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| **Source:** | | | TSB | | |
| **Title:** | | | Consolidation of TSAG restructuring proposals | | |
| **Purpose:** | | | Information, Discussion | | |
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| **Keywords:** | WTSA; Restructuring; Principles; |
| **Abstract:** | This TD utilizes the formerly agreed seven categories of TSAG restructuring principles (see TSAG-R7 (2016), and TD730), and attempts to map the proposals on restructuring principles, and feedback on TD717 “Food for thought on SG structure in preparation for WTSA-20” from the received contributions into those seven categories. |

This TD utilizes the formerly agreed seven categories of TSAG restructuring principles (see TSAG-R7 (2016), and [TD730](https://www.itu.int/md/T17-TSAG-200210-TD-GEN-0717)), and attempts to map the proposals on restructuring principles, and feedback on TD717 “Food for thought on SG structure in preparation for WTSA-20” from the received contributions into those seven categories.

Notes:

* Some of the proposals appear to fit in more than one category and thus show-up in more than category.
* The titles/scopes of the seven categories might be amended slightly; suggestions for such amendments are shown within the proposals in *italics* (for consideration).

Annex A:   
Mapping to proposals in contributions to seven high-level study group structure principles

| High level SG structure principles | | Reference |
| --- | --- | --- |
| **A: Optimized structure** | | TSAG-R7, Annex A |
| 1. The number of study groups could be appropriately adjusted as required. However, it would be inadvisable to pursue the reduction of the number of study groups for the sake of reduction itself. The advantages and disadvantages of various re-structuring solutions deserve a holistic study. | [C105](https://www.itu.int/md/T17-TSAG-C-0105)-R1 |
| 1. The current SG2 to keep its current study questions, but also become the lead study group on protocols and signalling from SG11, and also to become the lead study group for Internet of things identification issues, from SG20; 2. The current SG3 to keep its current study questions, but will also take on a coordination function with ITU-D, for items where there is a clear link between SG3 work and that of the ITU-D. 3. The current SG5 to keep its current study questions, but will also become the lead study group on smart sustainable cities and communities from SG20. This particular study group is likely to become more important with the global agenda of combatting climate change and the use of ICTs to assist in mitigating this multi-faceted issue. Therefore, the UK proposes that a more holistic approach is employed whereby the current smart and sustainable cities and communities work currently done in SG20 is moved to the current SG5, who cover the ICTs and climate change issue. 4. The current SG9 to keep its current study questions, but will also become the lead study group on multimedia; IPTV; digital signage; quality assessment of video communications and applications, as well as lead study group on telecommunications/ ICT accessibility and human factors from SG16. 5. SG11 and SG12 to be merged to become the lead study group on test specifications, performance and quality of service and all languages issues. This in practice will mean that the protocols and signalling study questions moving to SG2, and the combatting counterfeiting of ICT devices and combatting the use of stolen ICT devices study questions will move to SG17. Conversely, the security languages and description techniques will move from SG17 to this newly merged study group. 6. The current SG13 will keep its current study questions, but will also become the lead study group on a number of issues currently led by either SG16 or SG20. They include becoming lead study group on all cloud-based platforms issues; Internet of things (except for IoT security and IoT identification issues); ubiquitous multimedia applications; and intelligent transport systems, including multimedia aspects. 7. The current SG15 structure would remain the same in the new study period. 8. The revised SG17 would be the lead study group on all security and trust issues; as well as lead study group on identity management; quantum key distribution and quantum random number generation; as well as taking on the lead on both combatting counterfeiting of ICT devices, and combatting the use of stolen ICT devices from SG11; and 9. The current structure of TSAG would remain the same in the new study period. | [C106](https://www.itu.int/md/T17-TSAG-C-0106), [C107](https://www.itu.int/md/T17-TSAG-C-0107)-R1 |
| 1. Ensure that a structural environment exists to ensure that high priority tasks (as defined by the membership) can be undertaken in the most efficient and effective manner possible. 2. Identify and remove redundant activities, which attract minimal or no response from ITU-T participants. | [C110](https://www.itu.int/md/T17-TSAG-C-0110) |
| *Balance among SGs*   1. The new SG structure should be well balanced in the context of the size and complexity. (Role and responsibility, Number of Questions and Participants) | [C116](https://www.itu.int/md/T17-TSAG-C-0116) |
| 1. SG I (SG9+SG16): Multimedia & Cable TV  * It is supported in principle. Since there has been not much close cooperation between the two groups, a detailed review and way to enhance the synergy effects through integration of relevant sub-groups are further required.  1. SG II (SG16+SG20): Digital Services  * It is supported in principle. The meaning and scope of digital services need to be clarified further compared to multimedia services. Some common issues for the multimedia/digital services and terminal aspects need to be taken into account for proper work allocation considering that digital services closely related to interaction with terminal functions.  1. SG III (SG11+SG13): Networks, Protocols & C&I  * It is supported in principle. Participants in these two groups have similar expertise and many standardization work issues are closely related so that merging of relevant groups may not cause any serious problem. Even if there is no integration between groups, at least the principle of holding a joint meeting of these groups should continue.  1. SG IV (SG2+SG3): NNAI, Economic & Policy  * It is supported in principle. The detailed organization structure of the new group needs to be further discussed for the efficient operation.  1. SG V (SG5+SG12+SG17): Common Functions & Capabilities  * Not supported for the following reasons:   + Neither synergy nor advantage are expected, as there is no common topics among three study groups. * In addition, from the security’s point of view, Korea supports SG17 (security) to keep as a separate study group in the next study period for the following reasons:   + According to the data collected by [Juniper Research](https://www.wvxu.org/post/latest-cyber-security-threats-be-aware), in 2019 cybercrimes have already accounted for $2 trillion dollars in losses, Forbes estimates the total losses could reach three times that number by 2021, and according to [Gartner,](https://www.gartner.com/en/newsroom/press-releases/2018-08-15-gartner-forecasts-worldwide-information-security-spending-to-exceed-124-billion-in-2019) Worldwide spending on cybersecurity is forecasted to reach $133.7 billion in 2022. Security standardization activities will contribute prevention of damages resulted from cyber-attacks.   + SG17 is already a big study group, as it has 14 Questions, there were 206 participants from 41 countries for the August 2019 SG17 meeting, and 132 work items under development by SG17, as of January 2020.   + In the preparation process in SG17, many new emerging security technologies that SG17 needs to study in the next study period were identified. They are autonomous driving security, DLT, AI /ML related security, IMT 2020(5G) and IMT 2030 (6G) security, New ICT services and applications such as smart city, smart factory, smart health, smart energy, distributed identity management, and Quantum based security.   + Visibility is critical for SG17 to liaise or cooperate with other counterparts such as ISO/IEC JTC 1/SC 27, IETF, ETSI, and 3GPP.   + The operation of the merged SG might be very difficult to run since there are more than 40 Questions as of Jan. 16, 2020.  1. SG VI (SG15): Transport  * Supported. There are independent and distinctive standardization works and enough participants. Also, it is well recognized group in the market.  1. SG12 addresses QoS/QoE issues for networks and services, which are closely related to SG11/SG13 and SG16 work issues. Therefore, co-location meeting mechanism need to be considered for collaboration and synergy with experts of networks and services. The detailed collaboration ways for efficient management and operation of groups need to be further discussed. | [C117](https://www.itu.int/md/T17-TSAG-C-0117) |
| 1. To develop a well-organized SG structure which reflects the emerging technologies, market trends, members’ demands and ITU-T mission, the following needs for SG restructuring have to be satisfied:  * The need to resolve the overlap issues among SGs. Such requirements could be identified via reviewing the scope and mandates of the current SGs. * The need to create new SGs to keep pace with the changing industry. Such requirements could be identified via the deliverables and activities of the Focus Groups established in this study period. * The need to merge the SGs without a sufficient number of participants, contributions or outcomes. Such requirements could be identified via the statistics of the participants, contributions and published recommendations of SGs activities. * The need to maintain an appropriate number of SGs with clear scopes and mandates which will favour active participations and contributions in the SGs activities.   When we decrease the number of SGs and broaden the scope of each SG, we indeed pose great challenge to the members; To send a group of experts to participate in a single SG event so as to cover all different research areas respectively? Or to send a single super strong and experienced expert to cover all research areas within a certain SG? In this circumstance, the less important areas will gradually dropped off and leading to a gradual decline in a continuously decreasing number of participants and contributions, ultimately leading to the decline of the meeting scale, impact and scope of ITU-T SGs. | [C119](https://www.itu.int/md/T17-TSAG-C-0119) |
| 1. Maintain ITU-T core advantages in the next 4-8 years. Firstly, strengthen the current active and productive Study Groups, the participants and contributors of existing study groups should be consolidated and encouraged. At the same time, excessive merger and reorganization should be prevented to avoid releasing wrong signals and losing expert resources, and further weaken the influence of ITU-T, which will cause irreparable long-term losses to ITU-T. It’s also recommended through careful quantitative analysis of the metrics, to appropriately adjust the individual study group which is not active in Questions or Working Parties and has low productive efficiency. | [C120](https://www.itu.int/md/T17-TSAG-C-0120) |
| 1. Strengthen organizational structure reform and work mechanism innovation are the core driving forces for the development and prosperity of ITU-T. Enhancing the internal vitality of the study group is the key to the success of the SGs restructuring. It is suggested   1) to optimise the internal structure and the scope of Questions in a Study Group, in response to the standardization requirements of ITU-T members in a fast and timely manner;  2) to learn and refer to the internal and external best practices (excellent cases) to carry out innovation and reform within the Study Group and improve working methods. | [C120](https://www.itu.int/md/T17-TSAG-C-0120) |
| 1. Comments from ITU-T SGs on this SG restructuring proposal should be respected. | [C124](https://www.itu.int/md/T17-TSAG-C-0124) |
| 1. When discussing the restructuring proposals, it should be assumed that SG can be classified into the following categories: the most stable – SGs with the established ecosystem, including regional groups; the least extensible – SGs which have a sufficient amount of work and experts, which further increasing will result in a manageability crisis in them; other (possibly restructure ready) – SGs with relatively disparate questions or those questions where involvement of SGs should be reviewed (or have already been proposed to review). 2. The ITU-T SG restructuring should not be an end in itself and should not lead to the creation super SGs whose volume of questions and number of participants may result in either increasing their management time and costs or in a total loss of their manageability. 3. Distribution and redistribution of the questions between SGs to be considered at TSAG in September 2020, taking into account discussions in the Study Groups and at Regional Preparatory Meetings. | [C125](https://www.itu.int/md/T17-TSAG-C-0125) |
| 1. The requirements for true synergies in the new study groups and their associated risks 2. Keep SG15 as it is 3. Not to split security into multiple working parties or study groups and rather regroup it in one study group. 4. A structure which considers the reality of resources and the maturity of the topics by regrouping all the work in one entity rather than diluting it across study groups, for example regrouping all Quantum activities in one working party in one study group, another example being the OID and Directory community to keep together and protected (other examples to be considered, e.g. DLT). | [C129](https://www.itu.int/md/T17-TSAG-C-0129) |
| 1. Identifying overlaps on scope and mandates of the current SGs. 2. Mapping various questions and work items under each SG. | [C134](https://www.itu.int/md/T17-TSAG-C-0134) |
| **B: Clear mandates** | | TSAG-R7, Annex A |
| 1. Consolidate the leading position of SG16 in multimedia and digital services field and introduce AI, blockchain, edge computing technology to support more intelligent connectivity applications. 2. Maintaining the integrity and consolidation of SG16 as a gateway to link ICT and OT technical standards is proposed in the overall study group re-structuring. SG16 can share its experience, methodologies and competence within ITU-T. 3. Industrial requirements to be taken into account at the upcoming WTSA-2020, such as industrial digital transformation, by adjustment of the work priorities of the ITU-T. While consolidating great advances in standards for inter-connection, ITU-T should elevate its influence at the service layer, and put more resource at those study groups including SG16. | [C105](https://www.itu.int/md/T17-TSAG-C-0105)-R1 |
| 1. The current SG2 to keep its current study questions, but also become the lead study group on protocols and signalling from SG11, and also to become the lead study group for Internet of things identification issues, from SG20; 2. The current SG3 to keep its current study questions, but will also take on a coordination function with ITU-D, for items where there is a clear link between SG3 work and that of the ITU-D. 3. The current SG5 to keep its current study questions, but will also become the lead study group on smart sustainable cities and communities from SG20. This particular study group is likely to become more important with the global agenda of combatting climate change and the use of ICTs to assist in mitigating this multi-faceted issue. Therefore, the UK proposes that a more holistic approach is employed whereby the current smart and sustainable cities and communities work currently done in SG20 is moved to the current SG5, who cover the ICTs and climate change issue. 4. The current SG9 to keep its current study questions, but will also become the lead study group on multimedia; IPTV; digital signage; quality assessment of video communications and applications, as well as lead study group on telecommunications/ ICT accessibility and human factors from SG16. 5. SG11 and SG12 to be merged to become the lead study group on test specifications, performance and quality of service and all languages issues. This in practice will mean that the protocols and signalling study questions moving to SG2, and the combatting counterfeiting of ICT devices and combatting the use of stolen ICT devices study questions will move to SG17. Conversely, the security languages and description techniques will move from SG17 to this newly merged study group. 6. The current SG13 will keep its current study questions, but will also become the lead study group on a number of issues currently led by either SG16 or SG20. They include becoming lead study group on all cloud-based platforms issues; Internet of things (except for IoT security and IoT identification issues); ubiquitous multimedia applications; and intelligent transport systems, including multimedia aspects. 7. The current SG15 structure would remain the same in the new study period. 8. The revised SG17 would be the lead study group on all security and trust issues; as well as lead study group on identity management; quantum key distribution and quantum random number generation; as well as taking on the lead on both combatting counterfeiting of ICT devices, and combatting the use of stolen ICT devices from SG11; and 9. The current structure of TSAG would remain the same in the new study period. | [C106](https://www.itu.int/md/T17-TSAG-C-0106), [C107](https://www.itu.int/md/T17-TSAG-C-0107)-R1 |
| *Alignment with ITU strategic goal and objective*   1. The direction of restructuring work should be aligned with the strategic goal and objectives of the ITU. | [C116](https://www.itu.int/md/T17-TSAG-C-0116) |
| 1. Each study group needs to have a clear mandate, avoiding overlapping with the other study groups, and providing technical experts with a proper organization and effective working method to develop specific ICT standards professionally. TSAG needs to strengthen the rationality analysis of the existing SG structure and the regular review of WTSA Resolution 2. After sufficient evaluation by TSAG and its members, if some Questions of two SGs have highly relevant is confirmed, it is recommended to make appropriate adjustments and mergers at Question level to maintain the relative stability of the Study Groups. | [C120](https://www.itu.int/md/T17-TSAG-C-0120) |
| 1. A structure which considers the reality of resources and the maturity of the topics by regrouping all the work in one entity rather than diluting it across study groups, for example regrouping all Quantum activities in one working party in one study group, another example being the OID and Directory community to keep together and protected (other examples to be considered, e.g. DLT). | [C129](https://www.itu.int/md/T17-TSAG-C-0129) |
| 1. Identifying overlaps on scope and mandates of the current SGs. | [C134](https://www.itu.int/md/T17-TSAG-C-0134) |
| **C: Enhanced coordination and cooperation** | | TSAG-R7, Annex A |
| 1. Maintain the cooperation between ITU-T and ISO/IEC JTC1 (MPEG) to ensure that VVC as the next generation video codec standard is completed on time and promote industrial adoption to strengthen SG16’s multimedia technical foundation. SG16 can be tasked with more forward-looking multimedia technologies study beyond VVC which may be well timed to work with communications technologies beyond 5G for the years beginning roughly in 2030. | [C105](https://www.itu.int/md/T17-TSAG-C-0105)-R1 |
| 1. In the emerging ICT areas that promote the implementation of the United Nations Sustainable Development Goals (SDGs) and facilitate the development of the global ICT standardization ecosystem, ITU-T needs to strengthen the cooperation with other standardization organizations, bridge the standardization gap, enhance the standardization influence, promote the prosperity and development of human society through ICT technologies and services. | [C120](https://www.itu.int/md/T17-TSAG-C-0120) |
| **D: Cost-effectiveness and attractiveness** | | TSAG-R7, Annex A |
| 1. Establish a better ecosystem for more industry verticals members’ participation. As this mix of technologies begins to connect virtually everyone and everything in the future, it is necessary to break inter-industry boundaries and achieve cross-industry integration and development. Meeting organization and schedule should be changed to support more efficient discussion. Industry trends and market requirement aspects should also be taken into account along with the technical view. | [C105](https://www.itu.int/md/T17-TSAG-C-0105)-R1 |
| *Strategic restructuring for strengthen competitiveness*   1. The restructuring work should aim to pursue the competency and competitiveness of ITU-T in the global standardization environment. | [C116](https://www.itu.int/md/T17-TSAG-C-0116) |
| *Visibility*   1. The key standardization area of ITU-T should be visible from the outside of ITU-T in the title new SG even when it is consolidated into by multiple current SGs. | [C116](https://www.itu.int/md/T17-TSAG-C-0116) |
| 1. Enhance the attractiveness of ITU-T and attract more members, through timely publicizing the products (the recommendations, deliverables and various publications) and sharing knowledge within and outside ITU-T. Attract more new members to participate in and contribute to standardization work in SGs. Encourage the participation of the members from the developing countries and SME. Expand openness to the specialists in the new areas through Focus Groups and joint workshops. | [C120](https://www.itu.int/md/T17-TSAG-C-0120) |
| 1. Share the successful story of SG16 to invigorate the Study Group itself by timely responding to the demands of the market, industry and members, continuously expanding new areas and establishing new work items, attracting more members to participate in the standardization work, accelerating the formulation of standards and producing influential outcomes, etc. It is proposed to consider the successful experiences of SG16 for ITU-T SGs Restructure as listed in clause 2 of this contribution. | [C121](https://www.itu.int/md/T17-TSAG-C-0121) |
| 1. TSB’s restrictions/constrains on the number of SGs (e.g., number of TSB staff, budget, etc.) could be shared, if any, | [C124](https://www.itu.int/md/T17-TSAG-C-0124) |
| 1. The overall Return on Investment for the industry as a high priority. 2. Develop a narrative behind the new structure as a key ‘selling message’ and mission statement including a clarity on the ultimate goals we need to reach. | [C129](https://www.itu.int/md/T17-TSAG-C-0129) |
| **E: Efficient and productive working methods** | | TSAG-R7, Annex A |
| 1. The entire system can work properly only when each module works properly. In order to improve the influence of ITU-T in the global standards and industry, each study group needs to adopt the most effective working methods according to the different characteristics and ecosystem of each technical field. | [C105](https://www.itu.int/md/T17-TSAG-C-0105)-R1 |
| *Efficient Management and operation of organization*   1. Consideration should be given to improving the effectiveness of management and operation of the ITU-T SGs. Cooperative organizational structure and collaboration mechanisms, including co-location among groups should be devised to increase synergy of its standardization activities. | [C116](https://www.itu.int/md/T17-TSAG-C-0116) |
| 1. The restructuring scheme of ITU-T SGs needs to adapt to the development trends of ICT technologies, respond to the needs of industry/market, and meet the demands of ITU-T members. Each SG needs in more flexible way to set up, adjust or terminate its Questions, even Working Parties on demand of its members, in quickly response to the requirement of ITU-T members on the new standards for the emerging ICT areas. ITU-T needs to seize the unprecedented development opportunity, adapt to the development trends of ICT technologies, respond to the needs of industry/market, meet the demands of ITU-T members, and accelerate the development of ICT technical standards in a faster and more flexible way, especially for ICT empowerment in vertical industries. | [C120](https://www.itu.int/md/T17-TSAG-C-0120) |
| 1. Roles and responsibilities of management positions under the new SG structure should be considered and that may also bring necessities of revision work of relevant Resolutions (e.g., Resolution 1and Resolution 35). | [C124](https://www.itu.int/md/T17-TSAG-C-0124) |
| 1. A mechanism to improve the quality, harmonisation, coherency, composition and sustainability for our work in a uniform manner across study groups with a mechanism ‘a la’ Architecture Advisory Board (AAB), hoping that TSAG can approve a feasibility study and allowing to compensate to inherent defects on any imperfection of the future organization in front of heavy densification of the problems in the future. 2. How to include innovation in a top down approach and which balance between top down and bottom up approach. 3. Measures to name effective Vice Chairman in Study Groups. | [C129](https://www.itu.int/md/T17-TSAG-C-0129) |
| 1. Collecting statistics of the participants, contributions received and published recommendations of various SGs. 2. Number of e-Meetings being conducted. 3. Outputs of Focus Group feeding into SG work. 4. Leadership opportunities available based on region/gender. | [C134](https://www.itu.int/md/T17-TSAG-C-0134) |
| **F: Timely identification of standardization needs** | | TSAG-R7, Annex A |
| 1. *Flexibility and Openness for emerging future technologies*  * The new SG structure should have flexibility and openness, to accommodate various evolving and new emerging technologies in the future. | [C116](https://www.itu.int/md/T17-TSAG-C-0116) |
| 1. Strengthen organizational structure reform and work mechanism innovation are the core driving forces for the development and prosperity of ITU-T. Enhancing the internal vitality of the study group is the key to the success of the SGs restructuring. It is suggested   1) to optimise the internal structure and the scope of Questions in a Study Group, in response to the standardization requirements of ITU-T members in a fast and timely manner;  2) to learn and refer to the internal and external best practices (excellent cases) to carry out innovation and reform within the Study Group and improve working methods. | [C120](https://www.itu.int/md/T17-TSAG-C-0120) |
| 1. Study Groups that will cover the hot topics and new study items from TD606R1/TSAG (CTO Advisory meeting) and FG activities, should be clarified, | [C124](https://www.itu.int/md/T17-TSAG-C-0124) |
| 1. New and emerging areas that are not being covered by current SGs. | [C134](https://www.itu.int/md/T17-TSAG-C-0134) |
| **G: Support for bridging the standardization gap** | | TSAG-R7, Annex A |
| 1. *Enhancement of effectiveness to increase participation from developing countries*  * ITU’s mission as the International Standardization Organization is to enhance operational effectiveness to encourage developing countries to participate in ITU standardization work. | [C116](https://www.itu.int/md/T17-TSAG-C-0116) |

Reference:

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[C117](https://www.itu.int/md/T17-TSAG-C-0117) (Korea (Rep. of)), “Korea's view on TSB Director's proposal on SG structure”.

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[C120](https://www.itu.int/md/T17-TSAG-C-0120) (China Information Communication Technologies Group, China Telecommunications Corporation, China Unicom, Ministry of Industry and Information Technology (MIIT) (China), ZTE Corporation (China)) “Considerations on Guiding Principles for ITU-T SGs Restructuring”.

[C121](https://www.itu.int/md/T17-TSAG-C-0121) (China Information Communication Technologies Group, China Telecommunications Corporation, Huawei Technologies Co., Ltd. (China), Ministry of Industry and Information Technology (MIIT) (China)) “Strengthening the vitality of the study group itself is the key factor of the SGs restructuring”.

[C124](https://www.itu.int/md/T17-TSAG-C-0124) (Japan) “Requirements for consideration of SG restructuring”.

[C125](https://www.itu.int/md/T17-TSAG-C-0125) (Russian Federation) “Preliminary remarks to the TSB Director’s proposal on the structure of the ITU-T Study Groups for the study period 2021-2024”.

[C129](https://www.itu.int/md/T17-TSAG-C-0129) (Broadcom Corporation (United States)) “Broadcom Inc. feedback to the TSB Director “Food for thought on SG structure in preparation for WTSA-20” and proposals for ITU-T members”.

[C134](https://www.itu.int/md/T17-TSAG-C-0134) (India) “India's views on ITU-T Study Group Restructuring”.

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