaries.

BACKGROUND
The MPI action plans provided by the leading entities are circulated to CB for validation and CB feedback is subsequently shared with the respective leading entities for consideration.

A template for the action plans was developed to ensure a harmonized approach across the leading entities. All action plans have now been validated by Council Board. Each leading entity is invited to update their respective action plans with progress made and this is consolidated in the attached excel progress report.
Progress reports have been shared with CB as follows:

- February 2019 (document CB/1002/INF)
- May 2019 (document CB/1022/DC)
- September 2019 (document CB/1050/DC)
- February 2020 (document CB/1079/DC)
- May 2020 (document CB/1111A/DC)

With regard to the Gantt charts, the percentage of completeness of each deliverable reflects the proportion of action items completed for each deliverable; this does not take into account the varying degrees of effort of the action items and should therefore only be used as guidance regarding the progress. Furthermore, where CAB and SMB share a deliverable, the action plans are combined to calculate a single percentage of completeness. The deadlines for deliverables have been updated to reflect the updated deadlines on the respective action plans.

Some highlights regarding the progress by leading entities between the May 2020 report and this September 2020 report are provided below:

1. **ExCo**
   ExCo deliverables are completed. The final deliverable related to reviewing input and identifying opportunities for improvement (MPI 4.2.2), was completed following discussion at the ExCo September 2020 meeting.

2. **CB**
   The deliverable related to new revenue generation, delegated to the New Revenue Advisory Group (NRG), is behind schedule as a consequence of resource limitations in 2019 (MPI 2.2.1). The business development specialist (originally budgeted for recruitment in 2019) was not recruited until mid-2020 and hence a delay is seen in this deliverable. It is anticipated that NRG will request an extension to continue its work in the coming years and hence an extension for the entire deliverable will also be needed. It is recalled that the deadline of the deliverable goes one year beyond the deadlines defined in the various actions to allow for one year of implementation prior to expecting additional revenue generation from the new products and services.

3. **CAB**
   CAB MPI activities are generally on track. The deliverable 1.1.6 “Evaluate outcomes to ensure IEC is responding effectively to market and society needs” is slightly behind schedule as MSB has reported delays in MPI 1.1.3 and 1.1.4 which are precursors to this item. The deliverable 1.3.2 “Analyze gaps and opportunities for IEC to collaborate with other organizations by domains and conformity assessment activities is almost completed, pending one action: “Review SMB SG 13 output”. The deliverable 3.1.3 “Implement plans to enhance the active international participation and leadership” is close to completion but the action to “assess the possibility of increasing pool or resources across geographies (YP and affiliate country program) is still a work an open item.

4. **MSB**
   MSB actions related to the deliverable: “Responding effectively to market and society needs” (1.1) are generally completed (MPI 1.1.2 “Establish a process to identify and understand market and society needs for developed and developing economies”) or on target.

5. **SMB**
   SMB deliverables are generally either completed or on target.

6. **ITAG**
   The “Consolidate future needs for IT tools” deliverable (MPI 4.3.1) is behind schedule. ITAG stills needs to develop a requirements-gathering method based on use cases and undertake outreach to each stakeholders group to ensure this is understood and used. “Status report” and “Final report to CB” actions are therefore behind schedule as well. The other deliverable “Promote IEC’s IT tools approach with ISO from now on”, is a continuous activity and is going well.
7. **NCs**
The global health emergency has impacted the progress for National Committees. Out of 7 deliverables 4 are behind schedule, 1 is marked as completed because it was merged with another deliverable (MPI 1.2.4: “Develop and execute a specific strategy to attract user groups beyond vendors, e.g. Solution integrators, consultants, energy performance contractors”), the others are on track. The implementation deliverables experiencing delays are:
- Number new stakeholders (MPI 1.2.2)
- Develop and execute a specific strategy to attract regulators (MPI 1.2.3)
- Establish national YP programmes (MPI 3.4.3)
- Gather and share feedback and issues related to the development and dissemination of IEC publications, from users implementing standards and CA (MPI 4.2.1)

8. **SAG**
SAG MPI activities are on track and close to completion.

9. **CO**
Following the Council Board meeting in Shanghai, Central Office is in the process of developing online dashboards to optimize the potential to gain business intelligence from the data collected.

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**ATTACHMENTS**

1. MPI overview graphs
2. MPI overview timelines
3. MPI progress report (excel sheet)

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ATTACHMENT 1 TO DOCUMENT CB/1162/DC

Masterplan implementation overview graphs and timelines

### MPI deliverables: distribution by leading entity

- **SAG Total**: 3%
- **NCs Total**: 18%
- **MSB Total**: 10%
- **ITAG Total**: 5%
- **ExCo Total**: 15%
- **CB Total**: 16%
- **CO Total**: 2%
- **SMB only Total**: 7%
- **CAB (for CA); SMB (for standards) Total**: 32%
- **CAB combined Total**: 30%
- **SMB combined Total**: 32%

### Number of MPI deliverables by impact and by leading entity

<table>
<thead>
<tr>
<th>Leading Entity</th>
<th>Effectiveness</th>
<th>Efficiency</th>
<th>Securing the future</th>
<th>Transformation</th>
</tr>
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<tbody>
<tr>
<td>CO</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAG</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NCs</td>
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<td>1</td>
<td>1</td>
</tr>
<tr>
<td>MSB</td>
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<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<tr>
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<td></td>
</tr>
<tr>
<td>SMB</td>
<td>1</td>
<td>2</td>
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<td></td>
</tr>
<tr>
<td>CAB (for CA); SMB (for standards)</td>
<td>4</td>
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<tr>
<td>CAB</td>
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</table>
Strategic objective 1: Market and societal relevance

ATTACHMENT 2 TO DOCUMENT CB/1162/DC

Behind schedule
On track
Finished

2018/10 - 2019/06
MPI 1.1.5 - Decision-making process (ExCo)
100%

2018/10 - 2019/06
MPI 1.1.7 - MSB ToR (ExCo)
100%

2019/04 - 2019/09
MPI 1.1.7 - MSB ToR (ExCo)
100%

2019/07 - 2020/12
MPI 1.3.2 - Gaps & opportunities for collaboration (CAB & SMB)
90%

2020/01 - 2021/12
MPI 1.3.1 - Mapping platform (CAB & SMB)
100%
Strategic objective 2: Sustainable business model

2018/07 - 2020/12
MPI 2.1.1 - New stakeholders (CB)
100%

2018/04 - 2021/12
MPI 2.1.1 - Revenue generation (CB)
63%

2018/07 - 2020/12
MPI 2.3.1 - Legal foundations (SAG)
92%

2021/01 - 2021/12
MPI 2.1.2 - Marketing opportunities (CAB & SMB)
90%

Behind schedule
On track
Finished
Strategic objective 3: Flexible organization

- MPI 3.1.1 - Coordination between boards (ExCo) 100%
- MPI 3.1.2 - Leadership in technologies (SMB) 86%
- MPI 3.1.3 - Geographical balance (CAB & SMB) 83%
- MPI 3.2.1 - Support to NCs (CO) 20%
- MPI 3.2.2 - Global application of work (NCs) 17%
- MPI 3.2.3 - Direct industry participation (CAB & SMB) 100%
- MPI 3.3.1 - NC governance (NCs) 8%
- MPI 3.3.2 - NC CA responsibilities (CAB) 100%
- MPI 3.4.1 - Market stakeholders (ExCo) 100%
- MPI 3.4.2 - YP expansion (CB) 100%
- MPI 3.4.3 - YPs (NCs) 67%
Strategic objective 4: Agile operations

<table>
<thead>
<tr>
<th>Period</th>
<th>Project</th>
<th>Progress</th>
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<tbody>
<tr>
<td>2018/04 - 2019/12</td>
<td>MPI 4.1.1 - Internal transformation strategy (CB)</td>
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<td>2019/06 - 2020/12</td>
<td>MPI 4.1.2 - New ways of working (SMB)</td>
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<td>2020/01 - 2021/12</td>
<td>MPI 4.1.3 - Machine useable standards (SMB)</td>
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<td>MPI 4.1.4 - CA expansion opportunities (CAB)</td>
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<td>MPI 4.2.1 - User feedback (NCs)</td>
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<td>MPI 4.2.2 - Efficiency improvements (ExCo)</td>
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<td>MPI 4.2.4 - Ease of participation (CAB &amp; SMB)</td>
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<td>MPI 4.3.1 - Future IT needs process (ITAG)</td>
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<td>MPI 4.2.3 - Internal coordination (CAB &amp; SMB)</td>
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<tr>
<td>2018/10 - 2020/06</td>
<td>MPI 4.3.2 - IT collaboration with ISO (ITAG)</td>
<td>75%</td>
</tr>
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