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| PRINCIPLES FOR ITU-T REVIEW |
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| **Abstract:** | This contribution specifies principles to be applied when reviewing the existing ITU-T structure, the cooperation between ITU-T groups and with other standards bodies as well as the ITU-T working methods and procedures. Detailed proposals can be found in the other addenda to Document 45. |

# 1 Introduction

There is a need to look at the best way to organise ITU-T in order to allow for the most effective and efficient environment:

− in which the ITU-T sector can work on its agreed priorities and activities,

− which is consistent with the ITU's strategic and financial plans.

Therefore, this contribution specifies principles to be applied when reviewing the existing ITU-T structure, the cooperation between ITU-T groups and with other standards bodies as well as the ITU-T working methods and procedures.

Detailed proposals can be found in the other Addenda to Document 45.

# 2 Vision for the ITU-T

ITU-T work assembles experts from around the world to develop international standards which act as defining elements in the global infrastructure of telecommunications/ICTs. International telecommunication/ICT standards may avoid costly market battles over preferred technologies and create an environment where users can access affordable services worldwide regardless of underlying technology.

Because it gathers public and private experts, ITU-T holds a unique position in the telecommunications’ world. As a standard development organization, ITU-T copes with the same challenges as any other SDOs. Over the last 20 years, there has been a dramatic increase of new standards developing organisations. The pervasive and transformative nature of telecommunications leads other sectors to build on enabling technologies and to gather around specific applications. Competition to develop the standards that are accepted by the market at global level has redefined the standardization landscape and made it more complex for actors with fewer resources. New players emerged with lighter processes and enhanced agility.

The challenge for ITU-T is to maintain the appropriate balance between the need to attract world class experts on innovative technologies and its role in support of policies and regulations. Industry experts look for an inclusive international forum which has to be attractive and efficient. At the same time, policy makers’ needs should not be forgotten thanks to specific attention and processes. ITU-T helps policy makers benefit from best available technologies and strong liaisons with market trends so that they can ensure sustainable solutions meet the requirements of regulation without hampering competition.

In this context, we consider that ITU-T should not only seek to leverage its core competence to develop telecommunications standards that are applicable at international level but that it should also take stock of it to make key enabling technologies available to non-ICT sectors and applications. It implies that we take every initiative that is needed to foster ITU-T attractiveness for experts. Attractiveness of ITU-T for governments and companies experts and innovations relies on our ability to build study groups as world leading competence platform for technical standards developments. This ambition is challenged by the limited availability of resources from the ITU membership and it is clear that in terms of expertise and resources, ITU-T cannot be the world leading platform on every telecommunication/ICT topic. Taking into account this context, an effective strategy will focus on core priorities and enhance cooperation with other standards bodies, with a view to developing synergies and minimizing conflicts between standards. An increased effort is needed to articulate these dimensions in the strategy of the ITU-T.

In addition, ITU-T has also a specific role regarding Developing Countries. Development of standards helps creating a level playing field which provides access to new markets, in particular for companies from Developing Countries. Standards are an essential aid to Developing Countries in building their infrastructure and encouraging economic development, and through economies of scale, they can reduce costs for all: manufacturers, operators and consumers. During the last study period, there have been overlaps between ITU-T and ITU-D. There is no doubt that part of ITU-T’s mission is to make sure Developing Countries are involved in technical standards work but this should not lead to the use of study group for development purposes.

# 3 Principles

The following principles have been developed for use in considering the viability and appropriateness of the current ITU-T structure, of the cooperation between ITU-T groups and with other standards bodies, and of the working methods and procedures.

Strategic principles:

− Maintain leadership on ITU-T core domain as key enablers for telecommunications’ market;

− Ensure ITU-T is, within its competence and remit, ready to accommodate new technology trends and non-ICT sectors’ needs where appropriate and relevant in the global standardization landscape;

− Enhance the cooperation with other standards bodies, with a view to developing synergies and minimizing conflicts between standards;

− Provide for the needs of Developing Countries whilst ensuring intersectorial co-ordination with ITU-D activities in order to avoid duplication of activities.

Operational and financial principles:

− Ensure harmonisation and/or avoid overlapping of work within or between ITU-T study groups Improve the efficiency and optimise the use of technical expertise in ITU-T;

− Minimise overall costs for ITU-T;

− Clarify the nature of ITU-T deliverables;

− Ensure appropriate balance between rights of members and non-members in order to maintain attractiveness of the ITU-T membership.

# 4 Consideration of the principles

## 4.1 Strategic principles

**4.1.1 Maintain leadership on ITU-T core domain as key enablers for telecommunications market:** one of the main assets of ITU-T is its world-class expertise and contribution to some key telecommunications domains. This constitutes a strong base to position ITU-T in the global standardization landscape. ITU-T should make its best effort to maintain this position by focusing on key priorities.

**4.1.2 Ensure ITU-T is**, **within its competence and remit, ready to accommodate new technology trends and non-ICT sectors’ needs where appropriate and relevant in the global standardization landscape:** to be one of the global hubs for standardization ITU-T needs to ensure it has an enabling and agile environment reflected in the best possible structure, working methods and procedures for the development of technical standards.

**4.1.3 Enhance the cooperation with other standards bodies, with a view to developing synergies and minimizing conflicts between standards:** ITU-T Study Groups need to concentrate on the key areas of work where they have a recognized core competence to be able to maintain leadership. Such an approach would enhance cooperation with other SDOs with the aim to develop synergies and minimize possible conflicts with work and standards of other bodies. The ITU-T should look to work in a cooperatively and collaboratively reciprocal manner with other SDOs, based on mutual respect. As part of this activity a review of the core competences of the ITU-T is required.

**4.1.4 Provide for the needs of Developing Countries whilst ensuring intersectorial co-ordination with ITU-D activities in order to avoid duplication of activities:** in order to support the demands of Developing Countries in bridging the digital divide, ITU-T and ITU-D should co-ordinate their works with the objective to avoid any overlapping activities, according to their respective roles, remit and responsibilities. ITU-T and ITU-D should review their respective activities and refocus them accordingly.

## 4.2 Operational and financial principles

**4.2.1 Ensure harmonisation and/or avoid overlapping of work within or between ITU-T study groups:** the work of an ITU-T study group should be structured to focus the work on Questions that are well defined and should not overlap neither with Questions in the same ITU-T study group nor in any other ITU-T study group. In particular ITU-T study groups need to concentrate on the key areas of work where they have the core competence, recognized expertise and responsibility (e.g. lead Study Group status). There should be no duplication of work between study groups..

**4.2.2 Improve the efficiency and optimise the use of technical expertise in ITU-T:** bearing in mind the commercial pressures on Sector Members, which provide resources on a voluntary basis, the structure of the ITU–T is critical to the focusing of key experts into areas of direct concern. It is therefore a must for ITU-T to facilitate their participation and contributions to the work and make best use of the expertise available from its members.

For instance, key enabling technologies and vertical applications topics should be managed in a way that allows an expert to embrace any specific enabling subject dedicated to its vertical topic. There is also a need to ensure that the structure of ITU-T study groups is such that it attracts key standardization experts into the respective work areas of ITU-T and its study groups. This needs to be supported by existing processes, such as liaison statements and e-meetings.

Finally, structure and processes should encourage and facilitate early involvement of experts in Recommendations’ development in order to facilitate wide consensus building and smooth final decision making. E.g. after debate at a study group meeting, the decision of the delegations to approve the Recommendation must be unopposed. However, this principle introduces some uncertainty in the development of technical Recommendations and may discourage the industry to be involved in ITU-T work. This is particularly significant now that the industry has limited resources to commit to standardization activity. Moreover, it would be better that any opposition to the approval of a Recommendation reflects multilateral concerns.

**4.2.3 Minimise overall costs for ITU-T:** at the ITU Plenipotentiary Conference in 2014, TSB’s support to the work of the study groups (including regional meetings and focus groups) has been identified as one of the key budgetary issues. Given the budgetary challenges for ITU, the ITU-T, like all the other ITU sectors will need to find ways of working more efficiently and effectively. This would allow the sector to find the necessary savings on its operational costs. This would also allow ITU-T to concentrate the resources on a limited number of identified priorities. This principle will also be applied to a general review of the processes that currently exist within ITU-T, in order to achieve greater efficiency.

**4.2.4 Clarify the nature of ITU-T deliverables:** ITU-T is responsible for studying technical, operating and tariff questions and issuing Recommendations on them with a view to standardizing telecommunications on a worldwide basis. Some of these Recommendations have policy or regulatory implications and are therefore in particular important for Member States when taking respective decisions. The vast majority of ITU-T Recommendations is mainly targeted to industry and operators in order to promote international and interoperable telecommunication services.

In accordance with the ITU Convention, all Recommendations, independent of whether they have regulatory/policy implications or not, have the same status. However, those having regulatory or policy implications are to be approved by the Traditional Approval Procedure (TAP) while the majority of the Recommendations can be handled through the Alternative Approval Procedure (AAP).

Users and implementers of ITU-T deliverables who may not be that familiar with all the specific details of the particular working and approval procedures applied may have difficulties in appropriately estimating a deliverable’s nature and in deciding for what purpose which kind of deliverable would fit best. Having all this in mind, a clear indication of the approval process applied should be given in every ITU-T deliverable to avoid any potential confusion and thus fostering the meaningful and widespread application of high quality ITU-T Recommendations.

**4.2.5 Ensure appropriate balance between rights of members and non-members in order to maintain attractiveness of ITU-T membership:** new types of groups and collaborations were created with the intention of allowing the ITU-T to deliver a better process and service for its membership, and also to open up the activities of the ITU-T to non-members in order for them to eventually become ITU members.

The strategy that aims at attracting new members to ITU-T by opening up the activities of the ITU-T to non-members may only be successful if the participation is not used as an alternative to ITU Membership. This implies that membership’s rights must remain attractive for the for the members while participating non-members are incentivized to join in order to have decisive impact on the ITU-T decision making process and orientation of the ITU-T.

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# Conclusion and Proposals for further improvement of ITU-T at the WTSA-16

In contributing to WTSA-16, we seek a structure for ITU-T study groups and associated forums (Focus Groups, Joint Coordination Activities) that leverages the expertise of the membership, provides for efficient and effective working to minimise costs to both ITU and to members, ensures transparency, ensures no duplication of effort, within the ITU, or with other SDOs and enables it to work co-operatively and in a collaborative manner in support of ITU’s contribution to the development of global standards whereby ITU-T should focus on its defined core competence.

We also hope that WTSA will be able to agree on tools that will contribute to improving cooperation with other SDOs (including issues outlined in WTSA-12 Resolution 81), enhancing transparency, efficiency, promoting innovation and facilitating the participation of relevant and new market players in ITU-T standardisation activities (e.g. utilities, healthcare, automotive industry, etc.).

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