

EBU | **70**
YEARS
ANS

TECHNOLOGY
& INNOVATION

WORKPLAN 2019-2021

OCTOBER 2020

ABOUT THE EBU

The **European Broadcasting Union (EBU)** is the world's foremost alliance of public service media (PSM). Our mission is to make PSM indispensable.

We represent 115 media organizations in 56 countries in Europe, the Middle East and Africa; and have an additional 34 Associates in Asia, Africa, Australasia and the Americas.

Our Members operate nearly 2,000 television and radio channels alongside numerous online platforms. Together, they reach audiences of more than one billion people around the world, broadcasting in almost 160 languages.

We strive to secure a sustainable future for public service media, provide our Members with world-class content from news to sports and music, and build on our founding ethos of solidarity and co-operation to create a centre for learning and sharing.

Our subsidiary, Eurovision Services, aims to be the first-choice media services provider, offering new, better and different ways to simply, efficiently and seamlessly access and deliver content and services.

We have offices in Brussels, Rome, Dubai, Moscow, New York, Washington DC, Singapore, Madrid and Beijing. Our headquarters are in Geneva.

Discover more about the EBU at www.ebu.ch

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INTRODUCTION

This is the Workplan of the European Broadcasting Union's Technical Committee (TC) for the period of June 2019 to June 2021. The present version contains updates made during a mid-point review in 2020, based on the results of surveys conducted with Members, TC groups, and other EBU committees. Endorsed by the EBU Technical Assembly (TA), the Workplan is put into action by the elected TC and its Strategic Programmes (SPs). The day-to-day work is coordinated by the EBU Technology & Innovation Department (T&I).

SUMMARY OF CHANGES

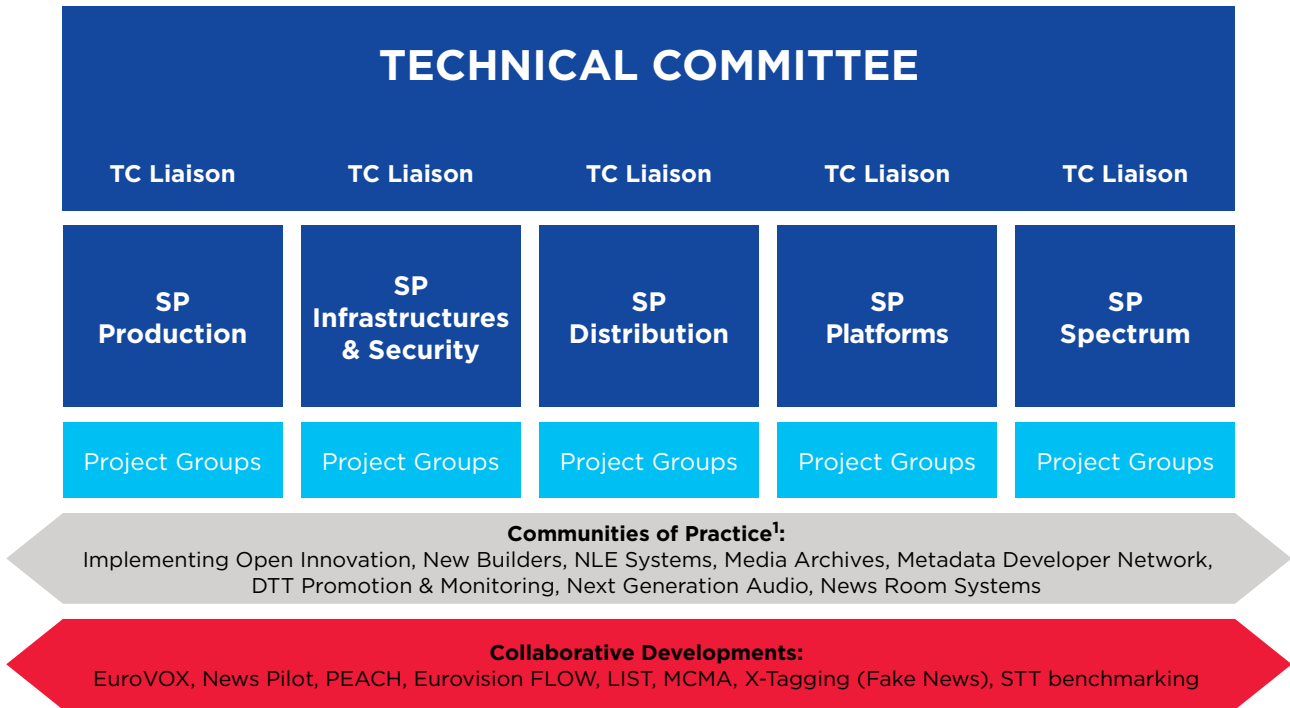
- This Workplan reflects changes in the industry as well as new Member requirements and priorities that have emerged as a consequence of the COVID-19 crisis and the accelerated digital transformation of public service media (PSM) organizations.
- The number of Strategic Programmes remains unchanged. However, their scope, objectives and deliverables were updated.
- Some areas of work (e.g. Radio, DVB-I) were moved to a different SP, for better alignment with their revised scope and objectives as well as new transversal collaborations (e.g. with the EBU Legal & Policy department).
- Deliverables are continuously updated and shown on the respective web pages of the SPs and their sub-groups.

- Examples of major changes include:
 - New project on 'Hybrid and Cloud-based Production' (see SP Infrastructures & Security and SP Production)
 - New transversal project on 'Sustainability' (see SP Production)
 - New projects on 'HbbTV', 'Modular Content and Segmentation', 'Connected Cars' (see SP Platforms)
 - New projects on AI/ML such as 'AI Benchmarking' (see SP Production)
 - New collaborative development for 'X-Tagging' of fake news (see SP Production)
 - New collaborative development for a 'News Pilot' (see Ancillary Activities)
 - New transversal task force on Newsrooms-related workflows (see NBI and EBU News)
 - Updated focus for the Big Data Initiative as the 'AI and Data Initiative'
 - Stopped or revised activities such as EuroPlay, Net Neutrality, Radio, Online Services

- Note that the activities of the Technical Committee also depend on available resources from Members, including sufficient interest, commitment and engagement.
- Also note that, at the time of writing, the consequences of the liquidation of the "Institut für Rundfunktechnik" (IRT) and the impact on resourcing of various TC activities are still being analyzed.

WORKING STRUCTURE

The Workplan is carried out through the **TC's Strategic Programmes** and **Project Groups**, as well as **Communities of Practice** and **Collaborative Developments**. This work is supported by a range of **Ancillary Activities**.



STRATEGIC PROGRAMMES

The Technical Committee has defined a comprehensive set of **primary strategic goals**, grouped under **five overarching Strategic Programmes (SPs)**. These were identified after surveying the existing Strategic Programmes, the Members' Technical Liaison Officers, and other EBU departments and statutory committees.

- Purpose:** To consider technological and economic aspects in addressing the mid-and long-term strategic challenges of EBU Members
- Leadership:** Chair and one or more vice-chairs from EBU Members
- Coordination:** EBU T&I staff
- Participants:** Employees of EBU Members
- Oversight:** Technical Committee and dedicated TC liaison

Each SP is tasked with organizing itself to meet the goals set in the Workplan in the most efficient way, and by taking into account the available resources from Members and EBU T&I. Agile practices and working methods should be applied where possible. Each SP shall maintain a list of deliverables and actions, for reference by the Technical Committee, Technical Liaison Officers (TLOs) and EBU Members, on the groups' respective web pages.

¹ Additional Communities of Practice will be established as required.

PROJECT GROUPS

SPs create **Project Groups**, gathering Members and industry experts to undertake activities in specific areas, but the parent SP retains overall responsibility for those activities. Generally, one or more deliverables and an associated timeline are defined.

Purpose:	Carry out dedicated tasks and undertake R&D in specified areas of the parent SP's domain
Leadership:	Chair (EBU Member)
Coordination:	EBU T&I staff
Participants:	Employees of EBU Members and relevant industry experts
Oversight:	The group's parent SP

COMMUNITIES OF PRACTICE

Designed to facilitate sharing and learning around specific topics of interest or common operational areas. Communities of Practice (CoPs) can work with high levels of confidentiality or as open forums. While linked to a specific SP, communities can operate transversally across all SPs and together with other EBU departments.

Purpose:	Facilitate sharing and learning between Members
Leadership:	Chair (EBU Member, or EBU staff)
Coordination:	EBU T&I staff, along with staff from other EBU departments as appropriate
Participants:	Employees of EBU Members
Oversight:	Communities are linked to, and overseen by, a specific SP

COLLABORATIVE DEVELOPMENTS

Collaborative Developments are established by EBU T&I or based on the EBU's strategic planning in agreement with the Technical Committee. They are designed to respond to the growing demands for prototyping, the creation of minimum viable products, and product development. They may call on expertise from SPs, Communities of Practice and other EBU statutory committees.

Purpose:	Contribute to specific products or services
Leadership:	EBU staff with a steering board of relevant experts, including from Members
Coordination:	EBU T&I staff
Participants:	Employees of EBU Members who contribute to the work
Oversight:	Regular reports to a specific SP and to the TC

ANCILLARY ACTIVITIES

This workplan also outlines other activities of EBU T&I, such as Research & Development coordination, interdepartmental work, leadership of, and contributions to, external organizations, EU projects, regular and one-off conferences, and a wide range of publications.

Our website tech.ebu.ch contains the most up-to-date information about ongoing work.

The following pages outline the scope and primary goals of each SP and list the related Project Groups, Communities of Practice and Collaborative Developments.

Additional goals, as proposed in surveys or identified by SPs, will be published on the website. The corresponding deliverables for the primary goals will be defined by each SP, Community of Practice or Collaborative Development and published on their respective web pages.

SP PRODUCTION

The SP Production covers all production aspects of Radio, TV and other media services. This includes the evolution of media formats (audio, video and metadata) and production systems. The primary objective is to work towards more efficient production methods for audio-visual media experiences, using on-premise, cloud or hybrid processes. The scope also includes the use of AI, tools such as AI Benchmarking, the use of microservices, as well as utilities that help to identify fake news (e.g. 'X-Tagging'), for the creation of efficient digital media supply chains.

The SP Production also anchors the transversal project on Sustainability. This project will undertake a variety of activities, investigating sustainable practices and technologies in all areas of production and distribution, across several Strategic Programmes.

PRIMARY STRATEGIC GOALS

- Assist Members in using efficient production workflows, especially for cloud-based live production and for newsroom systems (in close cooperation with the New Builders CoP and the News Committee).
- Enable Members' transition to UHD TV, including HDR
- Enable Members' transition to Next Generation Audio (NGA), with personal and immersive experience
- Ensure and improve the end-user Quality of Experience
- Identify the evolution of post-production, news systems, archives and Members' requirements
- Enable universal production workflows for metadata
- Leverage Artificial Intelligence to support content production in technical, editorial and artistic terms, and in all production chains, including archives, news and sports (NLP and translation tools, face recognition, benchmarking, etc.).
- Ensure knowledge sharing on collaborative projects in the fields of metadata, machine learning, and computing architecture
- Study multi-versioning of content for live and non-live applications
- Improve accessibility services (subtitles, multiple audio channels) to extend inclusion
- Investigate cloud agnostic microservice frameworks for media
- Study sustainability matters and develop recommendations and best practice

CHAIR

Andy Quested (BBC)

VICE-CHAIRS

Robert Amlung (ZDF), Derya Aydemir (SRG), Florian Camerer (ORF), Giorgio Dimino (RAI), Dagmar Driesnack (IRT), Nathalie Jaquet (RTS), Yioula Kyriacou (CyCB), Nigel Megitt (BBC), Matthieu Parmentier (FTV), Jeremy Tarling (BBC), Tatjana Miadenovic (BBC)

TC LIAISON

Thomas Saner (SRG), Michael Eberhard (SWR)

WEBSITE & CONTACTS

tech.ebu.ch/production

PROJECT GROUPS OVERVIEW

- **Hybrid and Cloud-based Production**
(transversal with SP Infrastructure and Security)
- **Audio**
 - Audio Systems and Workflows
 - EBU-ADM Renderer and Profiles,
 - PLOUD, Loudness for NGA, Loudness for Radio
- **Video**
 - Video Systems and Workflows
 - Quality Control
 - Timed Text
- **Data & AI**
 - Media Cloud & Microservices (MCMA)
 - Metadata Models
 - AI for Production and Automation
 - Hybrid and Cloud-based Production
 - ML Data Pool (under study)
 - Automatic Metadata Extraction
 - AI Benchmarking (incl. STT)
- **Sustainability for PSM**

COMMUNITIES OF PRACTICE

Implementing Open Innovation

Explores strategies for innovation and how to successfully take good ideas from proof-of-concept to operation. Jointly run by EBU T&I and the EBU Academy.

Non-Linear Editing Systems

Discusses matters related to the deployment and use of non-linear editing systems.

Media Archives

Helps Members to optimize the use of their archives. Jointly run by EBU T&I, the EBU Academy and EBU Media Department.

Next Generation Audio

Brings together sound engineers from EBU Members to exchange knowledge on Next Generation Audio (NGA)

Metadata Developer Network

Runs an annual workshop covering the three pillars of broadcasters' activities related to data: metadata, machine learning, and computing architecture.

Newsroom Systems

Brings together technical and editorial staff. This work is conducted in close collaboration with the New Builders CoP and the News sub-committee 'IDEAS'.

COLLABORATIVE DEVELOPMENTS

AI Benchmarking, with speech-to-text

Develops an opensource software to allow for a more objective performance comparison of different AI and speech-to-text systems.

X-Tagging

Develops a tool for the detection of fake news as well as other applications such as author identification.

MCMA

Develops a cloud agnostic microservice framework for media and works towards a standardization of key aspects to facilitate the creation of bespoke workflows by users.

SP INFRASTRUCTURES & SECURITY

The scope of the SP Infrastructures & Security covers Radio, TV and other media services. Its work is focused on the evolution of infrastructure technologies that enable live and non-live media production workflows in traditional broadcast facilities as well as remote, distributed, or inter-facility production scenarios, with a particular focus on hybrid IP and cloud-based workflows. The SP also considers the media cybersecurity aspects of infrastructure technologies.

This SP also anchors the transversal project on Media Cybersecurity.

PRIMARY STRATEGIC GOALS

- Investigate use cases and develop suitable PoCs for cloud-based production (incl. remote, hybrid with IP) in close collaboration with the SP Production.
- Enable Members' transition to IP to increase efficiency, reduce cost and provide scalability and flexibility in programme production.
- Enable Members' transition to cloud-based production (on-premise and public) to increase efficiency, reduce costs and provide scalability and flexibility in programme production.
- Investigate and assess production connectivity (e.g. SRT, RIST; also 5G and satellite in collaboration with SP Distribution).
- Influence the standardization of new infrastructure technologies in line with the requirements of EBU Members and perform interoperability testing and associated development.
- Establish security strategies and best practices in media cybersecurity across the media supply chain, incl. the cloud.
- Investigate and enable a more effective operation of infrastructures and workflows through automation and orchestration.
- Develop frameworks and tools to capture core organizational functions and key characteristics of a business architecture for strategic planning.

CHAIR

Phil Tudor (BBC)

VICE-CHAIRS

Markus Berg (IRT), David Garcia (FTV), Willem Vermost (VRT), Peter Brightwell (BBC), Juergen Grupp (SWR), Nick Hopewell (BBC), Markus Ostertag (SWR), Conrad Gouws (RTÉ), Nathalie Jaquet (RTS), Claire Mérienne-Santoni (FTV)

TC LIAISON

Brian Wynne (RTÉ)

WEBSITE & CONTACTS

tech.ebu.ch/infrastructures

PROJECT GROUPS

- Hybrid and Cloud-based Production (transversal with SP Production)
- Capability Framework
- System Design and Interoperability
- Automation and Provisioning
- Media Cybersecurity (transversal across SPs)

COMMUNITIES OF PRACTICE

New Builders

Gathers EBU Members who are in the process of planning or constructing new broadcast and production facilities. This CoP collaborates with a subgroup on Newsroom Systems (see SP Production). Jointly run by EBU T&I and the EBU Academy.

COLLABORATIVE DEVELOPMENTS

EBU Live IP Software Toolkit (LIST)

The Live IP Software Toolkit enables advanced measurements in IP-based live video production facilities.

SP DISTRIBUTION

The scope of the SP Distribution covers Radio, TV and other media services. This SP investigates and influences the development of transmission and network technologies, as well as their evolution (in network layers 1 to 3), to increase Members' reach to audiences.

PRIMARY STRATEGIC GOALS

- Study the relevance of different media distribution options for EBU Members, including conventional broadcasting and fixed and mobile communications networks, as well as their evolution, in particular in terms of reach, quality, costs, and market position.
- Influence the standardization of new distribution technologies and build cross-industry support for the solutions in line with the EBU Members' requirements
- Enable Members' adoption of 5G and other alternative distribution platforms to increase reach, address new markets, and provide improved services. This includes the technical, economic, and regulatory framework for 5G production and distribution services, with associated lobbying activities, and a transition from the legacy systems.
- Investigate the opportunities and threats of OTT-only based distribution of EBU Members' content and services.
- Develop strategic guidance for reaching portable and mobile devices, including in vehicles, with all content and services.
- Investigate CDN-based solutions for online distribution and possible alternatives.

Note: Some of these goals are not limited to network layers 1 to 3. In such cases, appropriate collaboration will be ensured with SP-Platforms, SP Spectrum and SP Infrastructures & Security, as well as with the EBU Legal & Policy communities.

CHAIR

Roland Beutler (SWR)

VICE-CHAIRS

Andrew Murphy (BBC), Ian Wagdin (BBC)

TC LIAISON

Michael Nugent (ERT)

WEBSITE & CONTACTS

tech.ebu.ch/distribution

PROJECT GROUPS

- Mobile Technologies and Standards
- 5G Deployments
- 5G in Content Production

COMMUNITIES OF PRACTICE

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COLLABORATIVE DEVELOPMENTS

Eurovision FLOW

The Multi-CDN service. The consensus among EBU Members and the industry is that a Multi-CDN approach is necessary to meet the growing demand for video delivery, both regionally and in terms of throughputs. Following a successful pilot in 2017, the service was commercially launched as Eurovision FLOW, operated by EBU through an external partner.

SP PLATFORMS

The scope of SP Platforms covers online applications, Radio, TV and other media services. It comprises the development of any applications above layer three (application, presentation) to deliver the best experience to the end user on any device and at any time.

PRIMARY STRATEGIC GOALS

- Ensure PSM access and prominence on emerging connected devices, including in-vehicle, speakers, IoT, in-home, and apps enabling access to AV service offers.
- Provide tools and solutions to enable Members to develop competitive experiences on online and hybrid platform offerings, for all end users, anywhere, anytime, and on all devices. This includes recommendation, personalization, accessibility, discoverability, transcription and translation technologies.
- Assess the opportunities for PSM to build their own digital assistants.
- Exchange best practices and code for better accessibility and additional HbbTV services on Smart TVs and related devices.
- Explore the use and training of language models in order to and increase accessibility enable digital participation, including through voice enabled services, especially in small language areas.
- Assess opportunities for common platform components that are usable by all Members for linear and non-linear media services.
- Support and promote the collaborative development of innovative services for Members to share content, form new alliances and broaden their reach. Examples: News Pilot, and responding together to relevant EU Projects.
- The group will follow the development and potential application of DVB-I for PSM.

Note: many of the objectives have transversal interest, especially with the EBU Media Department, and thus appropriate coordination will be ensured.

CHAIR Anssi Komulainen (YLE)	WEBSITE & CONTACTS tech.ebu.ch/platforms
VICE-CHAIRS Paolo Casagrande (RAI), Asha Knight (BBC), Christian Klöckner (WDR), Remo Vogel (RBB)	PROJECT GROUPS <ul style="list-style-type: none">• Connected Cars and Devices (incl. Radio)• HbbTV• Modular Content and Segmentation
TC LIAISON Michael Nugent (ERT)	

COMMUNITIES OF PRACTICE

Data Scientist Workforce

For the promotion, discussion, and exchange of solutions amongst Members' data scientists. Includes audience analytics, personalization and recommendation, Big Data and user profiling

COLLABORATIVE DEVELOPMENTS

EuroVOX

An open ecosystem for the transcription and translation of PSM audiovisual and text content, both on-demand and near real-time, using open APIs and standards.

PEACH

The personalization and recommendation ecosystem built by broadcasters for broadcasters, enabling Members to provide a personalized cross-device experience to the end-user. Also includes discussions on data science, analytics, algorithms and user profiling.

News Pilot

Explores how to use automatic translation, artificial intelligence and recommendation algorithms to provide editors and journalists with innovative news monitoring services, with possibilities to extend this to the exchange of digital news stories between Members and audience facing services.

SP SPECTRUM

The scope of the SP Spectrum includes the protection of frequency rights, the definition of policies and regulatory frameworks, as well as broadcast network planning aspects to support the success of media services in the short, medium and long term.

PRIMARY STRATEGIC GOALS

- Promote Members' interests in preparatory work for WRC-23 agenda item 1.5, engaging with ITU, EU and CEPT. This includes contributing to spectrum requirement forecasts for DTT and PMSE, and the sharing of studies and regulatory options.
- Promote Members' interests in other WRC-23 agenda items as required.
- Protect rights to satellite frequencies in order to secure direct-to-home (DTH) and satellite newsgathering (SNG) services.
- Identify sources of electromagnetic interference and promote and enforce protection against them.
- Provide EBU members with guidance on network planning and spectrum aspects of 5G broadcast deployment, as well as on other broadcast technologies (e.g. DAB, DVB-T/T2) as needed.
- Gather and analyse information from Members about the existing and predicted use of PMSE, and promote Members' interests in relevant regulatory groups.

CHAIR

David Hemingway (BBC)

VICE-CHAIRS

Cath Westcott (BBC), Walid Sami (EBU),

TC LIAISON

Per Björkman (SVT)

WEBSITE & CONTACTS

tech.ebu.ch/spectrum

PROJECT GROUPS

- Sharing and Planning of Terrestrial Services
- Electromagnetic Interference and Compatibility
- Programme Making and Special Events
- Broadcast Coordination Group on Spectrum

COMMUNITIES OF PRACTICE

DTT Promotion & Monitoring

Monitors the development of DTT worldwide, with a focus on Region 1, offering assistance to administrations and broadcasters as required.

COLLABORATIVE DEVELOPMENTS

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ANCILLARY ACTIVITIES

OTHER COLLABORATIVE PROJECTS

EBU T&I is engaged in collaborative projects with other EBU departments and Members. Examples of this are the development of a pan-European News Pilot and activities with Eurovision Services such as training on UHD, IP Studio and Cloud.

EXTERNAL PROJECTS (EU HORIZON2020 AND OTHER PROGRAMMES)

EBU T&I undertakes a variety of activities towards the European Commission and other European organizations (e.g. ESA). These activities comprise feedback to open consultations, such as the future Horizon programmes, as well as concrete project participation in funded EU R&D projects. Prominent examples are the EU horizon 2020 project 5G Records (5G in Production) and Stadiem (Startup Driven Innovation in European Media). The aim of these engagements is to create synergies between the activities of this Workplan and pan-European research consortiums, and to make contributions to future EBU services for Members (e.g. News Pilot and respective EU funded projects).

FLAGSHIP CONFERENCES AT THE EBU

Together with the SPs and Members, the EBU T&I department organizes workshops, conferences and webinars throughout the year to investigate emerging issues. A series of flagship conferences take place on an annual basis as follows:

- Production Technology Seminar (January)
- Digital Radio Summit (February)
- BroadThinking (March)
- Technical Assembly (June)
- Metadata Developer Network (June)
- Network Technology Seminar (June)
- Media Cybersecurity Seminar (October)
- FORECAST (November)

INTERNATIONAL BROADCAST CONVENTION (IBC)

Each year, the EBU T&I department organizes a showcase of the EBU's technical activities at IBC. The department, the Technical Committee and the SPs are involved in the preparation of a stand at the exhibition, in addition to papers and a session at the conference.

TECH-I MAGAZINE AND EBU TECH REVIEW

The EBU T&I department publishes the quarterly magazine tech-i, designed for technical staff and managers of EBU Members and other broadcast-related companies. The EBU also publishes the online journal EBU Technical Review, which includes more in-depth technical papers and articles.

BROADCAST TECHNOLOGY FUTURES GROUP

The BTF group consists of the heads of R&D of BBC, IRT, RAI, CBC, NHK, VRT, and invited guests. It is led by EBU T&I. A prime objective of this group is to coordinate and share R&D strategies and establish joint R&D activities when required. In addition, the group proactively influences the research Agenda of the European Commission and coordinates submissions and open consultations.

Note: the impact of the liquidation of the IRT to this strategic group is still being evaluated.

FAME (FORUM FOR ADVANCED MEDIA IN EUROPE)

FAME brings together various stakeholders in Europe to discuss and share developments in the field of media. It covers PSM, private broadcasters, and industry representatives from the B2B and consumer domain.

AI AND DATA INITIATIVE

The AI and Data Initiative (mandated by the EBU Executive Committee) engages in a cross-disciplinary exploration of the opportunities and challenges of AI and Data in PSM, including regulatory aspects, technologies, organizational matters, skills, strategy and content developments. This transversal initiative provides, among other things, regular community discussions, quarterly micro-workshops, and educational opportunities, with the aim to share knowledge and best practice, integrate efforts, and collaboratively identify needs and priorities. AIDI liaises with Strategic Programmes on AI and Data-related matters. The Initiative is chaired by Bob van de Velde (NPO) and Léonard Bouchet (RTS), and coordinated by EBU T&I.

5G MEDIA ACTION GROUP

Initiated by EBU T&I this new independent group brings together stakeholders from across the media value chain and beyond. It aims to facilitate innovative approaches to providing 5G coverage and capacity, in particular through promoting 5G broadcast and collaborative network solutions, including in the automotive sector. It also aims to encourage the development and commercialization of the necessary 5G chipsets and user terminals.

REPRESENTATION AT INDUSTRY & STANDARDIZATION FORUMS

EBU T&I and its staff retain several administrative and senior management functions within partner organizations internationally. Examples are DVB, HbbTV, WorldDAB, RadioDNS, SMPTE, AMWA, ETSI, the InterSDO group, and others. These functions are closely linked to many of the Technical Committee's objectives. A complete list of EBU T&I engagements is available online.

TECHNICAL COMMITTEE ANNUAL STUDY MISSION

Technical Committee members and Technical Liaison Officers undertake an annual study visit to a country or region where there are major technical developments under way that may have an impact on the EBU and its Members. Their findings are reported to EBU Members.

ADDITIONAL CROSS-EBU ACTIVITIES

The EBU T&I department actively and regularly cooperates with colleagues in other EBU departments. Some specific examples are listed here:

- Training programmes established in collaboration with the EBU Academy (Live IP curriculum, AI Training initiative, ASBU training, and other initiatives).
- VOX (voice user interface) with the Media Department.
- Regulatory and EU consultations, with the EBU Brussels office (e.g. on Platform Regulation, AVMS review, must-carry rules, Radio Spectrum Policy Programme, WRCs).
- News Pilot and several EU project funding submissions.
- Access Services knowledge sharing, with the Media Department's Access Services group
- Regular T&I contributions on media technology developments to the workshops and peer reviews of the EBU Digital Transformation Initiative (DTI).
- Alignment with the Digital Steering Committee on topics of common interest.
- Collaboration with Eurovision Media Services (e.g. joint codec tests and training)
- Collaboration with EBU News and Sports (e.g. newsroom planning, advice on innovation in relevant technologies)
- Joint News IDEAS and NBI group, to facilitate sharing and learning on newsroom-related workflows, products, tools and challenges among the EBU Members.

NEXT STEPS

By working together through Strategic Programmes, Project Groups, Communities of Practice and Collaborative Developments, EBU Members are able to achieve much more than by working in isolation.

The success and progress of the activities depends on the resources provided by the Members and the Technology & Innovation department.

For information about how to get involved in our work please contact the respective coordinators of the Strategic Programmes.

For more detailed descriptions of the roles of the Technical Committee, Technical Liaison Officers and the Technology and Innovation department please see: tech.ebu.ch/aboutus

The online version of this workplan, which can be found on the EBU technology website (tech.ebu.ch/workplan2019-20), provides up-to-date information on the activities of the Strategic Programmes and a list of our liaisons with external groups.

APPENDIX A: LIAISON BODIES AND EXTERNAL GROUPS

tech.ebu.ch/workplan2019-20-A

On behalf of the Technical Committee, the EBU Technology & Innovation department takes leadership of, maintains a presence in, or liaises with, a variety of external organizations.

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