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| A black and white logo  Description automatically generated with medium confidence | INTERNATIONAL TELECOMMUNICATION UNION**TELECOMMUNICATIONSTANDARDIZATION SECTOR**STUDY PERIOD 2022-2024 | TSAG-TD256 |
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| **TD** |
| **Source:** | Rapporteur, RG-IEM |
| **Title:** | Draft ITU-T action plan for a vibrant engagement of the industry |
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| **Abstract:** | This document contains the draft “ITU-T action plan for a vibrant engagement of the industry” developed by TSAG RG-IEM in line with its terms of reference. |

**Action:** TSAG is invited to approve the action plan for implementation.

# Introduction

As a starting point, this document considers the following items of the Terms of Reference (ToR) of RG-IEM as per section D.7 of Annex D of the (Draft) Report of the first TSAG meeting (Geneva, 12-16 December 2022) contained in [TSAG-TD004R1](https://www.itu.int/md/T22-TSAG-221212-TD-GEN-0004/en):

* *To consider the issue of industry engagement discussed at WTSA-20, including Resolution 68 (Rev. Hammamet, 2016) or draft revised Resolution 68. (WTSA-20 Action 10).*
* *To perform a review of the CxO/CTO coordination process.*
* *Develop a plan to attract intensive industry participation in order to take account of latest technical trends and market needs.*

This action plan was developed in the purview of the above mandate and is the result of contribution driven and collaborative work during the course of TSAG, WP-IEM, RG-IEM and Ad-Hoc drafting group meetings. See Annex A - Identification of documents which contributed to this action plan for detailed list of contributions and documents that sustained this effort.

# Rationale

## The Strategic Plan of the ITU for 2024-2027

The ITU Strategic Plan [b-ITU Strategic Plan] is premised on a results-based methodology which includes several key components, one of which is entitled “Enablers” which allow the Union to deliver on its goals and priorities more effectively and efficiently. One such “Enabler” highlights the need for ITU to work as a membership-driven organization, which includes not only Member States, but also to “work to deepen its engagement with representatives of the telecommunication/ICT and other industry sectors, to demonstrate ITU’s value proposition in the context of the strategic goals”. (Annex 1 to Resolution 71 (Rev. Bucharest, 2022), ITU strategic plan for 2024-2027).

## Visualisation of the components of this document

For a more effective implementation, aligned with [b-ITU Strategic Plan] ITU Strategic Plan 20242027: Strategic framework, a result-based structure is introduced to manage the action plan for the engagement of the industry.



The measures or actions can be categorized into four pillars:

* Raising awareness, refers to action plan AP1.1 and AP5.
* Adding value, refers to action plan AP1.2, AP1.3, and AP1.6.
* Attracting potential new sector members, refers to action plan AP1.4.
* Mapping of ITU strategic plan and indicators, refers to action plan AP1.5, AP1.7, AP3, and AP4.

These non-exhaustive and non-exclusive pillars will form the main elements in RG-IEM’s deliverable(s), then for implementation and assessment.

## Methodology for the analysis of the industry engagement action plan

### Structure of Strategic Plan for the Union 2024-2027

For convenience, the principal components are extracted and listed as follows from the current [b-ITU Strategic Plan] in section 2.3.1 of Annex 1, Resolution 71, Section 2.1 (Overall Framework) and can be leveraged for each action plan item description:

Table 1 - Definitions of the Principal components of strategic plan

|  |  |
| --- | --- |
| **Components of strategic plan** | **Definition** |
| Vision  | The better world ITU wants to see. |
| Mission | Main overall purposes of the Union, as per the basic instruments of ITU. |
| Strategic goals | The Union's high-level goals which enable the realization of its mission. |
| Targets | The desired results the Union aims to achieve in order to deliver on its strategic goals, the 2030 Agenda for Sustainable Development and the World Summit on the Information Society action lines. |
| Thematic Priorities | Areas of work that the Union focuses on and in which outcomes will be achieved to meet the strategic goals. |
| Outcomes | Key results the Union aims to achieve under its thematic priorities. |
| Product and service offerings | The range of ITU's products and services that are deployed to support the Union's work under its thematic priorities. |
| Enablers | Ways of working that allow the Union to deliver on its goals and priorities more effectively and efficiently. |
| Operational plans and Sector priorities | The operational plan is prepared on a yearly basis by each Bureau, in consultation with the relevant advisory group, and by the General Secretariat, in accordance with the strategic and financial plans. It contains the detailed plan for the subsequent year and a forecast for the following three-year period for each Sector and the General Secretariat. The Council reviews and approves the four-year rolling operational plans. |

### Analysis of the industry engagement action plan with the Framework of the Strategic Plan

For purposes of the analysis of the industry engagement action plan, the overall **“Strategic Goal**” is to identify and consider a full range of measures to advance and strengthen the engagement between industry and Member States in the fulfilment of the purposes of the Union and goals of the Strategic Plan from both developed and developing countries.

# Resolutions, articles from the Convention and Constitution encouraging industry engagement

For purposes of the analysis of the elements of the Action Plan, the focus of industry engagement spans through:

* recognized operating agencies and scientific or industrial organizations should be included,
* associates and SMEs should be included as sub-sets of these categories in such an analysis,
* vertical ecosystems are recognized as missing in ITU-T with a willingness to include a focus on them,
* other entities could be considered to be included as appropriate,
* both developed and developing countries are in the focus of this action plan.

## Entities to be included as the focus of the industry engagement action plan

Article 19 of the ITU Convention (Participation of Entities and Organizations Other than Administrations in the Union’s Activities) identifies which entities and organization the Secretary-General and the Directors of the Bureaux have targeted for enhanced participation, including recognized operating agencies (ROAs) and scientific or industrial organizations (SIOs)[[1]](#footnote-1) (CV No. 229 a)).

For purposes of the Action Plan, these are the entities which represent the focus of the analysis of its various components, as identified at the first meeting of TSAG in the 2022-2024 study period. These entities in turn are included in the definition of Sector Member.

Also included in this definition are those entities identified as “Associates”[[2]](#footnote-2) (see WTSA Resolution 31, (Rev. Dubai, 2012), Admission of entities and organizations to participate as Associates in the work of ITU-T) and SMEs (see PP Resolution 209, (Dubai, 2018[[3]](#footnote-3)), Encouraging small and medium enterprises in the work of the Union).

# Industry engagement action plan

AP1 – The industry engagement action plan is premised on the need to identify and consider a full range of measures to advance and strengthen the engagement between industry and Member States in the fulfilment of the purposes of the Union and goals of the Strategic Plan from both developed and developing countries, including the following:

AP1.1 – Identify if there is a problem of lack of awareness of standardisation, and lack of awareness of the ITU-T in particular, including, but not limited to:

AP1.1.1 – Correlate the lack of awareness with the lack of engagement in standards,

AP1.1.2 – Identify the roles and drivers involved, and the ways and means to increase the engagement,

AP1.1.3 – Identify if there is a lack of courses in standardization for industry leaders (MBAs, etc.).

AP1.2 – Identify how ITU-T can achieve a common vision of the future as a partnership between Member States and industry in order to preserve and strengthen its international credibility by more clearly defining the respective roles of such partnership;

AP1.3 – Identify value propositions to enhance participation and retention of industry as Sector Members and Associates (including SMEs) in ITU-T;

AP1.4 – Identify how to attract industry from developed and developing countries to participate in ITU-T as new Sector Members, Associates and SMEs;

AP1.5 – Identify how to bridge the gap between technology, policy, and strategy in standardization;

AP1.6 – Identify how ITU-T Sector Members and Associates (including SMEs) can contribute to a dialogue leading to an enabling environment that adds value and enhances quality;

AP1.7 – Motivate coordination of standardization activities by ITU-T Sector Members and Associates (including SMEs) that are participating in other standards development organizations.

AP2 – The industry engagement action plan developed by TSAG should also consider implementation strategies for achieving the above through the organization of regular workshops and surveys with the industry to receive feedback on how to enhance participation in the ITU-T.

AP3 – These actions would be complementary to the current activities being undertaken as part of the CTO/CxO process as outlined in (Resolution 68, Rev. Hammamet, 2016), although part of the Action Plan would be focused on determining whether the original objectives of Resolution 68 have been achieved. Based on the assessment, perform a review of the CTO/CxO process as needed.

AP4 – Format the action plan on the basis of the results-based structure of the ITU Strategic Plan, including key outcomes and key outcome indicators.

AP5 – Send out a circular informing membership about the ongoing discussion in TSAG to encourage industry engagement, e.g., based on the text in TSAG-C15R1.

In order to facilitate the implementation of the Action Plan, it is suggested that certain elements of the Plan be addressed before others. This action would be subject to an ongoing assessment as the work of RG-IEM continues.

# ITU-T service offerings

To achieve the outcomes under aforementioned pillars, the services offered by ITU-T could be introduced. The range of services can be found in section 2.7 of Resolution 71 of Plenipotentiary Conference 2022[[4]](#footnote-4). Each Sector and the Secretariat General will provide more detailed information on how they will deploy these services, and relevant items can be selected to add into the industry engagement action plan:

* Development of ITU-T standards and other deliverables
* Development of policy frameworks and knowledge products
* Provision of data and statistics
* Capacity development
* Provision of technical assistance
* Convening platforms
* Organisation of workshops
* Organisation of surveys

# Enablers/Measures to be taken by ITU-T to encourage industry engagement

The term “enabler” has been used to highlight the need for ITU to work as a membership-driven organization, which includes not only Member States, but also to “work to deepen its engagement with representatives of the telecommunication/ICT and other industry sectors, to demonstrate ITU’s value proposition in the context of the “Strategic Goals””. (See Annex 1 to Resolution 71 (Rev. Bucharest, 2022), Section 2 ([b-ITU Strategic Plan] Strategic framework for 2024-2027), Section 2.8 Enablers):

“2.8 Enablers

64 Enablers are ITU's ways of working that allow it to deliver on its goals and priorities more effectively and efficiently. They reflect the Union's values of efficiency, transparency and accountability, openness, universality and neutrality, and being people-centred, service-oriented and results-based, and leverage its key strengths and address its weaknesses so that it can support its membership.

Membership-driven

65 ITU will continue to work as a membership-driven organization, to effectively support and reflect the needs of its diverse members. ITU recognizes the needs of all countries, in particular those of developing countries, including LDCs, SIDS, LLDCs and countries with economies in transition, as well as underserved and vulnerable populations, which should be prioritized and given due attention. ITU will also work to deepen its engagement with representatives of the telecommunication/ICT and other industry sectors, to demonstrate ITU's value proposition in the context of the strategic goals.”

Additional enablers that facilitate the implementation of the action plan include the following non-exhaustive list of potential enablers:

* Measures for satisfaction and confidence building
* Engagement of Vertical Ecosystems (FSI, Automotive, etc.)
* Next generations orientation
* Identifying potential New Sector/Associate Members of ITU-T through Member States

# Action plan measurement and implementation considerations

In order to ensure successful implementation, it is proposed that the results-based methodology of the ITU Strategic Plan concerning Key Outcomes and Key Outcome Indicators be used to provide a framework for actions associated with the enhancement of industry engagement in ITU-T.

It is further proposed that the elaboration of these Outcomes be identified as an integral part of the work of RG-IEM;

Indeed, another important term is the “Outcomes” component, defined as “key results the Union aims to achieve under its thematic priorities”. Thematic priorities are essentially “Objectives”, a term used in earlier versions of the Strategic Plan. Moreover, associated with such Objectives were “Expected Results and Measurements” in the form of Outcomes and “Key Outcome Indicators”. For purposes of this analysis of the industry engagement action plan, an additional category could include “Implementation Strategies”.

Table 2 - Action Plan item on "Lack of awareness"

|  |  |  |  |
| --- | --- | --- | --- |
| **AP#** | AP1.1, AP1.1.1 – AP1.1.3 | **AP Short Name** | “Lack of awareness” |
| **Objective/Thematic Priority** |
| Identify if there is a problem of lack of awareness of standardisation, and lack of awareness of the ITU-T in particular, including, but not limited to:* Correlate the lack of awareness with the lack of engagement in standards,
* Identify the roles and drivers involved, and the ways and means to increase the engagement,
* Identify if there is a lack of courses in standardization for industry leaders (MBAs, etc.).
 |
| **Key Outcome(s)** |
| Increased awareness of the importance, including among the next generation of engineers and others in related fields, of ITU-T global standards in the development of telecom/ICT systems and services. |
| **Key Outcome Indicator(s)** |
| * Enhanced participation (statistics related to next generation engineers can be specifically counted) in the work of ITU-T study groups.
* Satisfaction and confidence building.
* More recommendations that prove valuable to the industry (implemented in products, used in relevant regulations for specific markets, …).
 |
| **Implementation Strategies** |
| Included among such strategies would be mechanisms such as workshops, surveys, etc. to determine awareness of ITU-T’s “Product and service offerings”. Taking into account PP Resolution 123 (PP, Bucharest 2022), the Programme 1 and 3 of the Annex of Resolution 44 (WTSA, Geneva 2022) could be considered as input to the implementation strategies. As well, the Recognizing c).In particular the capacity building aspects could benefit with reaching out to general leadership education sector and assess the assumption that in some part of the world standardisation is not part of business leaders curricula and discuss protentional short, mid and long term remediations. Particular focus should be considered for the next generations (during higher education stage). |
| **Enablers** |
|  |
| **ITU Services** |
| Collection of best practices from ITU-T memberships.  |

Table 3 - Action plan on "Common vision and roles"

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| --- | --- | --- | --- |
| **AP#** | AP1.2 | **AP Short Name** | “Common vision and roles” |
| **Objective/Thematic Priority** |
| Identify how ITU-T can achieve a common vision of the future as a partnership between Member States and industry in order to preserve and strengthen its international credibility by more clearly defining the respective roles of such partnership; |
| **Key Outcome(s)** |
| * The ITU-T is equipped with a clearly spellable common vision of the future as a ‘story’.
* The roles of the partnership are clearly defined.
* Identify the nature and options for countering an unfortunate or inadvertent perception that in some cases there is a conflict between Member States and industry participants.
 |
| **Key Outcome Indicator(s)** |
| * An agreed story.
* A clearly described role for the ITU-T and the industry.
* A frictionless collaboration environment.
 |
| **Implementation Strategies** |
| * The ITU Strategic Plan itself contains vision and roles.
* This is a leadership act and executive consultancy best practices and methods would bring valuable input.
* Encourage the ITU-T leadership (TSB and membership) to identify and reiterate the commonality of interest between Member States and industry and identify amelioration options for minimizing any future conflicts, real or perceived.
 |
| **Enablers** |
|  |
| **ITU Services** |
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Table 4 - Action plan on "Value propositions"

|  |  |  |  |
| --- | --- | --- | --- |
| **AP#** | AP1.3 | **AP Short Name** | “Value propositions” |
| **Objective/Thematic Priority** |
| Identify the value propositions to enhance participation and retention of industry as Sector Members, and Associates (including SMEs) in ITU-T. |
| **Key Outcome(s)** |
| Identified list of value propositions to enhance value in the work of ITU-T. |
| **Key Outcome Indicator(s)** |
| * the retention of industry representatives in the activities of ITU-T,
* an increase in participation in the work of the SGs, FGs, JCAs, etc.,
* an increase in the number of contributions submitted to such meetings.
 |
| **Implementation Strategies** |
| * determination through surveys to membership or other such means that the value of participation in ITU-T is increasing;

undertaking a statistical analysis of the number of industry representatives among Sector Members, Associates and SMEs that are participating and contributing to the work. |
| **Enablers** |
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| **ITU Services** |
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Table 5 - Action plan on "Attract industry"

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| --- | --- | --- | --- |
| **AP#** | AP1.4 | **AP Short Name** | “Attract industry” |
| **Objective/Thematic Priority** |
| Identify how to attract industry from developed and developing countries to participate in ITU-T as new Sector Members, Associates and SMEs; |
| **Key Outcome(s)** |
| identification of measures to address the following non-inclusive list of issues: disparity in human resources skilled in standardization and disparity in effective participation in ITU-T activities; access to essential technical information in order to enhance knowledge and capacity i) to implement global standards, ii) to contribute effectively to the work of ITU-T, iii) to include their own specificities and necessities in the global standards-making process, and iv) to influence global standards-making discussions by having active roles in the ITU-T SGs, in close collaboration with other BDT capacity-building initiatives; compiling and maintaining an up-to-date database with information on new standardized technologies, as well as products that are compliant with ITU-T Recommendations. |
| **Key Outcome Indicator(s)** |
| a more active engagement of industry from developed and developing countries in partnership with Member States. |
| **Implementation Strategies** |
| identify strategies based in the implementation of the bridging the standardization gap programme as well as the relevant provisions of the Kigali Action Plan; seek advice and recommendations from the Industry Advisory Panel active within the GSR process. NOTE: In accordance with Resolution 74 (WTSA, Geneva 2022), Sector Members from developing countries shall not be affiliated in any way to any Sector Member of a developed country. Moreover, the participation of operators shall be limited to those having an income per capita according to the United Nations Development Programme not exceeding a threshold to be determined.Note: In developed countries, leaders of the industry who have received an appropriate awareness and recognize the need to engage will support the engagement as leaders with the right budget, the right assignations and career support for current and new generation. |
| **Enablers** |
|  |
| **ITU Services** |
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Table 6 - Action plan on "Bridge the technology/policy/strategy gap"

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| --- | --- | --- | --- |
| **AP#** | AP1.5 | **AP Short Name** | “Bridge the technology/policy/strategy gap” |
| **Objective/Thematic Priority** |
| Identify how to bridge and gap between technology, policy and strategy in standardization. |
| **Key Outcome(s)** |
| The identification of measures in the form of guidelines across the whole lifecycle of standardisation from the members competencies in the three fields, the initiation of new work item, their development, their quality, and the application of ITU-T Recommendations particular on manufactured products and interconnection, with emphasis on Recommendations having regulatory and policy implications. |
| **Key Outcome Indicator(s)** |
| * Number of relevant and implementable measures categorised by short, medium and long term execution and impact.
* Measures are relevant against a to-be-developed list of the concerns to bridge the gap between technology, policy and strategy.
 |
| **Implementation Strategies** |
| * the development of competency training courses on standardization taking into account the specific. relationships and dynamics between technology, policy and strategy for both developed and developing countries.
* the consultation with both BDT and TSB on their experience and relationships outside of the ITU.
 |
| **Enablers** |
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| **ITU Services** |
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Table 7 - Action plan on "Dialogue"

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| --- | --- | --- | --- |
| **AP#** | AP1.6 | **AP Short Name** | “Dialogue” |
| **Objective/Thematic Priority** |
| Identify how ITU-T Sector Members, Associates and SMEs can contribute to a dialogue leading to an enabling environment that adds value and enhances quality.  |
| **Key Outcome(s)** |
|  |
| **Key Outcome Indicator(s)** |
|  |
| **Implementation Strategies** |
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| **Enablers** |
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| **ITU Services** |
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Table 8 - Action on plan on "Motivate coordination"

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| --- | --- | --- | --- |
| **AP#** | AP1.7 | **AP Short Name** | “Motivate coordination” |
| **Objective/Thematic Priority** |
| Motivate coordination of standardization activities by ITU-T Sector Members and Associates (including SMEs) that are participating in other standards development organizations. |
| **Key Outcome(s)** |
| Given the rapid pace of change in the global standardization ecosystem, coordinated actions in the development of standards can lead to the avoidance of duplication of work, better harmonised collaboration and standards, and better qualification of opportunities for standardisation. |
| **Key Outcome Indicator(s)** |
| A more informed appreciation and understanding among Sector Members, Associates and SMEs who participate in other standards forums on the role of ITU-T in global standardization ecosystem. |
| **Implementation Strategies** |
| This element could be inserted in the agenda of a workshop to foster discussion on how to achieve this action plan item; otherwise, the information that is sought could be made available through surveys and questionnaires.Resolution 209 (PP, 2022) can be considered as input to this implementation strategies. |
| **Enablers** |
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| **ITU Services** |
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Table 9 - Action plan on " Workshop and surveys "

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| --- | --- | --- | --- |
| **AP#** | AP2 | **AP Short Name** | “Workshop and surveys” |
| **Objective/Thematic Priority** |
| The Action Plan developed by TSAG should also consider implementation strategies for achieving the above through the organization of regular workshops and surveys with the industry to receive feedback on how to enhance participation in the ITU-T. |
| **Key Outcome(s)** |
| * Tangible feedback is formalised and qualified and inputs to several other action plan items.
* The industry’s awareness and its interest for standardisation increased significantly and sustainably.
* The quality feedback received by ITU-T is an essential element to improve the attractiveness of ITU-T.
 |
| **Key Outcome Indicator(s)** |
| * Active and engaged number of participants in standardisation increases.
* Number of contributions in standardisation increased.
* Number of Recommendations cited (through regulatory harmonisation, through RFx business processes, etc.) increased.
 |
| **Implementation Strategies** |
| * Consult with TSB Director and other ITU leaders.
* Review existing such engagement with industry such as the D sector IAP.
* Review past such engagement with industry such as the Martigny meeting.
* Focus on the needs of CxOs and what impacts CEOs.
* Leverage the results from AP1.2 as the basis of what could attract CxOs into a workshop.
* Review Resolution 68 (WTSA, Geneva 2022).
* Review positioning of Workshops in the context of ITU as a whole.
* Establish a good ‘story’, ‘venue’, ‘timing’, ‘key outcome indicator’.
* Establish an Industry Engagement Wokshop Steering Committee and a ToR.
* Leverage this action plan as a whole.
* Consider budgetary aspects.
 |
| **Enablers** |
| All the enablers listed and in particular the next generation one. |
| **ITU Services** |
| The service responsible to organize workshops. |

Table 10 - Action plan on "Res. 68"

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| --- | --- | --- | --- |
| **AP#** | AP3 | **AP Short Name** | “Res. 68” |
| **Objective/Thematic Priority** |
| These actions would be complementary to the current activities being undertaken as part of the CTO/CxO process as outlined in (Resolution 68, Rev. Hammamet, 2016), although part of the Action Plan would be focused on determining whether the original objectives of Resolution 68 have been achieved. Based on the assessment, perform a review of the CTO/CxO process as needed. |
| **Key Outcome(s)** |
| Clarification of the evolving role of industry in the development of ITU-T programmes and standards.Determination of whether the objectives of the CTO consultation process have been achieved as per WTSA Resolution 68.Reformulation of objectives for executive level industry consultation for the mutual benefit of industry, TSB and the ITU-T membership. |
| **Key Outcome Indicator(s)** |
| A more executive level, consistent and sustainable engagement on the part of industry executives with the work and outcomes of ITU-T standardization activities. |
| **Implementation Strategies** |
| Determine a set of options e.g. through surveys and workshops, on how to optimize consultations between the TSB and senior industry leaders. |
| **Enablers** |
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| **ITU Services** |
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Table 11 – Action plan on “Format on ITU Strategic Plan”

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| --- | --- | --- | --- |
| **AP#** | AP4 | **AP Short Name** | “Format on ITU Strategic Plan” |
| **Objective/Thematic Priority** |
| Format the action plan on the basis of the results-based structure of the ITU Strategic Plan, including key outcomes and key outcome indicators. |
| **Key Outcome(s)** |
| A good support of this action plan as its format is aligned on the ITU Strategic Plan [b-ITU Strategic Plan]. |
| **Key Outcome Indicator(s)** |
| * The action plan is clear and agreed.
* Each action plan item is executed with sufficient members to support it.
* Each action plan item is executed successfully.
 |
| **Implementation Strategies** |
| * Stick to the maximum to the terminology, concepts and diagrammatic of the ITU Strategic Plan [b-ITU Strategic Plan].

Note: this is what this action plan is about. |
| **Enablers** |
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| **ITU Services** |
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Table 12 - Action plan on "Circular"

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| --- | --- | --- | --- |
| **AP#** | AP5 | **AP Short Name** | “Circular” |
| **Objective/Thematic Priority** |
| Send out a circular informing membership about the ongoing discussion in TSAG to encourage industry engagement, e.g., based on the text in TSAG-C15R1.  |
| **Key Outcome(s)** |
| One circular informing the Regional groups that TSAG have started to discuss various measures to encourage industry engagement, And at least one circular with status update of the discussion in TSAG. |
| **Key Outcome Indicator(s)** |
| Feedback received from regional groups and current and especially new industry members. |
| **Implementation Strategies** |
| Call for contributions on circulars.At least 2 circulars with contents described above. |
| **Enablers** |
|  |
| **ITU Services** |
| TSB Circular procedures. |

1. Identification of documents which contributed to this action plan

The following table identifies the documents that served as basis and contributed to this action plan:

Table 13 - Identification of documents that contributed to this action plan

|  |  |  |  |
| --- | --- | --- | --- |
| **Identifier** | **Title** | **Meeting** | **Meeting date** |
| TD004R1 | Report of the first TSAG meeting (Geneva, 12-16 December 2022) | TSAG | 12-16/12/2022 |
| [TD153R2](https://www.itu.int/md/T22-TSAG-221212-TD-GEN-0153/en) | Draft material for the development of an action plan for industry engagement | TSAG | 12-16/12/2022 |
| [DOC1](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230131/DOCs/T22-TSAGRGM-RGIEM-230131-DOC-0001.docx) | Industry Engagement Action Plan: Framework and Basic Assumptions | RG-IEM #1 | 31/01/2023 |
| [DOC2](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230131/DOCs/T22-TSAGRGM-RGIEM-230131-DOC-0002.docx) | Draft Skeleton of RG-IEM Deliverable | RG-IEM #1 | 31/01/2023 |
| [DOC3](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230131/DOCs/T22-TSAGRGM-RGIEM-230131-DOC-0003.docx) | Industry Engagement: Initial Workshop Implementation Proposals | RG-IEM #1 | 31/01/2023 |
| [DOC5](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230131/DOCs/T22-TSAGRGM-RGIEM-230131-DOC-0005.docx) | Draft report RG-IEM “Industry Engagement, Metrics”, 31 January 2023 | RG-IEM #1 | 31/01/2023 |
| [DOC1R2](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230307/DOCs/T22-TSAGRGM-RGIEM-230307-DOC-0001-R02.docx) | Draft Skeleton of RG-IEM Deliverable | RG-IEM #2 | 07/03/2023 |
| [DOC2](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230307/DOCs/T22-TSAGRGM-RGIEM-230307-DOC-0002.docx) | Next Steps in the review of Resolution 68 (Rev. Hammamet, 2016), Evolving role of industry in ITU-T | RG-IEM #2 | 07/03/2023 |
| [DOC4](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230307/DOCs/T22-TSAGRGM-RGIEM-230307-DOC-0004.docx) | Draft report (RG-IEM, 7 March 2023) | RG-IEM #2 | 07/03/2023 |
| [DOC1](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230404/DOCs/T22-TSAGRGM-RGIEM-230404-DOC-0001.docx) | Draft Skeleton of RG-IEM Deliverable (revised) | RG-IEM #3 | 04/04/2023 |
| [DOC2](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230404/DOCs/T22-TSAGRGM-RGIEM-230404-DOC-0002.docx) | Considerations about the development of the RG-IEM action plan | RG-IEM #3 | 04/04/2023 |
| [DOC3](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230404/DOCs/T22-TSAGRGM-RGIEM-230404-DOC-0003.docx) | Some considerations for a potential ToR for a Steering Committee to execute current Industry Engagement Action Plan 2 | RG-IEM #3 | 04/04/2023 |
| [DOC5](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230404/DOCs/T22-TSAGRGM-RGIEM-230404-DOC-0005.docx) | Draft report (RG-IEM, 4 April 2023) | RG-IEM #3 | 04/04/2023 |
| [DOC1](https://extranet.itu.int/meetings/ITU-T/T22-TSAGRGM/RGIEM-230505/DOCs/T22-TSAGRGM-RGIEM-230505-DOC-0001.docx) | [Draft] ITU-T action plan for a vibrant engagement of the industry | RG-IEM #4 | 05/05/2023 |
| DOC5 | Draft report (RG-IEM, 5 May 2023) | RG-IEM #4 | 05/05/2023 |

1. References

[b-ITU Strategic Plan] ANNEX 1 TO PP RESOLUTION 71 (REV. BUCHAREST, 2022): ITU strategic plan for 2024-2027,[https://www.itu.int/en/council/planning/Documents/Res71-PP2-final.pdf](https://www.google.com/url?q=https://www.itu.int/en/council/planning/Documents/Res71-PP2-final.pdf&source=gmail-imap&ust=1683030422000000&usg=AOvVaw1eImfLnjPMgJHE6149gjKE)

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1. Annex to Convention 1004: SIO - Any organization, other than a governmental establishment or agency, which is engaged in the study of telecommunication problems or in the design or manufacture of equipment intended for telecommunication services. Other entities and organizations in accordance with Article 19 include financial or development institutions (No. 229), other entities dealing with telecommunication matters which are approved by the Member State concerned (No. 230). [↑](#footnote-ref-1)
2. In accordance with No. 241B of the Convention, “An entity or organization referred to in Nos. 229 to 231 above may apply to participate in the work of a given study group as an Associate”. Notwithstanding this provision, for purposes of this analysis Associates from industry are linked to SIOs and ROAs. [↑](#footnote-ref-2)
3. While the term “SME” is not precisely defined, *considering d)* of PP Resolution 209 is noteworthy: “that, in many countries, mainly developing countries, SMEs have become prominent actors in the industrial expansion process, and in the growth of local production, coming to represent in some cases more than 90 per cent of the national industry”. [↑](#footnote-ref-3)
4. <https://www.itu.int/dms_pub/itu-s/opb/conf/S-CONF-ACTF-2022-PDF-E.pdf> [↑](#footnote-ref-4)