



**Identity Ecosystem Steering Group, Inc.**

# **IDESG Strategic Plan**

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Version DRAFT 2.0

12/15/15

## VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	N.Pattinson	09/16/14	IDESG Inc Board of Directors	09/17/14	To address Federal Grant Milestone requirement.
<DRAFT 2.0>	N.Pattinson	11/17/2014			Tampa 2014 Plenary, Committee & member feedback; Adoption of IDESG Document Template; Addition of Acronym section.
<Draft 2.0a>	N.Pattinson	12/15/2014			Additional member comments to 7.3.1.1
<Draft 2.0b>	M.A. Signorino	7/20/15			Changes to § 6, 8 (From MA)
,Draft 2.0c>	N.Pattinson	7/31/2015			Changes to § 1,4(Neville)
<Draft 2.0d>	N.Pattinson	8/3/2015			Changes to § 5 (from Sal)
<Draft 2.0e>	N.Pattinson	9/23/2015			§ 7.3 moved to new § 11 and removed attributes section. Several updates to many sections. § 7 reworked - draft
<Draft 2.0g>	M.A. Signorino	12/02/15			Accept all from Draft 2.0 e, and consolidate to reflect new IDESG Plans
<Draft 2.0h>	N.Pattinson	12/07/15			Tidy up for Board Review
<Draft 2.0i>	M.A. Signorino	12/15/15			Incorporated last minute edits
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## 1. Introduction

The Identity Ecosystem Steering Group (IDESG) is tasked with developing and maintaining a Strategic Plan. The Strategic plan outlines the key measurable goals of the organization in several areas and is produced to aid communication and coordination throughout the IDESG - including key stakeholders such as the National Strategy for Trusted Identities in Cyberspace (NSTIC) National Program Office (NPO).

## 2. Mission of the IDESG

*Promote secure, user-friendly and understandable ways to give individuals and organizations confidence in their online interoperable interactions.*

The mission of the IDESG is to annunciate the policies and practices that enable the creation of more trustworthy digital identity credentials. The activities and work products of the IDESG shall be conducted in support of the following objectives:

- Ensuring that the Identity Ecosystem and Identity Ecosystem Framework conform to the four NSTIC Guiding Principles;
- Administering the process for policy and standards development and adoption for the Identity Ecosystem Framework and, where necessary establishing policies standards for the Identity Ecosystem Framework;
- Adopting and, where necessary, establishing standards for the Identity Ecosystem Framework; and
- Certifying that accreditation authorities validate adherence to the requirements of the Identity Ecosystem Framework.

## 3. Vision of the IDESG

*A world where people trust the security and privacy of online transactions and interactions.*

The vision of the IDESG is to make operational a usable Identity Ecosystem for the US market, but with global reach that will benefit users, relying parties, and service providers interacting in an online environment by facilitating trust. It does this through its Identity Ecosystem Framework (IDEF), which provides a structural foundation to identify actors within the Identity Ecosystem by laying out a set of common criteria, policies, and best practices for the creation and consumption of more trustworthy digital identity credentials.

The IDESG looks to establish relationships with service providers and other Identity Ecosystem participants to further the overall environment.

The IDESG is uniquely positioned, due to its cross-industry public private partnership model, to work across a range of topics that have previously not been addressed.

The IDESG supports the NSTIC Guiding Principles of privacy-enhancing, voluntary, secure and resilient, interoperable and cost effective and easy by establishing a set of requirements and supplemental guidance which promotes usability, privacy, security, and interoperability.

### **The Identity Ecosystem Framework (IDEF)**

The IDEF is a policy framework that establishes for the first time ‘rules of the road’ for companies, government agencies, and institutions to navigate the constantly evolving landscape of online identity. It is also the IDESG’s first step towards achieving the National Strategy for Trusted Identities in Cyberspace’s vision: the creation of widespread, trusted identity exchanges using federated methods that are secure, interoperable, privacy-enhancing and easy to use.

The core of the IDEF is comprised of three documents that describe the Identity Ecosystem, along with the requirements, best practices, and approved standards needed to be considered in compliance with it: The IDEF Functional Model, the IDEF Baseline Functional Requirements and Supplemental Guidance and the IDEF Scoping Statement for the Program Listing and Certification Scheme.

- The IDEF Functional Model identifies and describes the common operations, roles, and activities available to the Identity Ecosystem.
- The Baseline Functional Requirements and Supplemental Guidance describe the set of functions participants in the Identity Ecosystem must be able to fulfill, and a set of criteria for assessing those capabilities.
- The Scoping Statement details the vision for the next iteration of the IDEF, laying the groundwork for third-party assessment in the Identity Ecosystem.

The result is a policy foundation that strengthens privacy and security protections for organizations and consumers alike by establishing procedures to create and certify trusted identities online. Future versions of the IDEF will address more key components.

### **The IDEF Self-Assessment Listing Service (SALS)**

The IDESG operationalizes and advances the NSTIC by administering tools and services that enable organizations to put into practice the IDEF. The first and foremost tool is the IDEF Self-Assessment Listing Service that shares information about organizations and individuals that self-attest to aligning to these principles.

## **4. Scope of this Strategic Plan**

This version of the IDESG Strategic Plan covers the period of time from the date of release through January 2017. Both organizational and operations objectives are incorporated into the plan.

## 5. Situational Analysis

The [National Strategy for Trusted Identities in Cyberspace](#) (NSTIC) is a White House initiative signed by President Obama in 2011. It calls for a collaborative effort between the public and private sectors to create an Identity Ecosystem where identity solutions adhere to four Guiding Principles: privacy-enhancing and voluntary, secure and resilient, interoperable, and cost effective and easy to use.

The [Identity Ecosystem Steering Group](#) (IDESG) was established as the public-private partnership to help realize the Guiding Principles of the NSTIC. The IDESG is incorporated as a 501(c)(3) not-for-profit association, known as IDESG, Inc. Additionally, a 501(c)(6) corporation was also created, known as the IDESG Industry Association. The IDESG has a cooperative agreement with the National Institute of Standards and Technology (NIST) that is the main source of direct funding for the organization until 2018, although it does require the IDESG to raise additional funds to make up planned decreases in funding.

The organization needs to put into effect a transition plan to quickly build a revenue stream of service and membership fees, sponsorships, and other non-dues revenues. During that period, IDESG leadership must establish a stable and sustainable operation. At present the core components are a full time Executive Director, a secretariat that provides key operational functions, a public relations firm to help with marketing and outreach, committees of the plenary charged with producing work items and a framework management office (FMO) staffed by standards and subject matter experts (SMEs) to support committees and operations in the core areas of concern to IDESG.

In light of this, the IDESG needs to be able to continue to deliver against its primary reason for being—the development and maintenance of the IDEF.

### 5.1. Strengths

1. Flexibility to address the gaps in the current identity ecosystem with a plan to roll out a *Self-Assessment and Listing Service (SALS)* that can provide a go-to location to identify and qualify identity service providers for the benefit of user and service providers.
2. Addresses an increasingly important international priority: navigating and improving the new identity-enabled online world.
3. Leadership on the need to focus on the user, privacy and user experience while leveraging standards and security best practices.
4. No financial barriers to participating in the leadership of the IDESG.
5. Diversity of industry and individual, private and public, U.S.-based and international, and for profit and non-profit representation.

6. Dedicated core of industry leaders as active participants in all aspects of online identity.
7. Support of the White House, NIST, the NSTIC NPO and NSTIC pilots with a stable funding stream through July 2018.

## **5.2. *Weaknesses***

1. Lack of product/service focus and no individual with a role tied to the services the IDESG intends to provide.
2. Lack of consensus and clarity on the goals of the IDESG and its role in the broader identity space.
3. Still-maturing organization.
4. Insufficient management tools and performance measurement. Focus on documents and deadlines instead of outcomes.
5. Insufficient engagement from IDESG stakeholder members and other potential ecosystem partners, notably relying parties and citizen advocates.
6. Lack of interest within large member organizations beyond member representatives, particularly among line-of-business and C-suite stakeholders.
7. Inefficient organizational governance and workflow, particularly for the process of completing work items and moving them through the organization to adoption.
8. Insufficient and confusing leadership direction and clarity, resulting in uncertainty by committees of the appropriate direction and priorities.
9. A challenging collaborative environment stemming from a consensus based organization.

## **5.3. *Opportunities***

1. Online identity is at a critical juncture, the timing for the IDESG could not be better.
2. The ever evident need to advocate and improve user experience and privacy protections online.
3. Establish the IDESG as the coordinating force in the identity space in the US (and increasingly over time internationally) by using the identity ecosystem framework and the IDESG services and membership benefits to simplify and normalize existing and emerging frameworks, standards, specifications, etc.
4. Make the IDESG the online identity resource of first choice and even potentially the premier clearing house of identity services.
5. Leverage the SALS to create an operational persona for the IDESG and in the process build membership and generate fees. In doing so establish a product and service roadmap that provides strong incentives to membership, listings and interaction.
6. Establish IDESG events as the premier education and networking opportunity in the online identity world.



## **5.4.      *Threats***

1. The IDESG's failure to perform in its first few years of existence has closed some - but not all – opportunities for it to achieve a critical mass of services and other member benefits.
2. There is a perceived lack of momentum, visibility and credibility surrounding the ability of the IDESG to achieve outcomes that matter.
3. IDESG work products take too long to materialize.
4. Loss of key members and declining participation.
5. Potential (and to some extent former and existing) participants do not see the value in IDESG or view it as competition and promote their own trust frameworks and services.
6. Too much reliance on government grants to fund the organization and the still to date lack of a fee structure for membership and other services.
7. A need exists to simplify complex governance rules that prevents the organization from achieving its desired objectives, retaining balance of powers and mechanisms for open discussion.

## **6. Key IDESG Functions**

The IDESG is in a unique position within the Identity Ecosystem writ large. While it could never claim ownership or dominion over the Ecosystem, it stands as beacon to those who would create and consume more trustworthy digital identity credentials. And although the IDESG garners its initial funding is from government grants, its volunteer leadership and members are comprised of individuals representing every sector of the global economy: private industry, institutions of higher education, federal/state/local government, non-governmental organizations, standards development organizations, public policy advocates, and individual practitioners. This mix makes it a truly public/private partnership, dedicated in promoting and operationalizing the ideals laid out in the National Strategy for Trusted Identities in Cyberspace (NSTIC). This is the IDESG's prime mission.

In order to accomplish this, the IDESG has re-formed itself in the corporate form, as a non-profit membership organization with three key functions in mind:

- The development of key tools and resources to ensure the health of the Identity Ecosystem, such as the Identity Ecosystem Framework itself and the Self-Assessment Listing Service;
- Oversight of the stable growth and continuing operation of the IDESG membership organization; and
- Ensuring all work product is aligned with the policy goals of the NSTIC Guiding Principles.

### **6.1. *Stable Growth and Operation***

The IDESG Board of Directors is directly responsible for ensuring the financial stability of the organization through:

- Establishing and maintaining a robust membership recruitment and retention plan to bring in dues revenue;
- Delivering value to the membership through the provision of services and products that bring in non-dues revenue; and
- Adequately staffing the organization with a combination of internal and external workforce to ensure its smooth operation.

### **6.2. *Identity Ecosystem Key Resource Development***

The IDESG Management Council is directly responsible for the developing the tools and services used to define the Identity Ecosystem by:

- Overseeing the development of key work product, such as the Identity Ecosystem Framework documents; and
- Ensuring key services and assets supporting IDESG work product – including the IDESG.org website, the Self-Assessment Listing Service, Standards Registry, and Compliance Programs – are adequately provided for.

### **6.3. *Adherence to the NSTIC Policy Vision***

The IDESG Plenary is directly responsible for ensuring IDESG work product is aligned with the NSTIC Guiding Principles by:

- Maintaining robust committees of volunteers expert in their fields; and
- Providing the resources and tools for the committees to create the IDESG work product in collegial, consensus-driven forum.

Please see [Appendix B – IDESG Entities & Roles](#) for more information. Also, please note: planned revision of key IDESG governance documents may obviate some of these structures, and this document will be updated to reflect any structural changes.

## **7. Strategic Objectives & Operational Plans**

In order to fulfill its key objectives mentioned above, the IDESG Board of Directors/Management Council has outlined both organizational and operational strategic objectives for 2016 and beyond.

### **7.1. *2016 Organizational Strategic Objectives & Operational Plans***

- To streamline the IDESG governance documents by January 2016;

- For more information, please see: [IDESG Governance Rules Refresh Plan v.1](#)
- To bring on sufficient IDESG staff in order to develop, maintain and support key IDESG products and services by March 2016;
  - For more information, please see: [IDESG Internal/External Staffing & Support Plan v.1](#) (TBD)
- To fully transition into a dues-paying membership organization by June 2016;
  - For more information, please see: [IDESG Membership Development Plan 2015-2016 v.1](#)
- To increase the number of IDESG stakeholders through a coordinated outreach strategy;
  - For more information, please see: [IDESG Stakeholder Outreach Plan 2016 v.1](#)
- To have the next revision to this Strategic Plan (v.3.0) by end of December 2016; and
- To turn IDESG into a self-sustaining organization prior to the beginning the calendar year 2018.

## **7.2.      *2016 Operational Strategic Objectives & Operational Plans***

The IDESG Board of Directors has outlined a series of key objectives for the development of the next version of the IDEF, to be achieved throughout 2016. Details of the Work Plan, with specific dates and timetables for the objectives and their deliverables, can be found on the IDESG.org website by clicking on the links below.

- [IDEF v.2 Work Plan 20151110 \(Gantt Chart\) PDF – OFFICIAL](#)
- [IDEF v.2 Work Plan 20151110 \(Gantt Chart\) Excel - OFFICIAL](#)

The Strategic Objectives in the IDEF v.2 Work Plan currently include:

- Creation of a Customer Development & Outreach Program for feedback on the IDEF
- Review of the IDEF Baseline Requirements & Supplemental Guidance
- [Achieving the authorization to operate the IDEF Self-Assessment Listing Service \(SALS\)](#)
- Revising the IDESG Standards Adoption Policy and upgrading the Standards Registry
- Review of the IDEF Functional Model and Glossary
- Creation of a Third-Party Compliance Program

Specific projects in support of the IDESG Strategic Objectives can be found in [the Identity Ecosystem Implementation Tool Policy](#).

It should be noted that the Work Plan is subject to review and change, with the latest version posted in the [IDESG Framework Management Office Workspace](#).

## **8. Resources**

### **8.1.      *Executive Director***

The IDESG, Inc. has an Executive Director who is the main employee of the nonprofit corporation and provides day-to-day oversight and management of the project. As of January 2015, this position has been filled.

### **8.2.      *Outsourcing***

A contractor is hired to serve as the secretariat, providing organizational support for the IDESG. This company engages regularly in Plenary and Committee meetings. Contractors are also hired for the Framework Management Office, and to handle legal services.

### **8.3.      *Subject Matter Experts***

Subject matter experts provide support to the major work streams of the IDESG committees. The Executive Director allocates the SMEs from the Framework Management Office to committees upon request.

### **8.4.      *Membership***

An important and unique resource of the IDESG, Inc. is its diverse and representative membership. There are 14 stakeholder categories in the organization. Members must choose one category in order to be able to vote for a single representative in elections. However, many members have capabilities in more than one stakeholder category and area of expertise. The 14 representative stakeholder categories are:

1. Privacy & Civil Liberties
2. Usability & Human Factors
3. Consumer Advocates
4. U.S. Federal Government
5. U.S. State, Local, Tribal, & Territorial Government
6. Research, Development, Education & Innovation
7. Identity & Attribute Providers
8. Interoperability
9. Information Technology (IT) Infrastructure
10. Regulated Industries
11. Small Business & Entrepreneurs
12. Security
13. Relying Parties
14. Unaffiliated Individuals

The volunteer members bring their substantive knowledge and skill to the work of the committees. This is a unique resource that the IDESG, Inc. possesses and has been able to leverage.

### **8.5. *IDESG Plenary & Plenary Committees***

The IDESG's Plenary is the body of the IDESG responsible for the timely review, recommendation and adoption of standards related to the development and governance of the Identity Ecosystem. It develops and maintains work products to include a framework for testing and certifying Identity Ecosystem components, creation of the Identity Ecosystem Framework as described in the NSTIC, and produce, develop and maintain work products for the Identity Ecosystem. The Committees of the IDESG Plenary are:

- Privacy Coordination Committee
- Trust Framework & Trustmark Committee
- Standards Coordination Committee
- Security Committee
- User Experience Committee
- Healthcare Committee
- International Coordination Committee

### **8.6. *Finances***

The IDESG received a three year grant from NIST in 2014 to further its efforts. The Grant fiscal year covers the 12 month period from August 1<sup>st</sup> to July 31<sup>st</sup> the following year. The board provides financial and grant management, including a financial and payroll management and reporting system meeting 501(c)(3) and NIST requirements.

### **8.7. *Internal Communications***

There are regular virtual meetings held for: board (executive and non-executive), management council, chairs, plenary, and committees. These meetings are held anywhere from once a week to once a month, depending on internal charters. Face-to-face plenary meetings every 3 to 4 months serve as a general meeting of members. These conferences provide a sounding board about the direction of the organization's work and maintain an open attendance policy.

### **8.8. *External Communications***

An IDESG website provides external-facing information about the organization's leadership, membership opportunities, events calendars, and a collection of deliverables produced by individual committees.

## 9. References

IDESG Rules of Association, along with all other IDESG governance documents, can be found at <https://workspace.idesg.org/kws/public/documents?view=>

## 10. Acronyms

The following Acronyms used within this document are defined below:

Acronym	Definition
BoD	Board of Directors (of IDESG Inc)
CCD	Corporate Communications and Development
FCCX	Federal Cloud Credential Exchange
FICAM	Federal Identity, Credential, and Access Management
FM	Functional Model
FMO	Framework Management Office
IDEF	Identity Ecosystem Framework
IDESG	Identity Ecosystem Steering Group
MC	Management Council (Elected members of IDESG)
NIST	National Institute for Science and Technology
NPO	National Program Office (part of NIST)
NSTIC	National Strategy for Trusted Identity in Cyberspace
PEM	Privacy Evaluation Methodology
RAF	Risk Assessment Framework
RoA	Rules of Association (of IDESG)
SAP	Standards Adoption Policy
SCC	Standards Coordination Committee
SEM	Security Evaluation Methodology
SME	Subject Matter Expert
US	United States
UX	User Experience

## APPENDIX A

### *Deliverables: 2015-2016*

1. By September 30, 2015, public release and public announcement of complete Identity Ecosystem Framework v1 as approved by the IDESG Plenary to include (1) Functional Model v1, (2) Baseline Functional Requirements v1 and associated supplemental information, (3) a Program Listing and Certification Scheme scoping statement and ( 4) an associated scoping statement for the transactions and interactions covered by the Program Listing and Certification Scheme;
2. By October 15, 2015, public release and public announcement of all necessary documentation for the IDESG Self-Assessment Listing Service Program as approved by IDESG, Inc.;
3. By October 31, 2015, public release of the IDESG Work Plan for Identity Ecosystem Framework v2, as approved by the IDESG Management Council, and including milestones;
4. By December 31, 2015, public release of the updated Strategic Plan 2.0 as approved by the IDESG Management Council;
5. By December 31, 2015, authorization to operate for the IDESG Self-Assessment Listing Service as authorized by the IDESG Management Council that is operational and capable of accepting applications;
6. By March 15, 2016, public release of the work plan for IDESG Program Listing and Certification Scheme associated with IDEF v2, as approved by the Management Council;
7. By May 15, 2016, receive plenary approval for two major deliverables for IDEF v2 as identified in IDESG Strategic Plan v1. These deliverables will be identified by the work plan referenced in (3) above;
8. By July 15, 2016, receive plenary approval for a third major deliverable for IDEF v2 as identified in IDESG Strategic Plan v1. These deliverables will be identified by the work plan referenced in (3) above.

***APPENDIX B***  
***Entities & Roles***



Entity	Composition	Responsible & Accountable
Board	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Authoritative governance body of the IDESG</li> <li>Overall fiduciary responsibility for the organization</li> <li>Oversight of the FMO and Secretariat</li> <li>Oversight of the elected Officers of the Corporation and the Executive Director</li> <li>External relations Development of the IDESG IA, incl. stakeholder engagement; 501(c)(6) developed for business purposes and can accept membership dues as funding while 501(c)(3) is for public awareness and education efforts and pursues government funding and charitable contributions</li> </ul>
Plenary Leadership	<ul style="list-style-type: none"> <li>Chair</li> <li>Vice Chair</li> </ul>	<ul style="list-style-type: none"> <li>Consideration and scoping of new work items and committees</li> <li>Approval of deliverables</li> <li>Coordination of Committee Chairs</li> <li>Training for chairs to increase efficacy</li> <li>Coordination with MC Chair to leverage virtual plenary meetings and webcasts between face-to-face plenary sessions</li> <li>Clarification, alongside the Management Council, of processes surrounding minority reports and “formal objections”</li> <li>Clarification of timelines, responsibilities, and contradictions in the existing workflow process.</li> </ul>
Plenary Committees	<ul style="list-style-type: none"> <li>Committees <ul style="list-style-type: none"> <li>Chair</li> <li>Vice Chair</li> <li>Secretary</li> <li>Liaisons</li> <li>Members</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Execution of respective work plans in accordance with their charters</li> <li>Informing Management Council of activities and updates</li> <li>Development of deliverables</li> <li>Liaison with other groups/committees</li> </ul>
Management Council	<ul style="list-style-type: none"> <li>Chair</li> <li>Vice Chair</li> <li>Ombudsman</li> <li>Delegates</li> <li>Composition should reflect diversity of IDESG</li> </ul>	<ul style="list-style-type: none"> <li>Coordination with Plenary Chair to leverage virtual plenary meetings and webcasts between face-to-face plenary sessions</li> <li>Clarification, alongside the Plenary Chair, of processes surrounding minority reports and “formal objections”</li> </ul>

		<ul style="list-style-type: none"> <li>• Development an MC deliverable review policy: creation of timelines, structures for review and comment, delegation of responsibility for reviews, and MC process for finalizing comments and input.</li> <li>• Overhaul of the Rules of Association in coordination with the Executive Director</li> <li>• Oversight of the development of deliverables – alignment with NSTIC Guiding Principles, overall coordination</li> <li>• Development and management of a concise work plan* that provides detailed information on the review of the IDEF and additional work items.</li> <li>• Creation and maintenance of clearer lines of accountability and responsibility between the committees, the Management Council and the Plenary.</li> <li>• Delivery of priorities and guidance directly to the chairs; this will inform refreshes of committee level work plans</li> <li>• Overall responsibility for the IDEF (‘project owner’) working with the “TFTM Committee (as ‘project manager’)</li> <li>• Guidance to the FMO and “Work flow” for engagement of SMEs and protection IP</li> <li>• Close communication with all committees and the Plenary</li> <li>• Oversight, alongside the Executive Director, of the operational details of the FMO</li> <li>• Coordination and delivery of resources to the ombudsman</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>• Contracted Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational support for the IDESG; includes distributing documents and processing comments, taking and recording attendance at Plenary meetings, etc.</li> <li>• Administer and conduct elections</li> </ul>

Framework Management Office	<ul style="list-style-type: none"><li>Contracted Organization</li></ul>	<ul style="list-style-type: none"><li>Coordination of the development of IDESG deliverables</li><li>Integration of work streams and deliverables across all IDESG committees</li><li>Technical support for chairs of the committees</li><li>Allocation of SMEs to committees when requested</li><li>Overall management of the IDEF, its development, sustainability and implementation</li></ul>
Executive Director	<ul style="list-style-type: none"><li>Executive Director</li></ul>	<ul style="list-style-type: none"><li>Day-to-day oversight and management of the core administrative and operational functions of the IDESG</li><li>Oversight, alongside the Management Council, of the operational details of the FMO</li><li>Oversight of the development of an Identity Ecosystem framework</li><li>Prioritization and allocation of support resources to committees (SMEs)</li><li>Overhaul of the Rules of Association in coordination with the Management Council.</li></ul>