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| **Title:** | | Draft updated ITU-T action plan for a vibrant engagement of the industry | |
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| **Abstract:** | This document contains the draft updated “ITU-T action plan for a vibrant engagement of the industry” developed by TSAG RG-IEM in line with its terms of reference, and updated by the Industry Engagement Workshop Steering Committee, based on the outcomes of the workshop (19 April 2024).  The changes concern the addition of the learning & feedback paragraph in tables 2-12 for each action item in chapter 7, as well as a new chapter 8. |

**Action:** TSAG is invited to approve the updated 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.

Diagram

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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"

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| --- | --- | --- | --- |
| **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. | | | |
| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Lack of awareness”:   * There is little awareness of the products and value of ITU-T, so industry is drawn to other venues that have competence. Development of an “ITU-T story”, coupled with marketing and promotion of what ITU-T has can change this. * From non-members, we heard that there is a lack of awareness -- not of standardization but of ITU-T. Even members have indicated that we do not promote or market the success of ITU-T standardization enough. | | | |

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** | | | |
|  | | | |
| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Common vision and roles”:   * TSB Director shared:   + The value of standardization is derived from the implementation and wide spread of standards.   + Industry plays a crucial role in the implementation of standards.   + Standardization is a powerful tool for business to succeed in the market.   + Standardization is a powerful tool for creating a world that meets one's demands at an affordable price. * Evolution towards digitalisation, intelligence, green. Proposal of ITU-T Private partnership, flexible participation models, evolve towards agile standards. * ITU-T is the only E2E standard organisation for operator's market. Work items should be based on requirements from identified customers (i.e., operators). | | | |

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** | | | |
|  | | | |
| **ITU Services** | | | |
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| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Value propositions”:   * The value proposition of ITU-T should be to safeguard global alignments of the different standards organisations. ITU-T benefits from a world-leading process based on consensus, balanced IPR policy, inclusivity, and is a unique industry-government bridge, and should focus on cooperation and coordination with existing industry recognized centres of competence. * ITU-T little relevance for enterprise market, GitHub and open source implementations are the new world. ITU-T is the place to interact with policy makers. Some were of the view that ITU-T should be reinvented. * A clearer statement of the ITU-T value proposition should be promoted by means of, for example, the ITU-T Homepage and the ITU-T portion of the Strategic Plan. | | | |

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-exhaustive 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.  An important consideration to bear in mind is the new BSG program is to address the disparities in developing countries in particular in terms of developing and implementing international standards through ITU-T Recommendations. (Can also be noted and expanded in section AP1.5). | | | |
| **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** | | | |
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| **ITU Services** | | | |
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| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Attract industry”:   * ITU-T has a stable, mature and predictable process for producing international standards – at least for the telecom ecosystem. However, this can be too slow and misaligned with new agile methodologies beyond software applications, and this can be a hurdle in attracting the next generation. * One potential option is to institute a change in the way the ITU-T builds standards. Providing an international view but an agile software-style culture that would attract the subject matter experts and industries back to the ITU-T. * Speed and agility in the process is lacking, but there are efforts underway to bring in Industry friendly working methods. | | | |

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** | | | |
|  | | | |
| **ITU Services** | | | |
|  | | | |
| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Bridge the technology/policy/strategy gap”:   * ITU-T has an excellent relationship with members states. However, subject matter experts and competence are being drawn into partnerships and forums that are often dedicated to a focused solution. * There are various operating models within ITU-T for producing international standards. However, without a requirement for regional diversity or some identification of global applicability, it is often too easy to start new work. * The bridge between technology, policy, and strategy was noted as a strength for ITU, and that ITU-T needs to identify topics where this would be the most value. Like defining data transfer between countries. | | | |

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** | | | |
|  | | | |
| **Enablers** | | | |
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| **ITU Services** | | | |
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| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Dialogue”:   * Collaboration with subject matter experts across the ecosystem is key for implementable international standards. * The traditional standards bodies are losing subject matter experts to the other bodies, which is leading to inefficiency and regionalization instead of international standards. | | | |

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** | | | |
|  | | | |
| **ITU Services** | | | |
|  | | | |
| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Motivate coordination”:   * More/better coordination with other SDOs and open source was suggested to avoid duplication and so that ITU can be the coordinator to benefit industry. * ITU should coordinate and leverage technical work in other specialized forums, maintain and improve the technical excellence acquired in some domains and address issues in domains with limited success, and improve decision process and metrics to assess efficiency. | | | |

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. | | | |
| **Learning and Feedback** | | | |
| The 1st IEW is an example of soliciting feedback in the form of a workshop. The workshop was a full day, including keynotes by ITU-T and industry luminaries, four sessions including: 1) Industry Engagement, 2) Metrics, 3) Value Proposition, and 4) Standardization Process, and closing with a wrap-up session with the conference organizers. The outcomes/feedback from the 1st workshop provide insight into the action points found in the draft action plan.  The workshop concluded the need to continue the industry engagement workshop series, potentially in coordination with the CxO or GSS meetings. | | | |

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** | | | |
|  | | | |
| **ITU Services** | | | |
|  | | | |
| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Res. 68”:   * The assessment of the value of industry engagement and our efforts to improve the value for industry is complementary CTO/CxO process. There was support for the process, but more industry input to the discussion on the new work item bar in TSAG should be reflected. And as a result, it would be appropriate to reflect this at WTSA in perhaps a new resolution or a modified Resolution 68. | | | |

Table 11 – Action plan on “Format on ITU Strategic Plan”

|  |  |  |  |
| --- | --- | --- | --- |
| **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** | | | |
|  | | | |
| **ITU Services** | | | |
|  | | | |
| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Format on ITU Strategic Plan”:   * No specific feedback, however, the outcomes and feedback from the 1st workshop indicate a desire to communicate the action plan, leveraging key outcomes and key outcome indicators * Note: the optimum format for the elaboration of the draft Strategic Plan, 2028-2031 as it applies to ITU-T is currently being considered in RG-SOP. | | | |

Table 12 - Action plan on "Circular"

|  |  |  |  |
| --- | --- | --- | --- |
| **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. | | | |
| **Learning and Feedback** | | | |
| The 1st IEW provided the following feedback related to “Circular”:   * No specific feedback, but communication is key. * Further workshops providing an opportunity for engagement is key to ensuring the relevance of the ITU-T in the ecosystem as technologies for pervasive and continuous connectivity evolve. | | | |

# Identification of potential actions and considerations

The below table

* identifies the point of considerations extracted from the various sessions of the Industry Engagement Workshop or from its report,
* translate each point of consideration into one or more proposed action(s),
* identifies how and where to amend the target document and in particular the currently approved Industry Engagement Action Plan in [TSAG-TD256](https://www.itu.int/md/T22-TSAG-230530-TD-GEN-0256/en).

Table’s legend

In “Session Source” column:

* K Industry Engagement Workshop Keynotes session
* 1 Industry Engagement Workshop session 1
* 2 Industry Engagement Workshop session 2
* 3 Industry Engagement Workshop session 3
* 4 Industry Engagement Workshop session 4
* E Industry Engagement Workshop ending session
* R Industry Engagement Workshop report

In “Target Entity” column:

* The “Target” column identifies the entity that the IEWSC could be considering to act on the proposed action

In “Target Document” column:

* this column identifies the document and where in the document should be amended by this proposed action
* the ‘tag’ of the form APx.yy refers to an Action Point identifier in clause 4 of the Industry Engagement Action Plan in [TSAG-TD256](https://www.itu.int/md/T22-TSAG-230530-TD-GEN-0256/en),

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| # | Point for consideration | Session Source | | | | | | | Proposed Action | Target Entity | Target Document | Comments |
|  |  | K | 1 | 2 | 3 | 4 | E | R |  |  |  |  |
| 01 | ITU-T process can be too slow and misaligned with new agile methodologies beyond software applications, and this can be a hurdle in attracting next generation |  | x |  | x |  |  | X | Investigate new methodologies, e.g. agile methodologies and assess if they can be a success factor for attracting next generation and improve efficiencies | RG-IEM, RG-WM, TSB | AP1.4 | There are no mention of ‘next generation’ in any of the current Action Plan items. Proposal to amend the descriptor of AP1.4. |
| 02 | Subject matter experts and competence are being drawn in partnerships and forums that are often dedicated to a focused theme |  |  |  | x |  |  | x | Investigate how to better coordinate with other forums in order to ensure a good experience for experts and that expertise at ITU-T is kept still | RG-IEM, RG-SOP | AP1.7 |  |
| 03 | The end-to-end nature of ITU-T should be better leveraged to help industry identify solutions |  |  |  | x |  |  | x | Improve clarity for where industry can identify solutions and engage | RG-IEM, TSB | AP1.3 | 2nd level hesitation to add the proposed action in AP1.1 and/or AP1.4 |
| 04 | Work items should be based on customer requirements and ITU-T should provide a venue also for industry product management people to discuss these requirements  ~~[Editor’s note: consider splitting in (1) requirements and (2) venue]~~ |  | x |  |  |  |  | X | 1. (CSP-market restricted) Research the best ways to refocus work items on customer requirements 2. Research the best ways to attract CSP-market relevant product management roles to participate in the work of the ITU-T | RG-IEM, RG-SOP, TSB | AP1.4 | Both points |
| 05 | It is often too easy to start new work items |  |  |  | x | x |  | x | Research the best ways to increase the value of the outcomes of the ITU-T by ensuring the right conditions on the inputs as New Work Items in particular optimising global applicability vs requirements for regional diversity | RG-IEM, RG-WM | AP1.2 or AP1.4 | AP1.2 because of ‘its international credibility’  AP1.4 because it is a condition to retain and even attract industry |
| 06 | New work items established as Technical Reports, or Guidelines should be better recognized in the context of the standardization process |  |  | x | x |  |  |  | Investigate the problem that New work items established as Technical Reports, or Guidelines should be better recognized in the context of the standardization process (A.1 and A.13) | RG-IEM | AP1.1.3, AP1.4 | Aligned to item 05 above this is an AP1.4 point but in addition it calls to the overall lack of ‘education’ o industry leaders on the remit and how to best participate to standardisation |
| 07 | Development of an “ITU-T story” / value proposition, coupled with marketing and promotion of what ITU-T has |  |  |  | x |  |  | X | Investigate the best ways to deliver an “ITU-T story” / value proposition and promote what ITU-T has | RG-IEM, TSB | AP1.3 |  |
| 08 | Is it realistic to have only one “ITU-T story” / value proposition or shall we develop several ones by different contexts? |  |  |  | x |  |  |  | Investigate if it is realistic to have one “ITU-T story” / value proposition or if we need multiple ones by different contexts (Study Group, themes, audiences, etc.) | RG-IEM, RG-SOP, TSB | AP1.3 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| 09 | Some quantitative metrics are missing and are needed vs existing quantitative metrics and qualitative metrics |  | x | x |  |  |  | x | Investigate the best ways to improve the quantitative metrics to complete existing ones and qualitative ones | RG-IEM | AP1.4 or AP1.1.2 | It seems that a key point of AP1.4 is to use tooling and metrics to attract industry and therefore these concepts should probably be elevated in the AP1.4 point as even here it tool some thinking to target AP1.4 as this is too implicit. See other items 14 and 15, a probably better alternative is to amend AP1.1.2 to cover metrics because of the word ‘means’ |
| 10 | More/better coordination with other SDOs and open source communities to avoid duplication and so that ITU can be the coordinator to benefit industry. |  |  |  | X |  |  | X | 1. Investigate the ways to improve coordination with other SDOs and opensource communities to avoid duplication 2. and so that ITU can be the coordinator to benefit industry | RG-IEM | AP1.7 |  |
| 11 | ITU-T should identify topics where the bridge between technology, policy and strategy is a strength for ITU |  |  |  | x |  |  | x | Investigate the best way for ITU-T to identify topics that maximise its strength as a bridge between technology, policy and strategy | RG-IEM | AP1.5 |  |
| 12 | As part of the support to the CTO/CxO meeting, more industry input to the discussion on the new work item bar in TSAG should be reflected including in a new resolution or a modified Resolution 68  [  Should we keep this item?] |  |  |  |  |  |  | x | In conjunction with #04 and #05, a new Resolution or modifications to Resolution 68 should reflect that the engagement to improve the value for the industry is complementary to the CTO/CxO meetings but more industry input to the discussion on the new work item bar in TSAG should be reflected | RG-IEM, RG-WM | AP3 | This item requires a bit more clarity |
| 13 | Conduct a followup to this first Industry Engagement Workshop |  |  |  |  |  | x | X | TSAG to consider holding such a workshop again as a follow-up, or even regularly, either separate or joint with the CTO/CxO meetings | RG-IEM | AP2 |  |
| 14 | Some organizations incentivize their employees on the ‘wrong’ KPIs (e.g., number of contributions, number of new work items), which may lead to inefficient behaviour |  |  |  | X |  |  |  | Organise an ad-hoc session to approach the pros and cons of incentivisation and how better conditions could lead to better behaviour and better outcome. | RG-IEM, TSB and Membership | AP1.1.2 | Re-reading AP1.1.2 vs AP1.4 it now creates an alternative maybe move all metrics issues in AP1.1.2 |
| 15 | Contributors are not recognized |  |  |  | X |  |  |  | In ITU-T management positions and editors are publicly identified. However, contributors are not, leading to the impossibility for their management line / stakeholders to have any form of KPI and therefore, the only roles that can be rewarded are publicly listed roles, such as editors. This implies that there is no measurement for contributions, except for New Work Items. | RG-IEM, RG-WM, TSB | AP1.1.2 | Same remark as above |
| 16 | Success factors behind the impact of the ITU-T need to be measured and developed. |  |  |  | X |  |  |  | 1. Assess, measure and explore ways to improve/develop the success factors as ITU-T impact to support its value propositions 2. RG-SOP to take over from when the value proposition is agreed as it directly inputs for the ITU Strategic Plan exercise of 2026 3. Investigate with RG-WTSA if a WTSA Resolution could support this action by a more prescriptive resolve. | RG-IEM, RG-SOP, RG-WTSA | AP1.1.2 for point i)  New AP for ii) and iii) | Need a NEW AP about recognizing that Industry Engagement interlocks with other RGs and coordination may be necessary |
| 19 | Better identify the difference of major SDOs vs Consortia |  |  |  | X |  |  |  | Better identify the difference of major SDOs vs Consortia  Reflect the differences in the value proposition and in the communication of ITU-T in terms of the role of ITU-T and coordination | RG-IEM | AP1.7 |  |
| 21 | Collaboration tools (e.g., Github) should be revisited |  |  | x | X |  | x | x | 1. Which tools can support and improve collaboration, development of deliverables. 2. Invite potential product candidate vendors to present their solutions to ITU-T. | RG-IEM, RG-WM | AP1.4 |  |
| 24 | How to better recognize that writing code in standards and writing standards should be treated and recognized the same way |  |  |  | x |  |  |  | Investigate the assumption that writing code and writing standards is very close and at the same time highlight the differences. With the objective to put both software developers and standards developers on an equal footing. | RG-IEM | AP1.1.3 | This is a clear culture and leadership culture/leadership education issues which maybe is under represented in AP1.1.3 |
| 25 | Standardization is not seen as a recognized role in some corporate environments. |  |  |  | X |  |  |  | Investigate how to best support current industry members to develop their own internal ‘promoters’ or ‘translators’ and collect best practices in conjunction with ‘train the trainer’ approaches. How to change the perception in some corporate environments and how to regroup a proper training program | RG-IEM | AP1.1.3 | As above |
| 26 | What can be done to decrease the financial bar of entry for SMEs and startups to join the ITU as sector members |  |  |  | X |  |  |  | Investigate ways to decrease the financial bar of entry for SMEs and startups to join the ITU as sector members | RG-IEM, RG-SOP | AP1.3 |  |
| 27 | Some industry segments (e.g., hyperscalers, software, IoT, other space technology, navigation technology) appear to be absent / underrepresented in ITU-T |  |  |  | x |  |  |  | Investigate the best way to promote ITU-T to underserved segments (hyperscalers, software, IoT, etc.) | RG-IEM | AP1.4 | This is as well about inclusivity and reach |
| 28 | Better define the role of ITU-T in AI | x |  | x | X |  |  | x | Investigate the best ways to clearly define the role of ITU-T in AI | RG-IEM | AP1.5 |  |
| 29 | The ITU-T is at risk of losing its relevance as this is a competitive landscape |  |  |  | x |  |  |  | Investigate what is more attractive in opensource or in specific forums of other SDOs including on a breakdown per topics (cybersecurity, cloud, etc.), e.g. why experts go to certain forum vs others and why | RG-IEM, RG-SOP | New AP or **AP1.7** | Propose a new AP on comparison/ competitive analysis? Or simply amend AP1.7 |
| 30 | the need for an external strategic assessment on standardization landscape and SDOs, foras business models |  | x |  |  |  | x |  | Further, assess international and regional standardization landscape, the current trends and business models of SDOs, foras, and venues where standardization is being shaped, to complement workshops learnings.  The strategic assessment would further consider topics of SGs and new emerging topics | RG-IEM, RG-SOP |  | Agree to add new AP on such an assessment. This assessment should be done at regular basis (e.g: every wo (02) years or less). |
| 31 | Further consider to introduce, per-Study group Industry engagement action plan |  | x |  |  |  |  |  | Study groups are at varying level of relevance, and so there might be not one size fits all approach  Measures for industry engagement to less attractive study groups might not be the same as for the more attractive ones | RG-IEM, RG-SOP |  |  |

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](mailto:https://www.itu.int/md/T22-TSAG-221212-TD-GEN-0004/en) | 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)