

RESOLUTION 71 (REV. DUBAI, 2018)

Strategic plan for the Union for 2020-2023

The Plenipotentiary Conference of the International Telecommunication Union (Dubai, 2018),

considering

- a) the provisions of the ITU Constitution and ITU Convention relating to strategic policies and plans;
- b) Article 19 of the Convention, on the participation of Sector Members in the Union's activities;
- c) Resolution 70 (Rev. Dubai, 2018) of this conference, which resolves to incorporate the gender perspective in the implementation of the strategic and financial plans for 2020-2023 as well as in the operational plans of the Sectors and the General Secretariat;
- d) Resolution 72 (Rev. Busan, 2014) of the Plenipotentiary Conference, which underlines the importance of linking strategic, financial and operational plans as a basis for measuring progress in achieving the objectives and goals of ITU,

welcoming

United Nations General Assembly (UNGA) Resolutions 71/243 of 21 December 2016, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and 72/279 of 31 May 2018, on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system,

noting

- a) the challenges faced by the Union in achieving its purposes in the constantly changing telecommunication/information and communication technology (ICT) environment as well as the context for the development and implementation of the strategic plan, as outlined in Annex 2 to this resolution;
- b) the glossary of terms presented in Annex 3 to this resolution,

recognizing

- a) the experience gained in implementing the previous strategic plans for the Union;

- b) the recommendations of the report by the United Nations Joint Inspection Unit (JIU) on strategic planning in the United Nations system, published in 2012;
- c) the recommendations relevant to strategic planning and risk management in the JIU report on review of management and administration in ITU, published in 2016;
- d) that the effective linkage between the strategic plan and the financial plan, which is detailed in Annex 1 to Decision 5 (Rev. Dubai, 2018) of this conference, can be achieved through reallocation of the resources of the financial plan to the various Sectors, and then to the goals and objectives of the strategic plan, as presented in the appendix to Annex 1 to this resolution,

resolves

to adopt the strategic plan contained in Annex 1 to this resolution,

instructs the Secretary-General and the Directors of the Bureaux

- 1 to develop and implement an ITU results framework for the strategic plan of the Union, following the principles of results-based management and results-based budgeting;
- 2 to coordinate the implementation of the strategic plan, ensuring coherence between the strategic plan, the financial plan, the operational plans and the biennial budgets;
- 3 to report annually to the ITU Council on the implementation of the strategic plan and on the performance of the Union towards the achievement of its goals and objectives;
- 4 to recommend to Council adjustments to the plan in the light of changes in the telecommunication/ICT environment and/or as a result of the performance evaluation and the risk-management framework, in particular by:
 - i) making all modifications necessary to ensure that the strategic plan facilitates the accomplishment of ITU's goals and objectives, taking account of proposals by the Sector advisory groups, decisions by conferences and by assemblies of the Sectors and changes in the strategic focus of the Union's activities, within the financial limits established by the Plenipotentiary Conference;
 - ii) ensuring the linkage between the strategic, financial and operational plans in ITU, and developing the corresponding human resources strategic plan;
- 5 to distribute these reports to all Member States, after consideration by the Council, urging them to circulate the reports to Sector Members, as well as to those entities and organizations referred to in No. 235 of the Convention which have participated in these activities;

6 to continue to engage with the United Nations Secretary-General, other United Nations development system entities and Member States with a view to supporting full implementation of UNGA Resolutions 71/243 and 72/279,

instructs the Council

1 to oversee the development and implementation of the ITU results framework, including the adoption of the related indicators to better measure the effectiveness and efficiency of the implementation of the strategic plan of the Union;

2 to oversee the development and implementation of the strategic plan, and when necessary adjust the strategic plan, on the basis of the Secretary-General's reports;

3 to present an assessment of the results of the strategic plan to the next plenipotentiary conference, along with a proposed strategic plan for the next period;

4 to take appropriate action to support the implementation of UNGA Resolutions 71/243 and 72/279,

5 to ensure that the rolling operational plans from the General Secretariat and the three Sectors approved annually by Council are fully aligned and compliant with this resolution and its annexes and with the financial plan for the Union approved in Decision 5 (Rev. Dubai, 2018) of this conference,

invites the Member States

to contribute national and regional insights on policy, regulatory and operational matters to the strategic planning process undertaken by the Union in the period before the next plenipotentiary conference, in order to:

- strengthen the effectiveness of the Union in fulfilling its purposes as set out in the instruments of the Union, by cooperating in the implementation of the strategic plan;
- assist the Union in meeting the changing expectations of all its constituents as national structures for the provision of telecommunication/ICT services continue to evolve,

invites Sector Members

to communicate their views on the strategic plan of the Union through their relevant Sectors and the corresponding advisory groups.

ANNEX 1 TO RESOLUTION 71 (REV. DUBAI, 2018)

ITU strategic plan for 2020-2023

1 ITU strategic framework 2020-2023

←RBM planning Implementation →	Vision & mission	<p>Vision is the better world ITU wants to see.</p> <p>Mission refers to the main overall purposes of the Union, as per the Basic Instruments of ITU.</p>	Values: ITU's shared and common beliefs that drive its priorities and guide all decision-making processes
	Strategic goals & targets	<p>Strategic goals refer to the Union's high-level targets to which the objectives contribute, directly or indirectly. They relate to the whole of ITU.</p> <p>Targets are the expected results during the period of the strategic plan; they provide an indication as to whether the goal is being achieved. Targets may not always be achieved, for reasons that may be beyond the control of the Union.</p>	
	Objectives & outcomes	<p>Objectives refer to the specific aims of the Sectoral and intersectoral activities in a given period.</p> <p>Outcomes provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the organization's control.</p>	
	Outputs	<p>Outputs are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans.</p>	
	Activities	<p>Activities are various actions/services for transforming resources (inputs) into outputs. Activities may be grouped into processes.</p>	

1.1 Vision

"An **information society**, empowered by the **interconnected world**, where **telecommunications/information and communication technologies** enable and accelerate **social, economic** and **environmentally** sustainable **growth** and **development** for everyone"

1.2 Mission

"To **promote, facilitate and foster affordable and universal access to telecommunication/information and communication technology networks, services and applications** and their use for **social, economic and environmentally sustainable growth and development**"

1.3 Values

The Union recognizes that achieving its mission requires that it build and maintain **trust** among its membership and inspire the **confidence** of the public at-large. This applies to both what the Union does and how it is done.

The Union is committed to continuously building and safeguarding that trust by ensuring that its actions are guided by the following values:

Efficiency: Focusing on the purposes of the Union, making decisions on the basis of appropriate studies, evidence and experience, taking effective action and monitoring outputs, avoiding internal ITU duplication.

Transparency and accountability: By enhancing transparency and accountability processes for better decisions, actions, results and management of resources, ITU communicates and demonstrates progress towards the achievement of its goals.

Openness: Being aware of and responsive to the needs of all its membership, as well as the activities and expectations of intergovernmental organizations, the private sector, civil society, the technical community and academia.

Universality and neutrality: As a United Nations specialized agency, ITU reaches, covers and represents all parts of the world. Within the remit of the Basic Instruments of the Union, its operations and activities reflect the express will of its membership preferably by consensus. The Union also recognizes the overarching pre-eminence of human rights, including the right to freedom of opinion and expression, which includes the freedom to seek, receive and impart information and ideas through any media and regardless of frontiers, and the right to not be subjected to arbitrary interference in privacy.

People-centred, service-oriented and results-based: Being people-centred, ITU is focused on people in order to deliver results that matter to each and every individual. Being service-oriented, ITU is committed to further delivering high-quality services and maximizing satisfaction of beneficiaries and stakeholders. Being results-based, ITU aims for tangible results and to maximize the impact of its work.

The Union expects all of its staff to adhere faithfully to the Standards of Conduct for the International Civil Service and the ITU Code of Ethics. It also expects that any partner will uphold the highest standards of ethical behaviour.

1.4 Strategic goals

The strategic goals of the Union are listed hereafter and support ITU's role in facilitating progress towards the implementation of the World Summit on the Information Society (WSIS) Action Lines and the 2030 Agenda for Sustainable Development.

Goal 1 – Growth: Enable and foster access to and increased use of telecommunications/ICT in support of the digital economy and society

Recognizing the role of telecommunications/ICTs as a key enabler for social, economic and environmentally sustainable development, ITU will work to enable and foster access to, and increase the use of, telecommunications/ICTs, foster the development of telecommunications/ICTs in the support of the digital economy and help developing countries make their transition to the digital economy. Growth in the use of telecommunications/ICTs has a positive impact on short- and long-term socio-economic development as well as on the growth of the digital economy towards building an inclusive information society. The Union is committed to working together and collaborating with all stakeholders in the telecommunication/ICT environment in order to achieve this goal.

Goal 2 – Inclusiveness: Bridge the digital divide and provide broadband access for all

Being committed to ensuring that everyone without exception benefits from telecommunications/ICTs, ITU will work to bridge the digital divide for an inclusive information society and enable the provision of broadband access for all, leaving no one offline. Bridging the digital divide focuses on global telecommunication/ICT inclusiveness, fostering telecommunication/ICT access, accessibility, affordability and use in all countries and regions and for all peoples, including women and girls, youth and marginal and vulnerable populations, people from lower socio-economic groups, indigenous peoples, older persons and persons with disabilities.

Goal 3 – Sustainability: Manage emerging risks, challenges and opportunities resulting from the rapid growth of telecommunications/ICT

To promote the beneficial use of telecommunications/ICTs, ITU recognizes the need to manage emerging risks, challenges and opportunities from the rapid growth of telecommunications/ICTs. The Union focuses on enhancing the quality, reliability, sustainability and resilience of networks and systems as well as building confidence and security in the use of telecommunications/ICTs. Accordingly, the Union will work to make it possible to seize of opportunities presented by telecommunications/ICTs while working towards minimizing the negative impact of undesired collaterals.

Goal 4 – Innovation: Enable innovation in telecommunications/ICT in support of the digital transformation of society

The Union recognizes the crucial role of telecommunications/ICTs in the digital transformation of society. The Union seeks to contribute to the development of an environment that is conducive to innovation, where advances in new technologies become a key driver for the implementation of the WSIS Action Lines and the 2030 Agenda for Sustainable Development.

Goal 5 – Partnership: Strengthen cooperation among the ITU membership and all other stakeholders in support of all ITU strategic goals

In order to facilitate the achievement of the above strategic goals, the Union recognizes the need to foster engagement and cooperation among governments, the private sector, civil society, intergovernmental and international organizations, and the academic and technical communities. The Union also recognizes the need to contribute to the global partnership to strengthen the role of telecommunication/ICTs as means of implementation of the WSIS Action Lines and the 2030 Agenda for Sustainable Development.

1.5 Targets

Targets represent the effect and long-term impact of ITU's work and provide an indication of progress towards achievement of the strategic goals. The Union will work collaboratively with the full range of other organizations and entities around the world committed to advancing the use of telecommunications/ICTs. The purpose of such targets is to provide the direction where the Union should focus its attention and to materialize the ITU vision for an interconnected world for 2020-2023. The following targets for each of the ITU's strategic goals reflect criteria that are specific, measurable, action-oriented, realistic, relevant, time-bound and traceable.

Table 1. Targets

Target

Goal 1: Growth

Target 1.1: By 2023, 65% of households worldwide with access to the Internet

Target 1.2: By 2023, 70% of individuals worldwide will be using the Internet

Target 1.3: By 2023, Internet access should be 25% more affordable (baseline year 2017)

Target 1.4: By 2023, all countries adopt a digital agenda/strategy

Target 1.5: By 2023, increase the number of broadband subscriptions by 50%

Target 1.6: By 2023, 40% of countries to have more than half of broadband subscriptions more than 10 Mbit/s

Target 1.7: By 2023, 40% of the population should be interacting with government services online

Goal 2: Inclusiveness

Target 2.1: By 2023, in the developing world, 60% of households should have access to the Internet

Target 2.2: By 2023, in the least developed countries, 30% of households should have access to the Internet

Target 2.3: By 2023, in the developing world, 60% of individuals will be using the Internet

Target 2.4: By 2023, in the least developed countries, 30% of individuals will be using the Internet

Target 2.5: By 2023, the affordability gap between developed and developing countries should be reduced by 25% (baseline year 2017)

Target 2.6: By 2023, broadband services should cost no more than 3% of average monthly income in developing countries

Target 2.7: By 2023, 96% of the world population covered by broadband services

Target 2.8: by 2023, gender equality in Internet usage and mobile phone ownership should be achieved

Target 2.9: By 2023, enabling environments ensuring accessible telecommunications/ICTs for persons with disabilities should be established in all countries

Target 2.10: By 2023, improve by 40% the proportion of youth/adults with telecommunication/ICT skills

Goal 3: Sustainability

Target 3.1: By 2023, improve cybersecurity preparedness of countries, with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation

Target 3.2: By 2023, increase the global e-waste recycling rate to 30%

Target 3.3: By 2023, raise the percentage of countries with an e-waste legislation to 50%

Target 3.4: By 2023, net telecommunication/ICT-enabled Greenhouse Gas abatement should have increased by 30% compared to the 2015 baseline

Target 3.5: By 2023, all countries should have a National Emergency Telecommunication Plan as part of their national and local disaster risk reduction strategies

Goal 4: Innovation

Target 4.1: By 2023, all countries should have policies/strategies fostering telecommunication/ICT-centric innovation

Goal 5: Partnership

Target 5.1: By 2023, increased effective partnerships with stakeholders and cooperation with other organization and entities in the telecommunication/ICT environment

1.6 Strategic Risk Management

Bearing in mind the prevailing challenges, evolutions and transformations that have the most potential to impact on ITU activities during the period of the strategic plan, the list of top-level strategic risks presented in Table below has been identified, analysed and evaluated. These risks have been considered when planning the strategy for 2020-2023, and the corresponding mitigation measures have been identified as necessary. It should be emphasized that the strategic risks are not meant to represent deficiencies of ITU's operations. They represent forward-looking uncertainties that may affect efforts to fulfil the mission of the Union during the period of the strategic plan.

ITU has identified, analysed and assessed these strategic risks. Apart from the strategic planning processes, setting the overall framework on how to mitigate these risks, operational mitigation measures will be defined and implemented through the operational planning process of the Union.

Table 2. Strategic risks and mitigation strategies

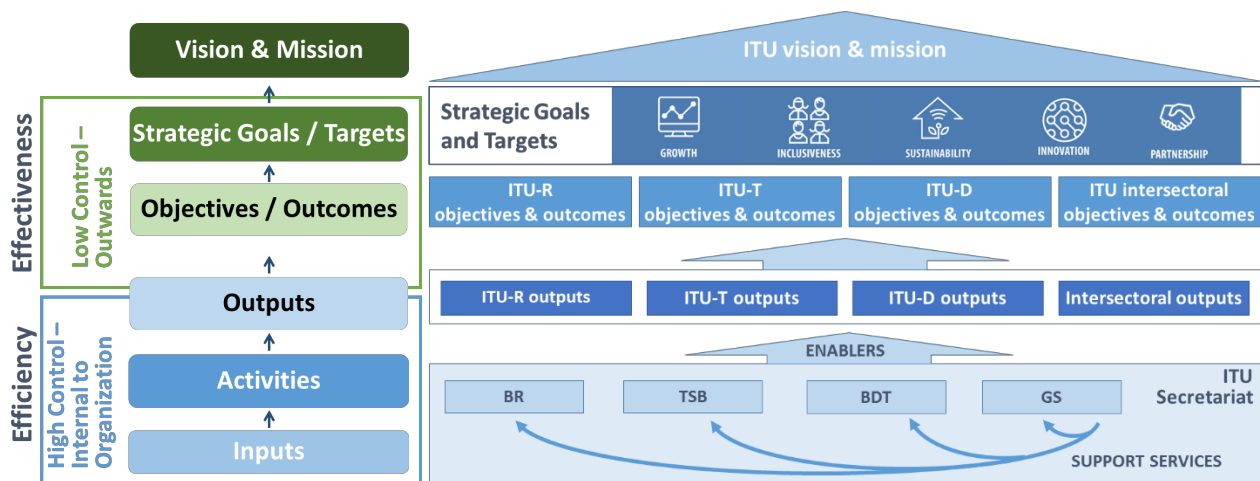
Risk	Mitigation strategy
<p>1. Diminishing relevance and ability to demonstrate clear added value</p> <ul style="list-style-type: none"> - Risk of duplication of efforts and inconsistencies inside the organization that affects our ability to demonstrate added value - Risk of conflicting efforts, inconsistencies and competition with other relevant organizations and bodies that leads to misperception of ITU's mandate, mission and role 	<ul style="list-style-type: none"> - Risk avoidance: by clear mandates of each structure and role in the Union; - Risk limitation: improve the cooperation framework; - Risk avoidance: identify and concentrate on areas with clear added value; - Risk transfer: by establishing long term partnerships; - Risk limitation: by an appropriate and consistent communication strategy (internal and external).
<p>2. Spreading too thin</p> <ul style="list-style-type: none"> - Risk of mission dilution and losing sight of the organization core mandate 	<ul style="list-style-type: none"> - Risk avoidance: by prioritizing, focusing and building on the strengths of the Union; - Risk limitation: by ensuring consistency of ITU activities / working outside of silos.
<p>3. Failure to respond quickly to emerging needs and innovate sufficiently while still providing high quality deliverables</p> <ul style="list-style-type: none"> - Risk of unresponsiveness, leading to disengagement of membership and other stakeholders - Risk of being left behind - Risk of lower quality deliverables 	<ul style="list-style-type: none"> - Risk avoidance: plan for the future while being agile, responsive and innovative, focus on purposes of the Union; - Risk limitation: define, promote and implement a fit-for-purpose organizational culture; - Risk transfer: proactively engage stakeholders.

Risk	Mitigation strategy
<p>4. Concerns regarding trust and confidence</p> <ul style="list-style-type: none"> - Risk of rising concerns related to trust by membership and stakeholders - Risk of rising concerns on confidence within membership 	<ul style="list-style-type: none"> - Risk avoidance: adopt and implement common values – all actions guided by the adopted values; - Risk limitation: engage with membership and other stakeholders, improve communication and transparency, commit to the values, and promote ownership of strategic initiatives; ensure adherence to the core Mission and Goals and organizational procedures.
<p>5. Inadequate internal structures, tools, methodology and processes</p> <ul style="list-style-type: none"> - Risk of structures, methods and tools becoming inadequate, failing to be effective 	<ul style="list-style-type: none"> - Risk limitation: Optimize internal structures, improve tools, methodologies and processes; - Risk transfer: Initiate processes for quality control; - Risk limitation: Improve internal and external communication.
<p>6. Insufficient funding</p> <ul style="list-style-type: none"> - Risk of reduced financial contributions and sources of revenue 	<ul style="list-style-type: none"> - Risk limitation: identify and explore new markets and players; prioritization of core activities; - Risk limitation: ensure effective financial planning; - Risk limitation: membership engagement strategies; - Risk transfer: increase relevance of ITU activities.

2 ITU results framework

ITU will implement the strategic goals of the Union for 2020-2023 through a number of objectives to be attained in this period. Each Sector will contribute to the overarching goals of the Union in the context of its specific remit, through implementation of the Sector-specific objectives and the overarching intersectoral objectives. The Council will ensure efficient coordination and oversight of this work.

The Enablers support the overall objectives and strategic goals of the Union. The activities and support services of the General Secretariat and the Bureaux provide these Enablers to the work of the Sectors and the whole Union.



ITU-R Objectives:

- R.1 (Spectrum/orbit regulation and management): Meet, in a rational, equitable, efficient, economical and timely way, the ITU membership's requirements for radio-frequency spectrum and satellite-orbit resources, while avoiding harmful interference
- R.2 (Radiocommunication standards): Provide for worldwide connectivity and interoperability, improved performance, quality, affordability and timeliness of service and overall system economy in radiocommunications, including through the development of international standards
- R.3 (Knowledge sharing): Foster the acquisition and sharing of knowledge and know-how on radiocommunications

ITU-T Objectives:

- T.1 (Development of standards): Develop non-discriminatory international standards (ITU-T recommendations), in a timely manner, and foster interoperability and improved performance of equipment, networks, services and applications
- T.2 (Bridging the standards gap): Promote the active participation of the membership, in particular developing countries, in the definition and adoption of non-discriminatory international standards (ITU-T recommendations) with a view to bridging the standardization gap
- T.3 (Telecommunication resources): Ensure effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T recommendations and procedures
- T.4 (Knowledge sharing): Foster the acquisition, awareness, sharing of knowledge and know how on the standardization activities of ITU-T

- T.5 (Cooperation with standardization bodies) Extend and facilitate cooperation with international, regional and national standardization bodies

ITU-D Objectives:

- D.1 (Coordination): Foster international cooperation and agreement on telecommunication/ICT development issues
- D.2 (Modern and secure telecommunication/ICT infrastructure): Foster the development of infrastructure and services, including building confidence and security in the use of telecommunications/ICTs
- D.3 (Enabling environment): Foster an enabling policy and regulatory environment conducive to sustainable telecommunication/ICT development
- D.4 (Inclusive information society): Foster the development and use of telecommunications/ICTs and applications to empower people and societies for sustainable development

Inter-Sectoral Objectives:

- I.1 (Collaboration) Foster closer collaboration among all stakeholders in the telecommunication/ICT ecosystem
- I.2 (Emerging telecommunication/ICT trends) Enhance identification, awareness and analysis of digital transformation and emerging trends in the telecommunication/ICT environment
- I.3 (Telecommunication/ICT accessibility) Enhance telecommunications/ICTs accessibility for persons with disabilities and specific needs
- I.4 (Gender equality and inclusion) Enhance the use of telecommunication/ICTs for gender equality and inclusion and empowerment of women and girls
- I.5. (Environmental sustainability) Leverage telecommunication/ICTs to reduce environmental footprint
- I.6 (Reducing overlap and duplication) Reduce the areas of overlap and duplication and foster closer and more transparent coordination among General Secretariat and ITU Sectors, taking into account the Union's budgetary provisions and the expertise and mandate of each Sector

Table 3. Linkage of ITU objectives with the Strategic Goals¹:

	Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation	Goal 5: Partnership	
ITU-R objectives						
Objectives	R.1. Spectrum/orbit regulation and management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	R.2. Radiocommunication standards	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	R.3. Knowledge sharing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	ITU-T objectives					
	T.1. Development of standards	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	T.2. Bridging the standards gap	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	T.3. Telecommunication resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	T.4. Knowledge sharing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	T.5. Cooperation with standardization bodies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	ITU-D objectives					
D.1. Coordination	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
D.2. Modern and secure telecommunication/ICT infrastructure	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
D.3. Enabling environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
D.4. Inclusive information society	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Inter-Sectoral objectives						
I.1. Collaboration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I.2. Emerging telecommunication/ICT trends	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I.3. Telecommunication/ICT accessibility	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I.4. Gender equality and inclusion	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I.5. Environmental sustainability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I.6. Reducing overlap and duplication	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

¹ Boxes and ticks demonstrate primary and secondary links to goals

2.1 Objectives, Outcomes and Outputs / Enablers

Table 4. ITU-R Objectives, Outcomes and Outputs

R.1 (Spectrum/orbit regulation and management) Meet, in a rational, equitable, efficient, economical and timely way, the ITU membership's requirements for radio-frequency spectrum and satellite-orbit resources, while avoiding harmful interference

Outcomes

R.1-a: Increased number of countries having satellite networks and earth stations recorded in the Master International Frequency Register (MIFR)

R.1-b: Increased number of countries having terrestrial frequency assignments recorded in the MIFR

R.1-c: Increased percentage of assignments recorded in the MIFR with a favourable finding

R.1-d: Increased percentage of countries which have completed the transition to digital terrestrial television broadcasting

R.1-e: Increased percentage of spectrum assigned to satellite networks which is free from harmful interference

R.1-f: Increased percentage of assignments to terrestrial services recorded in the MIFR which are free from harmful interference

Outputs

R.1-1: Final acts of world radiocommunication conferences, updated Radio Regulations

R.1-2: Final acts of regional radiocommunication conferences, regional agreements

R.1-3: Rules of Procedure and other decisions of the Radio Regulations Board (RRB)

R.1-4: Publication of space notices and other related activities

R.1-5: Publication of terrestrial notices and other related activities

R.2 (Radiocommunication standards) Provide for worldwide connectivity and interoperability, improved performance, quality, affordability and timeliness of service and overall system economy in radiocommunications, including through the development of international standards

Outcomes

R.2-a: Increased mobile-broadband access and use, including in frequency bands identified for international mobile telecommunications (IMT)

R.2-b: Reduced mobile-broadband price basket, as a percentage of gross national income (GNI) per capita

R.2-c: Increased number of fixed links and increased amount of traffic handled by the fixed service (Tbit/s)

R.2-d: Increased number of households with digital terrestrial television reception

Outputs

R.2-1: Decisions of the Radiocommunication Assembly, ITU-R resolutions

R.2-2: ITU-R recommendations, reports (including the CPM report) and handbooks

R.2-3: Advice from the Radiocommunication Advisory Group

R.2-e: Increased number of satellite transponders (equivalent 36 MHz) on communication satellites in operation and corresponding capacity (Tbit/s); Number of VSAT terminals; Number of households with satellite television reception

R.2-f: Increased number of devices with radionavigation-satellite reception

R.2-g: Increased number of satellites having Earth exploration payloads in operation, corresponding quantity and resolution of transmitted images and data volume downloaded (Tbytes)

R.3 (Knowledge sharing) Foster the acquisition and sharing of knowledge and know-how on radiocommunications

Outcomes

R.3-a: Increased knowledge and know-how on the Radio Regulations, Rules of Procedure, regional agreements, recommendations and best practices on spectrum use

R.3-b: Increased participation in ITU-R activities (including through remote participation), in particular by developing countries

Outputs

R.3-1: ITU-R publications

R.3-2: Assistance to members, in particular developing countries and LDCs

R.3-3: Liaison/support to development activities

R.3-4: Seminars, workshops and other events

Table 5. Enablers for ITU-R

Supported Objective(s)	BR activities	Contribution to the Outcomes of the Sector	Results
R.1	Efficient processing of frequency assignment notices	Increased certainty for planning new radiocommunication networks	Reduced processing time for publication of notices Processing time within regulatory limits
R.1, R.2, R.3	Development, maintenance and improvement of ITU-R software, databases and online tools Technical, regulatory, administrative, outreach and logistical activities in support of ITU-R objectives	Increased reliability, efficiency and transparency in the application of the Radio Regulations.	New and improved ITU-R software, databases and online tools Efficient and timely delivery of ITU-R outputs and support to ITU-R objectives BR contributions to ITU-R meetings, conferences and events

Table 6. ITU-T Objectives, Outcomes and Outputs

T.1 (Development of standards) Develop non-discriminatory international telecommunication/ICT standards (ITU-T recommendations), in a timely manner, and foster interoperability and improved performance of equipment, networks, services and applications

Outcomes

T.1-a: Increased utilization of ITU-T recommendations

T.1-b: Improved conformance to ITU-T recommendations

T.1-c: Enhanced standards in new technologies and services

Outputs

T.1-1: Resolutions, recommendations and opinions of the World Telecommunication Standardization Assembly (WTSA)

T.1-2: WTSA regional consultation sessions

T.1-3: Advice and decisions of the Telecommunication Standardization Advisory Group (TSAG)

T.1-4: ITU-T recommendations and related results of ITU-T study groups

T.1-5: ITU-T general assistance and cooperation

T.1-6: Conformity database

T.1-7: Interoperability test centers and events

T.1-8: Development of test suites

T.2 (Bridging the standards gap) Promote the active participation of the membership, in particular developing countries, in the definition and adoption of non-discriminatory international telecommunication/ICT standards (ITU-T recommendations) with a view to bridging the standardization gap

Outcomes

T.2-a: Increased participation in the ITU-T standardization process, including attendance of meetings, submission of contributions, taking leadership positions and hosting of meetings/workshops, especially from developing countries

T.2-b: Increase of the ITU-T membership, including Sector Members, Associates and Academia

Outputs

T.2-1: Bridging the standardization gap

T.2-2: Workshops and seminars, including offline and online training activities, complementing the capacity-building work on bridging the standardization gap

T.2-3: Outreach and promotion

T.3 (Telecommunication resources) Ensure effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T recommendations and procedures

Outcomes

T.3-a: Timely and accurate allocation of international telecommunication numbering, naming, addressing and identification resources, as specified in the relevant recommendations

Outputs

T.3-1: Relevant TSB databases

T.3-2: Allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T recommendations and procedures

T.4 (Knowledge sharing) Foster the acquisition, awareness, sharing of knowledge and know how on the standardization activities of ITU-T

Outcomes

T.4-a: Increased knowledge on ITU-T standards and on best practices in their implementation of ITU-T standards

T.4-b: Increased participation in ITU-T's standardization activities and increased awareness of the relevance of ITU-T standards

T.4-c: Increased Sector visibility

Outputs

T.4-1: ITU-T publications

T.4-2: Database publications

T.4-3: Outreach and promotion

T.4-4: ITU Operational Bulletin

T.5 (Cooperation with standardization bodies) Extend and facilitate cooperation with international, regional and national standardization bodies

Outcomes

T.5-a: Increased communications with other standards organizations

T.5-b: Decreased number of conflicting standards

T.5-c: Increased number of memoranda of understanding/collaboration agreements with other organizations

T.5-d: Increased number of ITU-T A.4, A.5 and A.6 qualified organizations

T.5-e: Increased number of workshops/events organized jointly with other organizations

Outputs

T.5-1: Memoranda of understanding (MoUs) and collaboration agreements

T.5-2: ITU-T A.4/A.5/A.6 qualifications

T.5-3: Jointly organized workshops/events

Table 7. Enablers for ITU-T

Supported ITU-T Objective(s)	TSB activities	Contribution to the Outcomes of the Sector	Results
T.1	<ul style="list-style-type: none">- Timely and efficient provisioning of documents (WTSA Resolutions, Recs, Opinions, ITU-T Recs, SGs related documents, reports)- Secretariat support and organization and logistical support for meetings- Advisory services- TSB EWM services and information services- Operation and maintenance of C&I DBs; logistical support for interop/testing events, testbeds	<ul style="list-style-type: none">- Increased quality of ITU-T recommendations	<ul style="list-style-type: none">- Timely up-to-date information for delegates and standards community about ITU-T's products and services
T.2	<ul style="list-style-type: none">- Organization of BSG hands-on training sessions; fellowship financial support; logistical support of regional groups- Organization of workshops- Announcements (ITU newsblog, promotional activities)- Account management of ITU-T memberships, retention of current members and proactive acquisition of new members	<ul style="list-style-type: none">- Increased ITU-T membership and participation in the standardization process	<ul style="list-style-type: none">- Active participation of delegates and organizations that have so far only participated passively in ITU-T activities, or not at all
T.3	<ul style="list-style-type: none">- Processing and publication of international numbering, addressing, naming and identification applications / resources	<ul style="list-style-type: none">- Timeliness and accuracy in the allocation of the resources	<ul style="list-style-type: none">- Timely availability of numbering information facilitates management of networks

T.4	<ul style="list-style-type: none"> - ITU-T publication services - Development and maintenance of ITU-T databases - Outreach and promotion service (ITU newsblog, social media, web) - Organization of workshops, CTO group meetings, Kaleidoscope, sessions at ITU Telecom, WSIS, etc. 	<ul style="list-style-type: none"> - Increased knowledge and awareness on ITU-T standards, increased participation in ITU-T activities and increased Sector visibility 	<ul style="list-style-type: none"> - Timely availability of publications (documents; databases) and easy to use services enhances the delegate experience
T.5	<ul style="list-style-type: none"> - Maintenance and management of MoUs; establishment of new MoUs - Maintenance and management of A.4/A.5/A.6 DB - Logistical support for jointly organized WSs and events - Support services for various collaboration activities (WSC, GSC, CITS, FIGI, WSIS, U4SSC ...) 	<ul style="list-style-type: none"> - Increased cooperation with other organizations 	<ul style="list-style-type: none"> - Collaboration activities

Table 8. ITU-D Objectives, Outcomes and Outputs

D.1 (Coordination) Foster international cooperation and agreement on telecommunication/ICT development issues

Outcomes

D.1-a: Enhanced review and increased level of agreement on the draft ITU-D contribution to the draft ITU strategic plan, the World Telecommunication Development Conference (WTDC) Declaration, and the WTDC Action Plan

D.1-b: Assessment of the implementation of the Action Plan and of the WSIS Plan of Action

D.1-c: Enhanced knowledge-sharing, dialogue and partnership among the ITU membership on telecommunication/ICT issues

D.1-d: Enhanced process and implementation of telecommunication/ICT development projects and regional initiatives

D.1.e: Facilitation of agreement to cooperate on telecommunication/ICT development programmes between Member States, and between Member States and other stakeholders in the ICT ecosystem, based on requests from ITU Member States involved

Outputs²

D.1-1 World Telecommunication Development Conference (WTDC) and WTDC Final Report

D.1-2 Regional preparatory meetings (RPMs) and final reports of the RPMs

D.1-3 Telecommunication Development Advisory Group (TDAG) and reports of TDAG for the Director of BDT and for WTDC

D.1-4 Study groups and guidelines, recommendations and reports of study groups

D.1-5 Platforms for regional coordination, including regional development forums (RDFs)

D.1-6: Implemented telecommunication/ICT development projects and services related to regional initiatives.

² Within the context of the Outputs of the ITU-D contribution to the ITU strategic plan, "products and services" refers to activities within the mandate of ITU-D as defined by Article 21 of the ITU Constitution, including, among others, capacity building and dissemination of ITU expertise and knowledge

D.2 (Modern and secure telecommunication/ICT Infrastructure) Foster the development of infrastructure and services, including building confidence and security in the use of telecommunications/ICTs

Outcomes

D.2-a: Enhanced capacity of the ITU membership to make available resilient telecommunication/ICT infrastructure and services.

D.2-b: Strengthened capacity of Member States to effectively share information, find solutions, and respond to threats to cybersecurity, and to develop and implement national strategies and capabilities, including capacity building, encourage national, regional and international cooperation towards enhanced engagement among Member States and relevant players.

D.2-c: Strengthened capacity of Member States to use telecommunications/ICTs for disaster risk reduction and management, to ensure availability of emergency telecommunications, and support cooperation in this area.

Outputs

D.2-1 Products and services on telecommunication/ICT infrastructure and services, wireless and fixed broadband, connecting rural and remote areas, improving international connectivity, bridging the digital standardization gap, conformance and interoperability, spectrum management and monitoring, the effective and efficient management and proper use of telecommunication resources within the mandate of ITU, and the transition to digital broadcasting, such as assessment studies, publications, workshops, guidelines, and best practices.

D.2-2 Products and services in building confidence and security in the use of telecommunications/ICTs, such as reports and publications, and to contribute to the implementation of national and global initiatives.

D.2-3 Products and services on disaster risk reduction and management, and emergency telecommunications, including assistance to enable Member States to address all phases of disaster management, such as early warning, response, relief, and restoration of telecommunication networks.

D.3 (Enabling Environment) Foster an enabling policy and regulatory environment conducive to sustainable telecommunication/ICT development

Outcomes

D.3-a: Strengthened capacity of Member States to enhance their policy, legal and regulatory frameworks conducive to development of telecommunications/ICTs.

D.3-b: Strengthened capacity of Member States to produce high-quality, internationally comparable telecommunication/ICT statistics which reflect developments and trends in telecommunications/ICTs, based on agreed standards and methodologies.

D.3-c: Improved human and institutional capacity of the ITU membership to tap into the full potential of telecommunications/ICTs.

D.3-d: Strengthened capacity of the ITU membership to integrate telecommunication/ICT innovation and digitalization in national development agendas and to develop strategies to promote innovation initiatives, including through public, private, and public-private partnerships.

Outputs

D.3-1 Products and services on telecommunication/ICT policy and regulation for better international coordination and coherence, such as assessment studies and other publications, and other platforms to exchange information.

D.3-2 Products and services on telecommunication/ICT and digitalization statistics and data analysis, such as research reports, collection, harmonization and dissemination of high-quality, internationally comparable statistical data, and forums of discussion.

D.3-3 Products and services on capacity building and human skills development, including those on international Internet governance, such as online platforms, distance and face-to-face training programmes to enhance practical skills and shared material, taking into account partnerships with telecommunication/ICT education stakeholders.

D.3-4 Products and services on telecommunication/ICT innovation, such as knowledge-sharing and assistance, upon request, on developing a national innovation agenda; mechanisms for partnerships; development of projects, studies and telecommunication/ICT innovation policies.

D.4 (Inclusive Information Society) Foster the development and use of telecommunications/ICTs and applications to empower people and societies for sustainable development

Outcomes

D-4-a: Improved access to and use of telecommunication/ICT in least developed countries (LDCs), small island developing states (SIDS) and landlocked developing countries (LLDCs), and countries with economies in transition.

D-4-b: Improved capacity of the ITU membership to accelerate economic and social development by leveraging and using new technologies and telecommunication/ICT services and applications.

D-4-c: Strengthened capacity of the ITU membership to develop strategies, policies and practices for digital inclusion, in particular for the empowerment of women and girls, persons with disabilities and other persons with specific needs.

D-4-d: Enhanced capacity of the ITU membership to develop telecommunication/ICT strategies and solutions on climate-change adaptation and mitigation and the use of green/renewable energy.

Outputs

D.4-1 Products and services on concentrated assistance to LDCs, SIDS and LLDCs and countries with economies in transition, to foster availability and affordability of telecommunications/ICTs.

D.4-2 Products and services on telecommunication/ICT policies supporting the development of the digital economy, ICT applications and new technologies, such as information sharing and support for their deployment, assessment studies, and toolkits.

D.4-3 Products and services on digital inclusion for girls and women and people with specific needs (elderly, youth, children and indigenous people, among others), such as awareness-raising on digital inclusion strategies, policies and practices, development of digital skills, toolkits and guidelines and forums of discussion to share practices and strategies.

D.4-4 Products and services on ICT climate-change adaptation and mitigation, such as promotion of strategies and dissemination of best practices on mapping vulnerable areas and developing information systems, metrics, and e-waste management.

Table 9. Enablers for ITU-D

Supported Objective(s)	BDT activities	Contribution to the Outcomes of the Sector	Results
D.1, D.2, D.3, D.4	1. Development and implementation of efficient strategies in telecommunication/ICT development towards achieving WSIS Action Lines and Sustainable Development Goals (SDGs), including communication and promotion activities	<ul style="list-style-type: none"> - Increased understanding and sharing of the ITU-D objectives and outputs - Increased guidance for ITU-D activities - Increased clarity of the programme of activities 	<ul style="list-style-type: none"> - Measurable progress towards ITU's role in achieving WSIS Action Lines and SDGs - Increased level of international cooperation in the area of telecommunication/ICT development - Increased level of satisfaction by Member States with services and products provided by BDT
	2. Efficient administration of and support to telecommunication/ICT development activities through coordination of and collaboration among services, finance and budget administration, event organization support and IT support.	<ul style="list-style-type: none"> - Clear and coordinated scheduling of events - Provision of necessary financial, IT and manpower support within available resource limits - Provision of reliable support to events 	<ul style="list-style-type: none"> - Enhanced coordination and collaboration in organizing events and implementing activities - Efficient use of financial resources - Timely and efficient organization of events - Increased quality and coordination of BDT's reporting to Member States

3. Efficient organization of and support to activities on telecommunication/ICT infrastructure, ICT applications and cybersecurity.

- Identification of priorities and needs of Member States
- Development of relevant products and services and their timely delivery to end users
- Effective involvement of all relevant stakeholders in the development and delivery of products and services to Member States

- Increased quality and enhanced accessibility of products, services, and expertise developed and delivered by BDT in the areas of telecommunication/ICT infrastructure, ICT applications, and cybersecurity
- Increased level of satisfaction by Member States
- Tangible improvements in ITU's Member States as a result of BDT's activities in areas of telecommunication/ICT infrastructure, ICT applications, and cybersecurity
- Enhanced role of telecommunications/ICTs in the social and economic development of Member States

4. Efficient organization of and support to activities on projects and knowledge management through capacity building, project support, ICT data and statistics, and emergency telecommunication support.

- Identification of priorities and needs of Member States
- Development of relevant products and services and their timely delivery to end users
- Effective involvement of all relevant stakeholders in the development and delivery of products and services to Member States

- Increased quality and enhanced accessibility of products, services, and expertise developed and delivered by BDT in the areas of projects and knowledge management
- Increased level of satisfaction by Member States
- Tangible improvements in ITU's Member States as a result of BDT's activities in the areas of projects and knowledge management
- Successful mitigation of emergency telecommunication risks

5. Efficient organization of and support to innovation and partnership activities through partnership building, innovation, and study group coordination services.

- Identification of priorities and needs of Member States
- Development of relevant products and services and their timely delivery to end users
- Effective involvement of all relevant stakeholders in the development and delivery of products and services to Member States

- Increased quality and enhanced accessibility of products, services, and expertise developed and delivered by BDT in the areas of partnership building and innovation
- Increased level of satisfaction by Member States
- Wider participation of stakeholders and partners in the development of telecommunications/ICTs in developing countries
- Increased level of resources from donors for the benefit of Member States' efforts to develop their telecommunication/ICTs

6. Efficient delivery and coordination of activities in telecommunication/ICT development through regional and area office activities

- Increased ITU outreach in various regions and areas of the world

- Effective and efficient delivery of products, services, information, and expertise of BDT and ITU to Member States
- Increased level of satisfaction by Member States with services and products provided by BDT

Table 10. Inter-Sectoral Objectives, Outcomes and Outputs

I.1 (Collaboration) Foster closer collaboration among all stakeholders in the telecommunication/ICT ecosystem

Outcomes

- I.1-a: Increased collaboration among relevant stakeholders
- I.1-b: Increased synergies from partnerships on telecommunication/ICTs
- I.1-c: Increased recognition of telecommunications/ICTs as a cross-cutting enabler for implementing the WSIS Action Lines and the 2030 Agenda for Sustainable Development
- I.1-d: Enhanced support to ITU membership in developing and delivering ICT products and services

Outputs

- I.1-1: Inter-Sectoral world conferences, forums, events and platforms for high-level debate
- I.1-2: Knowledge-sharing, networking and partnerships
- I.1-3: Memoranda of understanding (MoUs)
- I.1-4: Reports and other inputs to UN inter-agency, multilateral and intergovernmental processes
- I.1-5: Establishment of support services for ITU membership in ITU activities and events

I.2 (Emerging telecommunication/ICT trends) Enhance identification, awareness and analysis of digital transformation and emerging trends in the telecommunication/ICT environment

Outcomes

- I.2-a: Identification, awareness and analysis of digital transformation and emerging trends in telecommunications/ICTs

Outputs

- I.2-1: Intersectoral initiatives and reports on relevant emerging telecommunication/ICT trends and other similar initiatives
- I.2-2: ITU News Digital format
- I.2-3: Platforms to exchange information about new trends

I.3 (Telecommunication/ICT accessibility) Enhance telecommunications/ICTs accessibility for persons with disabilities and specific needs

Outcomes

- I.3-a: Increased availability and compliance of telecommunication/ICT equipment, services and applications with universal design principles
- I.3-b: Increased engagement of organizations of persons with disabilities and specific needs in the work of the Union
- I.3-c: Increased awareness, including multilateral and intergovernmental recognition, of the need to enhance access to telecommunications/ICTs for persons with disabilities and specific needs

Outputs

- I.3-1: Reports, guidelines, standards and checklists relating to accessibility of telecommunications/ICTs
- I.3-2: Mobilization of resources and technical expertise, for example, through promoting greater participation in international and regional meetings by persons with disabilities and specific needs
- I.3-3: Further development and implementation of the ITU Accessibility Policy and related plans
- I.3-4: Advocacy, both at UN level and at regional and national levels

I.4 (Gender equality and inclusion) Enhance the use of telecommunication/ICTs for gender equality and inclusion, and empowerment of women and girls

Outcomes

- I.4-a: Enhanced access to and use of telecommunication/ICTs to promote the empowerment of women
- I.4-b: Enhanced participation of women at all level of decision making in the work of the Union and the telecommunication/ICT sector
- I.4-c: Increased engagement with other UN organizations and stakeholders involved in using telecommunication/ICTs to promote the empowerment of women
- I.4-d: Full implementation of UN system-wide strategy on gender parity within ITU's remit

Outputs

- I.4-1: Toolkits, assessment tools and guidelines for policy development and skills development and other practices for implementation
- I.4-2: Networks, collaboration, initiatives and partnerships
- I.4-3: Advocacy, both at UN level and at regional and national levels
- I.4-4: Support the Equals partnership

I.5 (Environmental sustainability) Leverage telecommunication/ICTs to reduce environmental footprint

Outcomes

- I.5-a: Improved efficiency of environmental policies and standards
- I.5-b: Reduced energy consumption from telecommunication/ICT applications
- I.5-c: Increasing number of recycled e-waste
- I.5-d: Improved solutions for Smart Sustainable Cities

Outputs

- I.5-1: Energy efficiency policies and standards
- I.5-2: Safety and environmental performance of ICT equipment and facilities (e-waste management)
- I.5-3: Global platform for Smart Sustainable Cities, including development of KPIs

I.6 (Reducing overlap and duplication) Reduce the areas of overlap and duplication and foster closer and more transparent coordination among General Secretariat and ITU Sectors, taking into account the Union's budgetary provisions and the expertise and mandate of each Sector

Outcomes

- I.6-a: Closer and more transparent collaboration among the ITU Sectors, the General Secretariat and the 3 Bureaux
- I.6-b: Reducing the areas of overlap and duplication among the ITU Sectors and the work of the General Secretariat and the 3 Bureaux
- I.6-c: Realise savings through avoidance of areas of overlap

Outputs

- I.6-1: Process to identify and eliminate all forms and instances of duplication of functions and activities between all ITU structural bodies, optimizing, inter alia, management methods, logistics, coordination and support by the Secretariat
- I.6-2: Implement the concept of 'One ITU', harmonizing, to the extent feasible, procedures across Sectors and regional offices/regional presence in the implementation of goals and objectives of the ITU and Sectors

Table 11. General Secretariat Enablers / Support Services

Supported Objective(s)	GS activities	Contribution to the Outcomes	Results
All	Management of the Union	<ul style="list-style-type: none">- Effective and efficient governance of the organization- Effective coordination among the Sectors of the Union	<ul style="list-style-type: none">- Improved internal coordination- Management of the strategic risks of the organization- Decisions of the governing bodies being implemented- Development, implementation and monitoring of the Strategic and Operational Plans- Level of implementation of accepted Recommendations- Application of efficiency measures- Overall quality of support services provided
All	Event management services (including translation and interpretation)	<ul style="list-style-type: none">- Efficient and accessible ITU conferences, meetings, events and workshops	<ul style="list-style-type: none">- High quality of services provided for ITU events (availability of documents, courtesy and professionalism of ITU's conference service staff, quality of interpretation, quality of documents, quality of conference premises and facilities)- Improved financial efficiency
All	Publication services	<ul style="list-style-type: none">- Ensuring the quality, availability, and cost effectiveness of the ITU publications	<ul style="list-style-type: none">- High quality of ITU publications- Expedient publishing process- Improved financial efficiency

All	ICT services	<ul style="list-style-type: none"> - Reliable, efficient and accessible information and communication technology infrastructures and services 	<ul style="list-style-type: none"> - Users satisfied with the ICT services provided by ITU - Availability and functionality of ICT services (high-availability, IT safety and security, library and archive services, delivery of promised services on a timely basis, help provided in using technology effectively, introduction of new and innovative ICT services, ICT services valuable to ITU staff and delegates)- - Increased number of platforms/systems facilitating the digital transformation of the organization - Business continuity and disaster recovery in place
All	Safety and security services	<ul style="list-style-type: none"> - Ensuring a safe and secure working environment for ITU staff and delegates 	<ul style="list-style-type: none"> - Overall safety and security of organization's premises and assets worldwide - Reduced work related injuries or incidents - Staff preparedness for missions

All	Human resources management services (including payroll, staff administration, staff well-being, organization design and recruitment, planning and development)	<ul style="list-style-type: none"> - Ensuring efficient use of human resources, in a work-conducive environment 	<ul style="list-style-type: none"> - Develop and implement the HR framework fostering sustainable and satisfied workforce, including the elements of career development and training - Workforce adapted to the evolving environment and the evolving needs of the organization - Expeditious recruitment processes - Gender parity among ITU employees / gender parity in ITU statutory committees
All	Financial resources management services (including budget and financial analysis, accounts, procurement, travel)	<ul style="list-style-type: none"> - Ensuring efficient planning and use of financial and capital resources 	<ul style="list-style-type: none"> - IPSAS compliance and unqualified Annual audit of Accounts - Procurement and Travel Services: ITU guidelines and UN good practices in place - No overspend in budget implementation - Cost savings from efficiency measures implemented
All	Legal services	<ul style="list-style-type: none"> - Provision of legal advice - Ensuring adherence to rules and procedures 	<ul style="list-style-type: none"> - Interests, integrity and reputation of the Union protected - Rules and regulations applied
All	Internal audit	<ul style="list-style-type: none"> - Ensuring efficient and effective governance and management controls 	<ul style="list-style-type: none"> - Internal audit recommendations being implemented

All	Ethics office	- Promoting highest standards of ethical behaviour	- Adherence to the Standards of Conduct for the International Civil Service and the ITU Code of Ethics
All	Engagement with the membership / Membership support services	- Ensuring efficient membership-related services	- Increased number of members - Increased membership satisfaction - Increased revenue from Sector Members, Associates and Academia
All	Communication services	- Ensuring effective communication services	- Increased regular engagement of key stakeholders on ITU digital platforms - Improved media coverage of ITU - Improved perception of the work of ITU - Improved traffic on ITU multimedia channels (Flickr, YouTube, etc.) - Increase in ITU News traffic and engagement - Increase in Social Media engagement and referrals
All	Protocol services	- Ensuring efficient management of protocol services	- Increased satisfaction of delegates and visitors
All	Facilitation of the work of governing bodies (PP, Council, CWGs)	- Supporting and facilitating the decision-making processes of the governing bodies	- Improved efficiency of the governing bodies meetings

All	Facilities management services	<ul style="list-style-type: none"> - Ensuring efficient management of ITU premises 	<ul style="list-style-type: none"> - Efficient management of the process of developing the new ITU building - Cost savings in managing ITU facilities - ITU to remain a Carbon Neutral organization
All	Content development and management services / Corporate strategic management and planning	<ul style="list-style-type: none"> - Ensuring efficient planning - Strategic advisory to senior management 	<ul style="list-style-type: none"> - Approval of the ITU planning instruments by membership - Support to the development of strategic initiatives
Inter-sectoral Objectives I.1, I.2	Coordination and cooperation in promoting telecommunication/ICTs that contribute to the WSIS Action Lines and the 2030 Agenda for Sustainable Development	<ul style="list-style-type: none"> - Increased synergies, collaboration, transparency and internal communication on the partnerships developed and the activities undertaken on international cooperation for the promotion of ICT for SDGs - Better coordination of organization of ITU events and meetings - Increased consistency for planning the participation in conferences and fora 	<ul style="list-style-type: none"> - New and improved measures and mechanisms with a view to increase the efficiency and effectiveness of the organization - Coordinated ITU work and contribution to the WSIS Action Lines and the 2030 Agenda for Sustainable Development

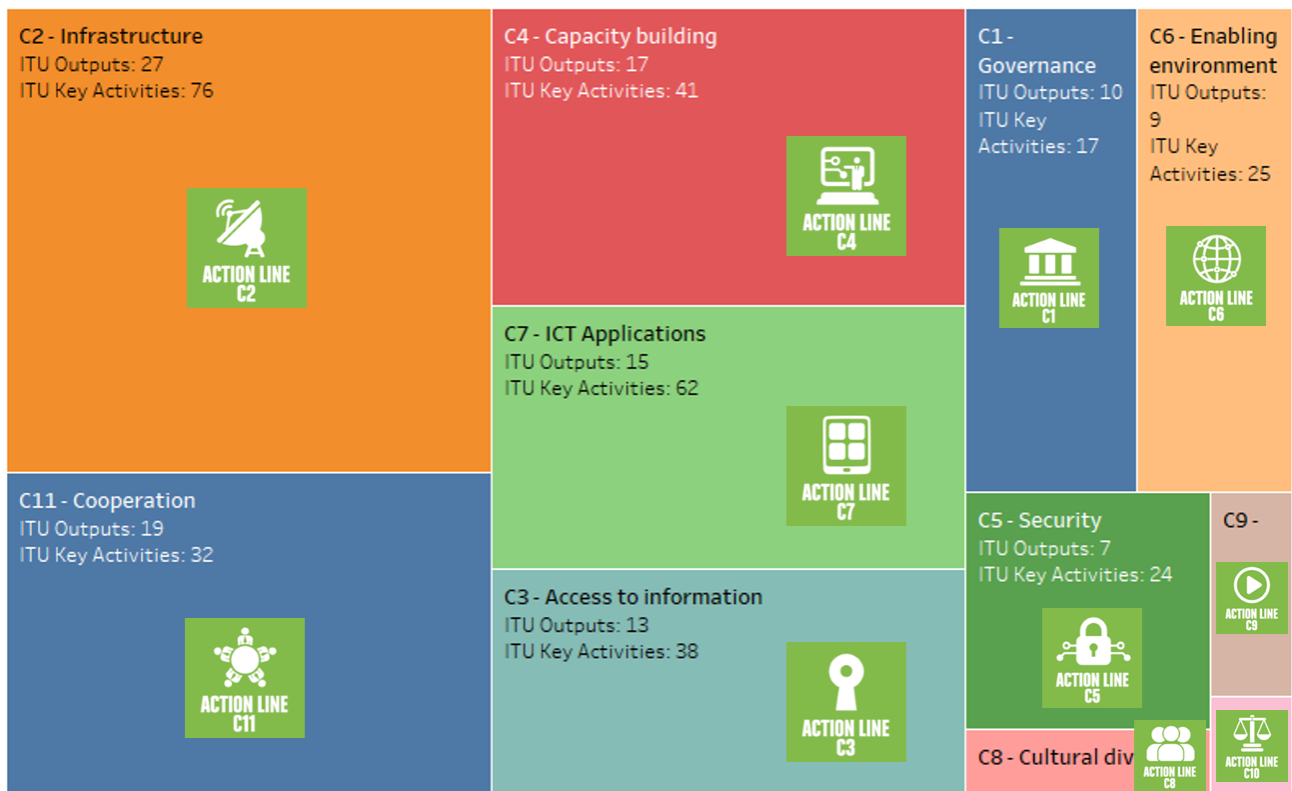
Inter- sectoral Objectives I.3, I.4, I.5, I.6	Coordination and cooperation in areas of mutual interest (including accessibility, gender, environmental sustainability)	<ul style="list-style-type: none"> - Coordinated work in the areas of mutual interest, promoting synergies and introducing efficiencies and savings in the use of the ITU resources - Increased consistency for planning the participation in conferences and for a - Increased internal communication on the activities undertaken on all thematic areas. - Better coordination of organization of ITU events and meetings 	<ul style="list-style-type: none"> - Implementation of the consolidated Annual Work Plan per thematic area - New and improved measures and mechanisms, with a view to increase the efficiency and effectiveness of the organization
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3 Linkage with the WSIS Action Lines and the 2030 Agenda for Sustainable Development

Linkage with the WSIS Action Lines

ITU has a leading role in the WSIS process, where as a lead facilitator, along with UNESCO and UNDP, coordinates the multi-stakeholder implementation of the Geneva Plan of Action. Notably, ITU is the sole facilitator on three different WSIS Action Lines; **C2** (Information and communication infrastructure); **C5** (Building confidence and security in the use of ICTs) and **C6** (Enabling environment).

Mapping ITU outputs and key activities to WSIS Action Lines (based on information from the ITU SDG Mapping Tool)



Linkage with the Sustainable Development Goals

With the adoption of the UNGA Resolution "Transforming our world: the 2030 Agenda for Sustainable Development" ITU, along with the rest of the UN family, needs to support Member States and contribute to the worldwide efforts to achieve the SDGs. The associated 17 SDGs and 169 related targets offer a holistic vision for the UN system.

The role of Information Communication Technologies (ICTs) as essential catalysts to fast-forward the achievement of the SDGs is clearly highlighted in the 2030 Agenda: "the spread of information and communications technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide, and to develop knowledge societies". ITU, as the UN's specialized agency for ICTs and global connectivity, has a key role to play in promoting prosperity in our digital world.

In order to maximise ITU's contribution to the 2030 Agenda, ITU's primary focus is in addressing **SDG 9** (Industry, Innovation and Infrastructure) and Target 9.c aiming to significantly increase access to ICTs and provide universal and affordable access to the Internet. Indeed, the infrastructure that powers our world and forms the backbone of the new digital economy is vital. It is essential to so many of the technological applications and potential solutions to the SDGs and is crucial for them to be both global and scalable.

As **SDG17** (Partnership for the Goals) highlights ICTs as a means of implementation, with crosscutting transformative potential, it is imperative that ITU leverages this broad impact. Notable SDGs where ITU has a particularly strong impact include **SDG 11** (Sustainable Cities and Communities), **SDG 10** (Reduced Inequalities), **SDG 8** (Decent Work and Economic Growth), **SDG 1** (No Poverty), **SDG 3** (Good-Health and Well-Being), **SDG 4** (Quality Education) and **SDG 5** (Gender Equality).

It is, therefore, through infrastructure and connectivity and in partnership with all stakeholders that ITU will contribute the most towards achieving the remaining SDGs.

Mapping ITU outputs and key activities to SDGs (as per the ITU SDG Mapping Tool³)

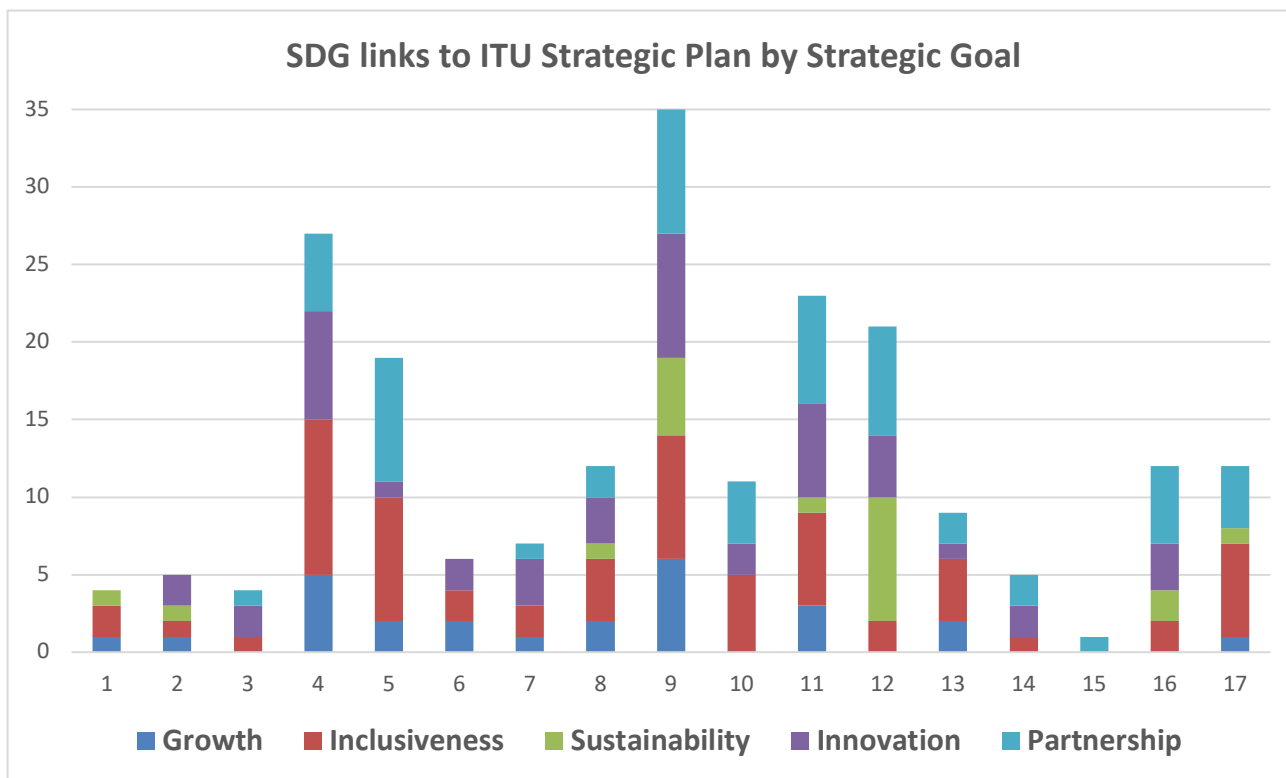


³ ITU SDG Mapping Tool: <https://www.itu.int/sdgmappingtool>.

ITU is also the custodian of five SDG indicators (4.4.1, 5.b.1, 9.c.1, 17.6.2 and 17.8.1) contributing to the UNSTATS monitoring of the SDGs.

The following table provides a linkage between the five ITU strategic goals for 2020-2023 and the SDGs. SDG indicators with a reference to ICTs are highlighted in bold.

Goal 1 – Growth
SDG Target (indicator(s)): 1.4 (1.4.1), 2.4 (2.4.1), 4.1 (4.1.1), 4.2 (4.2.2), 4.3 (4.3.1), 4.4 (4.4.1), 4.A (4.A.1), 5.5 (5.5.1 , 5.5.2), 5.B (5.B.1), 6.1, 6.4 (6.4.1), 7.3 (7.3.1), 8.2 (8.2.1), 8.10 (8.10.2), 9.1, 9.2, 9.3 (9.3.1, 9.3.2), 9.4 (9.4.1), 9.5, 9.C (9.C.1), 11.3 (11.3.2), 11.5 (11.5.2), 11.B (11.B.1, 11.B.2), 13.1 (13.1.2), 13.3 (13.3.2), 17.6 (17.6.1, 17.6.2)
Goal 2 – Inclusiveness
SDG Targets (indicator(s)): 1.4 (1.4.1), 1.5 (1.5.3), 2.C (2.C.1), 3.D (3.D.1), 4.1 (4.1.1), 4.2 (4.2.2), 4.3 (4.3.1), 4.4 (4.4.1), 4.5 (4.5.1), 4.6 (4.6.1), 4.7 (4.7.1), 4.A (4.A.1), 4.B (4.B.1), 4.C (4.C.1), 5.1, 5.2 (5.2.1, 5.2.2), 5.3, 5.5 (5.5.1 , 5.5.2), 5.6 (5.6.1, 5.6.2), 5.A (5.A.1, 5.A.2), 5.B (5.B.1), 5.C, 6.1, 6.4 (6.4.1), 7.1 (7.1.1, 7.1.2), 7.B (7.B.1), 8.3 (8.3.1), 8.4 (8.4.2), 8.5 (8.5.1), 8.10 (8.10.2), 9.1, 9.2, 9.3 (9.3.1, 9.3.2), 9.4 (9.4.1), 9.5, 9.A (9.A.1), 9.B (9.B.1), 9.C (9.C.1), 10.2 (10.2.1), 10.6, 10.7 (10.7.1), 10.B (10.B.1), 10.C (10.C.1), 11.1 (11.1.1), 11.2, 11.3 (11.3.2), 11.5 (11.5.2), 11.A, 11.B (11.B.1, 11.B.2), 12.1 (12.1.1), 12.A (12.A.1), 13.1 (13.1.2), 13.3 (13.3.2), 13.A(13.A.1), 13.B (13.B.1), 14.A (14.A.1), 16.2 (16.2.2), 16.8 (16.8.1), 17.3 (17.3.2), 17.6 (17.6.1, 17.6.2), 17.7, 17.8 (17.8.1), 17.9 (17.9.1), 17.18
Goal 3 – Sustainability
SDG Targets (indicator(s)): 1.5 (1.5.3), 2.4 (2.4.1), 8.4 (8.4.2), 8.5 (8.5.1), 8.10 (8.10.2), 9.1, 9.2, 9.4 (9.4.1), 9.5, 9.A (9.A.1), 11.6 (11.6.1, 11.6.2), 11.A, 11.B (11.B.1, 11.B.2), 12.1 (12.1.1), 12.2 (12.2.1, 12.2.2), 12.4 (12.4.1, 12.4.2), 12.5 (12.5.1), 12.6 (12.6.1), 12.7 (12.7.1), 12.8 (12.8.1), 12.A (12.A.1), 16.2 (16.2.2), 16.4, 17.7
Goal 4 – Innovation
SDG Targets (indicator(s)): 2.4 (2.4.1), 2.C (2.C.1), 3.6 (3.6.1), 3.D (3.D.1), 4.3 (4.3.1), 4.4 (4.4.1), 4.5 (4.5.1), 4.6 (4.6.1), 4.7 (4.7.1), 4.A (4.A.1), 4.B (4.B.1), 5.A (5.A.1, 5.A.2), 6.1, 6.4 (6.4.1), 7.1 (7.1.1, 7.1.2), 7.2 (7.2.1), 7.3 (7.3.1), 8.2 (8.2.1), 8.3 (8.3.1), 8.10 (8.10.2), 9.1, 9.2, 9.3 (9.3.1, 9.3.2), 9.4 (9.4.1), 9.5, 9.A (9.A.1), 9.B (9.B.1), 9.C (9.C.1), 10.5 (10.5.1), 10.C (10.C.1), 11.2, 11.3 (11.3.2), 11.4, 11.5 (11.5.2), 11.6 (11.6.1, 11.6.2), 11.B (11.B.1, 11.B.2), 12.3, 12.5 (12.5.1), 12.A (12.A.1), 12.B (12.B.1), 13.1 (13.1.2), 14.4 (14.4.1), 14.A (14.A.1), 16.3, 16.4, 16.10 (16.10.2), 17.7
Goal 5 – Partnership
SDG Targets (indicator(s)): 3.D (3.D.1), 4.4 (4.4.1), 4.7 (4.7.1), 4.A (4.A.1), 4.B (4.B.1), 4.C (4.C.1), 5.1, 5.2 (5.2.1, 5.2.2), 5.3, 5.5 (5.5.1 , 5.5.2), 5.6 (5.6.1, 5.6.2), 5.A (5.A.1, 5.A.2), 5.B (5.B.1), 5.C, 7.B (7.B.1), 8.3 (8.3.1), 8.4 (8.4.2), 9.1, 9.2, 9.3 (9.3.1, 9.3.2), 9.4 (9.4.1), 9.5, 9.A (9.A.1), 9.B (9.B.1), 9.C (9.C.1), 10.5 (10.5.1), 10.6, 10.B (10.B.1), 10.C (10.C.1), 11.1 (11.1.1), 11.2, 11.3 (11.3.2), 11.5 (11.5.2), 11.B (11.B.1, 11.B.2), 12.3, 12.6 (12.6.1), 12.7 (12.7.1), 12.8 (12.8.1), 12.A (12.A.1), 12.B (12.B.1), 13.1 (13.1.2), 13.3 (13.3.2), 16.2 (16.2.2), 16.3, 16.4, 16.8 (16.8.1), 16.10, (16.10.2), 17.6 (17.6.1, 17.6.2), 17.7, 17.8 (17.8.1), 17.9 (17.9.1), 17.18



4 Implementation and evaluation of the Strategic Plan

The strong and coherent linkage between the Union's strategic, operational and financial planning is ensured by implementing the ITU results-based management (RBM) framework in accordance with Resolutions 71 and 151 (Rev. Dubai, 2018) of the Plenipotentiary Conference.

Results will be the main focus of strategy, planning and budgeting in the ITU RBM framework. Performance monitoring and evaluation, together with risk management, will ensure that the strategic, operational and financial planning processes are based on informed decision-making and appropriate resource allocation.

The ITU performance monitoring and evaluation framework will be further developed according to the strategic framework outlined in the strategic plan for 2020-2023, to measure progress towards achievement of the ITU objectives and outcomes, strategic goals and targets set out therein, evaluating performance and detecting issues that need to be addressed.

The ITU risk-management framework will be further developed, to ensure an integrated approach to the ITU RBM framework set in the strategic plan for the Union for 2020-2023.

Implementation criteria

Implementation criteria set the framework to enable proper identification of appropriate activities of the Union, so that the objectives, outcomes and strategic goals of the Union are achieved in the most effective and efficient manner. They define the criteria for establishing priorities for the resource-allocation process within the biennial budget of the Union.

The implementation criteria set for the Union's strategy for 2020-2023 are:

- **Adherence to ITU values:** The core values of ITU shall drive priorities and provide the basis for decision-making.
- **Following results-based management principles, including:**
 - **Performance monitoring and evaluation:** Performance in the achievement of the goals/objectives shall be monitored and evaluated in accordance with the operational plans, as approved by the Council, and opportunities for improvement shall be identified, in order to support the decision-making process.
 - **Risk identification, assessment and treatment:** An integrated process to manage uncertain events that may impact on the achievement of objectives and goals shall be in place, to enhance informed decision-making.
 - **Results-based budgeting principles:** The budgeting process shall allocate resources on the basis of the goals and objectives to be achieved, as defined within this strategic plan.
 - **Impact-oriented reporting:** Progress towards the achievement of ITU's strategic goals shall be clearly reported, focusing on the impact of the activities of the Union.
- **Implementing efficiently:** Efficiency has become an overarching imperative for the Union. ITU shall assess whether its stakeholders obtain maximum benefit from the services ITU provides, according to the resources available (value for money).
- **Aiming to mainstream UN recommendations and apply harmonized business practices,** since ITU is part of the UN system as a UN specialized agency.
- **Working as One ITU:** The Sectors shall work cohesively for the implementation of the strategic plan. The secretariat shall support coordinated operational planning, avoiding redundancies and duplication and maximizing synergies across the Sectors, the Bureaux and the General Secretariat.
- **Long-term development of the organization to sustain performance and relevance of expertise:** Aspiring to the concept of the learning organization, the organization shall continue operating in an interconnected way and to invest further in staff so as to sustainably deliver most value.

- **Prioritization:** It is important to define specific criteria for prioritizing among different activities and initiatives that the Union is willing to undertake. The factors to be considered are the following:
 - **Added value:**
 - Prioritize based on unique value contribution by ITU (outcomes that cannot be achieved otherwise)
 - Be involved where and to the extent that ITU adds significant value
 - Not prioritize activities that other stakeholders can undertake
 - Prioritize based on ITU's available expertise for implementation.
 - **Impact and focus:**
 - Focus on maximum impact for the wider constituency, while considering inclusiveness
 - Undertake fewer activities with greater impact, rather than many activities with diluted impact
 - Be consistent and undertake activities that clearly contribute to the big picture as determined by the ITU strategic framework
 - Give priority to activities yielding tangible results.
 - **Membership needs:**
 - Prioritize membership demands, by following a customer-oriented approach
 - Give priority to activities that Member States cannot implement without the support of the organization.

Appendix A. Allocation of resources (linkage with the financial plan)

	CHF (000)											CHF (000)	
ITU Strategic Objectives	Planned cost 2020-2023		Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation	Goal 5: Partnership	in %	Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation	Goal 5: Partnership
ITU-R objectives	256,087								57,183	80,824	54,718	40,699	22,663
R1. Spectrum/orbit regulation and management	155,606		25%	20%	25%	20%	10%		39,649	32,529	43,461	26,211	13,756
R2. Radiocommunication standards	34,480		30%	20%	10%	30%	10%		10,896	7,450	3,981	9,003	3,150
R3. Knowledge sharing	66,001		10%	60%	10%	10%	10%		6,638	40,845	7,276	5,485	5,757
ITU-T objectives	117,816								40,107	46,364	10,263	13,591	7,491
T.1. Development of standards	57,966		40%	20%	10%	20%	10%		23,985	12,299	6,573	9,909	5,200
T.2. Bridging the standards gap	26,188		15%	75%		10%			3,921	20,107		2,160	
T.3. Telecommunication resources	11,332		50%	30%	10%	5%	5%		5,655	3,480	1,240	467	490
T.4. Knowledge sharing	19,291		30%	50%	10%	5%	5%		5,747	9,822	2,100	791	831
T.5. Cooperation with standardization bodies	3,039		25%	20%	10%	10%	35%		799	656	350	264	970
ITU-D objectives	245,201								61,105	82,320	47,651	22,633	31,492
D.1. Coordination	55,147		10%	40%	10%	10%	30%		5,729	23,500	6,280	4,733	14,905
D.2. Modern and secure telecom./ICT infrastructure	71,158		60%	10%	10%	10%	10%		43,499	7,435	7,947	5,990	6,287
D.3. Enabling environment	42,875		10%	10%	54%	16%	10%		4,231	4,339	25,043	5,593	3,669
D.4. Inclusive information society	76,021		10%	60%	10%	10%	10%		7,646	47,046	8,381	6,317	6,631
Inter-Sectoral objectives	41,147								4,570	8,608	7,237	9,449	11,283
I.1. Collaboration	12,674		10%	10%	10%	10%	60%		1,385	1,420	1,518	1,144	7,207
I.2. Emerging telecommunication/ICT trends	10,129		10%		10%	70%	10%		1,158		1,269	6,698	1,004
I.3. Telecommunication/ICT accessibility	2,523		10%	70%		10%			256	1,834		211	222
I.4. Gender equality and inclusion	6,678		10%	70%			20%		674	4,836			1,168
I.5. Environmental sustainability	5,981		10%		60%	20%	10%		592		3,896	979	514
I.6. Reducing overlap and duplication	3,162		15%	15%	15%	15%	40%		505	518	554	417	1,168
Total ITU	660,251								162,965	218,116	119,869	86,372	72,929

Reallocation

ANNEX 2 TO RESOLUTION 71 (REV. DUBAI, 2018)

Situational Analysis

1. Background: Governing Bodies and Sectors

Pursuant to the Constitution and Convention of the ITU, the Union comprises: a) the Plenipotentiary Conference, which is the supreme organ of the Union; b) the ITU Council, which acts on behalf of the Plenipotentiary Conference during the four years between the Plenipotentiary Conferences; c) World conferences on international telecommunications; d) the Radiocommunication Sector (ITU-R), including world and regional radiocommunication conferences, Radiocommunication Assemblies and the Radio Regulations Board; e) the Telecommunication Standardization Sector (ITU-T), including World Telecommunication Standardization Assemblies; f) the Telecommunication Development Sector (ITU-D), including world and regional telecommunication development conferences; and g) the General Secretariat. The three Bureaux serve as the secretariat to each respective Sector (the Radiocommunication Bureau – BR for the ITU-R; the Telecommunication Standardization Bureau – TSB for ITU-T; and the Telecommunication Development Bureau – BDT for ITU-D).

2. Situational analysis

2.a. Strategic Situational Analysis

ITU as a part of the United Nations system

ITU is the United Nations specialized agency for telecommunication/ICTs. ITU allocates global radio spectrum and satellite orbits, develops the technical standards that ensure networks and technologies seamlessly interconnect, and strives to improve access to telecommunication/ICTs to underserved communities worldwide. ITU is committed to connecting all the world's people – wherever they live and whatever their means. ITU's work aims to protect and support everyone's fundamental right to communicate.

Lessons learnt from the ITU 2016-2019 Strategic Plan

The Strategic Plan for the Union for 2016-2019, adopted by the ITU Member States at the Plenipotentiary Conference in 2014, became the basis for the adoption of the Connect 2020 Agenda for Global Telecommunication/ICT Development, setting out the shared vision, goals, and targets that Member States committed to achieve by 2020, in collaboration with all stakeholders across the ICT ecosystem. The 2016-2019 ITU Strategic Plan outlined the work of the Union towards implementing the 4 Strategic Goals: Growth, Inclusiveness, Sustainability, and Innovation and Partnership.

In the 2016-2019 Strategic Plan, each Strategic Goal aimed to reinforce the other: in growing ICT access, ITU Membership aimed to foster growth in the use of ICTs and create a positive impact on short- and long-term socio-economic development. By including everyone, the benefits of ICTs were to be extended to all – towards bridging the digital divide between the developed and developing worlds, but also reaching marginalized and vulnerable populations within all countries. The ability to sustain the tremendous benefits from ICTs required recognition that growth brings also challenges and risks that need to be managed. By innovating and advancing partnerships, the evolving ICT ecosystem could ensure its adaptation to the rapidly changing technological, economic and social environment.

The overall results on the implementation of the Strategic Plan and the Connect 2020 Agenda have been impressive, even though much more needs to be done. Member States are expected to achieve many of the Connect 2020 targets set on connectivity before the year 2020 –for example Target 1.2 aiming at 60% of individuals worldwide to be using the Internet, i.e. bringing an additional 1.5 billion people online from 2014 to 2020, is on track to be achieved, particularly due to the strong growth in developing countries and least developed countries (LDCs). Targets 2.2.A and 2.2.B aiming for a number of connected individuals of 50% in developing countries, and 20% in LDCs are therefore also set to be achieved before 2020. Household connectivity targets are also expected to be achieved by the year 2020: Target 1.1 aiming to achieve a rate of 55% of households connected worldwide, and under Goal 2, target for 50% and 15% connected households in developing countries (2.1.A) and in LDCs (2.1.B). However, 3.9 billion are still estimated to be offline, the digital gender gap also persists, and although the costs of internet access are falling, the goals, set by the Connect 2020 Agenda, to reduce the affordability gap between developed and developing countries may not be reached.

The 2016-2019 ITU Strategic Plan also introduced significant improvements internally for the organization, by strengthening the concept of "working as One ITU". The common vision, mission, and strategic goals for the whole organization aimed for all the Sectors to work cohesively on the implementation of the strategic plan, and for the secretariat to support - in a coordinated fashion - the implementation of the operational plans, aiming to avoid redundancies and duplication, and maximizing synergies across the Sectors, the Bureaux, and the General Secretariat.

The plan introduced a strengthened results-based management approach for the organization, and a clearer linkage between the strategic, operational and the financial plans, with a transparent allocation of resources to strategic goals and objectives (of the Sectors and the Inter-Sectoral Objectives). The new form of reporting on the implementation of the strategic plan, presenting the agreed key performance indicators for the outcomes of the work of the Sectors, and the support services provided by the secretariat –around 150 indicators in total, enabled membership to better evaluate the results and the progress achieved.⁴

⁴ Reports available also online at: <https://www.itu.int/annual-report-2016>.

Developments since the ITU 2014 Plenipotentiary Conference

This section introduces some of the key developments since the adoption of the previous strategic plan at the ITU Plenipotentiary Conference in Busan, Korea in October 2014, to be considered for the elaboration of the new Strategic Plan 2020-2023.

In September 2015, all Member States of the United Nations, agreed on UNGA Resolution A/RES/70/1 "Transforming our world: the 2030 Agenda for Sustainable Development", for all countries and all stakeholders to act in collaborative partnership and implement this plan for sustainable development. The 17 Sustainable Development Goals (SDGs) and 169 targets agreed upon demonstrate the scale and ambition of this new universal Agenda.

Member States recognize in the 2030 Agenda that "the spread of information and communications technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide, and to develop knowledge societies". ICTs have enormous potential to fast-forward progress on all the SDGs and improve people's lives in fundamental ways.

Notable references include, **Goal 9** (Industry, Innovation and Infrastructure) and in particular target 9.c to "significantly increase access to ICT and strive to provide universal and affordable access to Internet in the LDCs (least-developed countries) by 2020", introduces a clear objective that without the digital infrastructure, the world would not be able to deliver scalable solutions to the SDGs. ICTs are specifically mentioned as a means of implementation under **SDG17** (Partnership for the Goals, Target 17.8), highlighting their cross-cutting transformative potential. ICTs are also highlighted as the enabling technology to promote the empowerment of women under **SDG 5** (Gender Equality, Target 5.b), while the importance of ICT skills is also recognized under **SDG 4** (Quality Education, Target 4.b).

ITU, as part of the UN system, needs to support Member States and to contribute towards the worldwide efforts to achieve the SDGs. All Member States agreed (and expressed in UNGA Resolution A/RES/70/1) that global engagement is required in support of implementation of all the Goals and Targets, "bringing together Governments, the private sector, civil society, the United Nations system and other actors and mobilizing all available resources".

In addition, all Member States called for close alignment between the World Summit on the Information Society (WSIS) process and the 2030 Agenda for Sustainable Development, by adopting UNGA Resolution A/RES/70/125 on the overall review of the implementation of the outcomes of the WSIS. In this Resolution, a request is made to the United Nations entities facilitating the WSIS Action Lines to review their reporting and work plans to support implementation of the 2030 Agenda.

In parallel, advances in the field of science, technology and engineering, including new and emerging trends, are driving substantial transformation not only for the telecommunications/ICT ecosystem, but for different industries, and need also to be taken into account for the development of the strategic plan of the Union for 2020-2023. Such advances and trends relate to Digital Transformation and include, inter alia, Internet of Things (IoT), 5G, and IMT-2020, Artificial Intelligence (AI), Big Data, cloud computing, the so called '4th Industrial Revolution', smart cities, Distributed Ledger Technologies, Software-Defined Networking and Network-Function-Virtualization, Intelligent Transport Systems (ITS), and Open Source.

The role of the digital economy and digital transformation is being widely recognized as a significant enabler and booster of sustainable development, as also highlighted by the G20 Digital Economy Ministerial Declaration: "Shaping Digitalization for an Interconnected World", agreed in Düsseldorf, Germany in April 2017. The common vision to seize the opportunities and tackle the evolving challenges of the digital economy, was also reaffirmed at the G7 ICT and Industry Ministers' Declaration⁵ in Torino, Italy in September 2017, while the need for advancements and development of the digital economy was also highlighted by the Buenos Aires Declaration⁶ at the World Telecommunication Development Conference in Buenos Aires, Argentina in October 2017.

Digitalization alters society and the economy: it means the comprehensive penetration, networking and change of almost all areas of life and work by ICTs. It stands for the ability to collect and analyze information. As never before, processing steps are now increasingly taking place in parallel– in real time. This permits enormous leaps in productivity, but also increases the speed of change. Products and services increasingly contain digital added value and are getting "smart" by incorporation into intelligent and networked systems.

⁵ [G7 ICT and Industry Ministers' Declaration](#): Making The Next Production Revolution Inclusive, Open And Secure.

⁶ ITU WTDC 2017 – [Buenos Aires Declaration](#).

Technologies, smart applications and other innovations in the digital economy can improve services and help address policy challenges in a wide range of areas⁷, including, inter alia, healthcare, agriculture, public governance, tax, transport, education, and the environment. ICTs contribute not just to innovation in products, but also to innovation in processes and organizational arrangements. While being a catalyst for growth, digital technologies may also be disruptive, with effects on employment and well-being. While new technologies create opportunities for businesses (especially SMEs), and for workers and citizens to engage in economic activity, these technologies are also likely to displace workers doing specific tasks and may further increase existing gaps in access and use, resulting in new digital divides and greater inequality.

Opportunities and threats for the Union

The impact of the digital transformation and the growth of the digital economy creates new markets and new key players that have emerged in the telecommunication/ICT ecosystem. This creates new opportunities for the ITU to engage with new members and partners, and discuss emerging challenges to digitalization, which may need to be managed through appropriate international cooperation, for example by sharing of best practices.

Member States from the developing world are increasingly engaging in the multilateral system, which encourages all types of partnerships to be built, in order to overcome the obstacles to digitalization, and enable the exchange of resources, technology, and knowledge in the global digital economy.

Information and communication technologies are transforming society as well. In an era where everyone can create, access, utilize, and share information and knowledge, this enables individuals, societies, and people to achieve their full potential in promoting their sustainable development and improving their quality of life. The impact of ICTs can be catalytic on the implementation of the SDGs, from the impact on medical and social care, to education, from enabling economic growth, to reducing inequalities, and empowering women and girls. ITU could be promoting this catalytic role.

On the other hand, the digital divides still exist, underscoring the importance of the Union achieving its connectivity objectives. More than half of the world's population is still offline (an estimated 3.9 billion people based on 2017 data), while in Africa almost 3 out of 4 people are non-Internet users. The digital gender gap also persists, the proportion of men using the Internet is higher than the proportion of women using the Internet in two-thirds of all countries. In the least-developed countries, only one in seven women is using the Internet, compared with one in five men. Mobile broadband costs more than 5% of GNI per capita in most LDCs and is therefore unaffordable for the vast majority of the population.

With regard to the industry, new business models have emerged for digital service providers, and increased competition is being observed. This brings into question the types of regulations required, contrasting the regulatory environment for online services with the environment for traditional telecommunication services.

⁷ [Source](#): Key Issues for Digital Transformation in the G20, G20 German Presidency/OECD.

Finally, the rapid growth of ICTs and the increasingly digital world, create particular challenges and increasing concerns that the Union may address, within the mandate given by the membership, inter alia, the environmental impact; impacts to consumers; digital divides; issues affecting confidence and security in the use of ICTs in accordance with Action Line C5 WSIS.

The elements of SWOT analysis to be considered while developing the strategy, presenting the strengths and weaknesses of the ITU as well as the opportunities and threats facing the organization, are introduced in the table below.

Table 1. SWOT Analysis

Strengths		Weaknesses	
1	The UN specialized agency for ICTs with 150 years of history/tradition	1	Length of the governing bodies decision making process
2	Leading role to organize the use of ICT resources globally, through regulations and standards of universal applicability	2	Federal structure requires coordination and clarification of the roles of each sector to avoid duplication/conflicts
3	Unique membership composition – governments, private sector and academia participate in the activities of the organization	3	Elements of organizational culture are conservative and risk averse
4	Dual role of a normative organization combined with experience in implementing developmental initiatives	4	Difficulty to decide on diversifying sources of income
5	Prominent position to foster the enabling role of ICTs to accelerate implementation of the SDGs		
6	A global, neutral, inclusive platform – strong brand with good reputation		
7	Partnerships with key stakeholders and established collaborations		
8	Federal structure – provides more focus on specific fields		
9	Legitimacy and capacity to organize major international conferences and events		

- 10 Knowledge and skills of ITU membership and staff in **technical** (e.g. radiocommunications, standardization), **policy and regulatory matters, statistics, and development** ('crowdsourcing' of skills)

Opportunities

- 1 Creation of **new markets** and entrance of **new key players creates new membership opportunities**
- 2 Member States from **developing world increasingly engage in the multilateral system**
- 3 Increased **relevance of ICT in society, data** seen as the **new oil**
- 4 **Catalytic impact of ICTs on the implementation of SDGs** (impact on medical and social care, education, social identity, etc.)
- 5 **Digital transformation** of the industry and public services
- 6 New emerging technologies, systems and players benefit from an enabling policy and regulatory environment that fosters innovation
- 7 New **environmentally-friendly technologies/markets** leading to new opportunities for partnerships
- 8 Support from some **media and advocacy organizations**
- 9 **Strengthening coordination and collaboration with other relevant regional and international organizations/associations**

Threats

- 1 **Increasing divisions** (e.g. digital divide, gender, geographical)
- 2 Difficulty of the **global economy** to regain a trajectory of strong, balanced and sustained growth
- 3 **Issues affecting confidence and security in the use of ICTs** in accordance with Action Line C5 WSIS, impacts to customers
- 4 The sustainability of the growth of the ICTs
- 5 The **impact on environment** of increasing networks, data, devices connected
- 6 **Pressure** from different stakeholders to **implement unproven approaches**

2.b. General Review of the Targets of the 2016-2019 Strategic Plan

The Strategic Plan 2016-2019 sets out four Goals: Growth, Inclusiveness, Sustainability, and Innovation and Partnership, with underneath each goal several strategic targets (comprising the Connect 2020 Agenda targets).

Target 1.1 aims to achieve a rate of 55% of households connected worldwide, under Goal 2 there are corresponding targets for rates of 50% and 15% connected households in developing countries (2.1.A) and in LDCs (2.1.B) respectively. All of these targets for household are expected to be achieved by the year 2020.

Targets 1.2, 2.2.A, and 2.2.B set aims for the number of connected individuals worldwide (60%), in developing countries (50%), and in LDCs (20%) respectively. All of these target are also currently set to be achieved in time for the 2020 deadline.

Target 1.3 aims to make telecommunication/ICT 40% more affordable by 2020 versus the 2014 baseline, at the current rate, it is expected that the reduction in costs by 2020, will be about 32% on average, with a similar value for the drop in the affordability gap between developed and developing countries (Target 2.3.A). Target 2.3.B aims to get the cost of internet access is below 5% of GNI per capita, which is currently the case in 120 out of 160 countries for which data is available, it is expected that this number will increase by 2020, but that it will not be so for all countries.

Target 2.4 aims to ensure that 90% of the world's rural population will be covered by broadband services by 2020, weather this target will be met or not, depends to a large extend of how quickly 2G coverage will be replaced by 3G coverage. Currently, 2G covers well over 90% of the rural population, so with sufficient upgrades, this target could be met.

Gender equality in terms of internet access is included as Target 2.5.A. In recent years, the rapid growth in developing countries, was paired with increasing gender inequality, however, the latest ITU data shows that the gender gap is now decreasing from 12.2% in 2016 to 11.6% in 2017.

Having strategy on ensuring accessibility for persons with disabilities is included as Target 2.5.B, currently, 48 out of 64 reporting countries have a strategy that covers this.

Under Target 3.1, cybersecurity readiness should be improved by 2020. Since 2016, the ITU is measuring this using the Global Cybersecurity Index, which will be used to asses this improvement in 2020.

Target 4.1 aims to ensure a telecommunications/ICT environment that is conducive to innovation, recent years have witnessed a rapid increase in the number of countries with a national innovation strategy to ensure this.

ANNEX 3 TO RESOLUTION 71 (REV. DUBAI, 2018)

Glossary of terms

Term	Working Version
Activities	Activities are various actions/services for transforming resources (inputs) into outputs ⁸ .
Financial plan	<p>The financial plan covers a four-year period and sets up the financial basis from which biennial budgets are elaborated.</p> <p>The financial plan is elaborated within the context of Decision 5 (Revenue and expenses for the Union) which reflects, <i>inter alia</i>, the amount of the contributory unit approved by the Plenipotentiary Conference. It is linked to the Strategic plan, in accordance with Resolution 71, by the allocation of financial resources to the strategic goals of the Union.</p>
Inputs	Inputs are resources, such as financial, human, material and technological resources, used by activities to produce outputs.
Mission	Mission refers to the main overall purposes of the Union, as per the Basic Instruments of ITU.
Objectives	Objectives refer to the specific aims of the Sectoral and Inter-Sectoral activities in a given period.
Operational plan	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.
Outcomes	Outcomes provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the control of the organization.
Outputs	<p>The outputs are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans.</p> <p>Outputs are cost objects and are represented in the applicable cost-accounting system by internal orders¹.</p>
Performance indicators	Performance indicators are the criteria used to measure the achievement of outputs or outcomes. These indicators may be qualitative or quantitative.
Processes	Set of consistent activities intended to meet an intended objective/goal.

⁸ The activities and outputs are defined in detail in the operational planning process, thereby ensuring a strong linkage between strategic and operational planning.

Term	Working Version
Results-based budgeting (RBB)	Results-based budgeting (RBB) is the programme budget process in which (a) the programme is formulated in order to meet a set of predefined objectives and outcomes; (b) the outcomes justify resource requirements, which are derived from and linked to outputs produced to achieve the outcomes; and (c) actual performance in achieving outcomes is measured by outcome indicators.
Results-based management (RBM)	Results-based management is a management approach that directs organizational processes, resources, products and services towards the achievement of measurable results. It provides the management frameworks and tools for strategic planning, risk management, performance monitoring and evaluation and financing activities based on targeted results.
Results framework	A results framework is the strategic management tool used to plan, monitor, evaluate and report within the RBM methodology. It provides the necessary sequence to achieve desired results (results chain) – beginning with inputs, moving through activities and outputs, to outcomes – at the level of Sectoral and intersectoral objectives, and desired impact – at the level of ITU-wide strategic goals and targets. It explains how results are to be achieved, including causal relationships and underlying assumptions and risks. The results framework reflects strategic level thinking across the entire organization.
Strategic goals	Strategic goals refer to the Union's high-level targets to which the objectives contribute, directly or indirectly. These relate to the whole of ITU.
Strategic plan	The strategic plan defines the strategy of the Union for a four-year period in order to fulfil its mission. It defines strategic goals and objectives and represents the plan of the Union within that period. It is the main instrument embodying the Union's strategic vision. The strategic plan should be implemented within the context of the financial limits established by the Plenipotentiary Conference.
Strategic risks	Strategic risks refer to the uncertainties and untapped opportunities that affect an organization's strategy and strategy execution.
Strategic risk management (SRM)	Strategic risk management is a management practice that identifies and focuses action on uncertainties and untapped opportunities that affect an organization's ability to deliver on its mission.
Strategic target	Strategic targets are the expected results during the period of the strategic plan; they provide an indication as to whether the goal is being achieved. Targets may not always be achieved for reasons that may be beyond the control of the Union.

Term	Working Version
Strengths, Weakness, Opportunities and Threats (SWOT) analysis	<p>A study done by an organization in order to find its strengths and weaknesses, and what problems or opportunities it should deal with. SWOT is formed from the initial letters of "strengths," "weaknesses," "opportunities," and "threats."</p> <p>Internal factors:</p> <ul style="list-style-type: none"> - <i>Strengths</i> are capabilities that enable the organization to perform well – capabilities that need to be leveraged. - <i>Weaknesses</i> are characteristics that affect the good performance of the organization and need to be addressed. <p>External factors:</p> <ul style="list-style-type: none"> - <i>Opportunities</i> are trends, forces, events and ideas that the organization can capitalize on. - <i>Threats</i> are possible events or forces outside of the control of the organization that the organization needs to mitigate.
Values	ITU's shared and common beliefs that drive its priorities and guide all decision-making processes.
Vision	The better world ITU wants to see.

List of terms in all six official languages

Anglais	Arabe	Chinois	Français	Russe	Espagnol
Activities	الأنشطة	活动	Activités	Виды деятельности	Actividades
Financial plan	الخطة المالية	财务规划	Plan financier	Финансовый план	Plan Financiero
Inputs	المدخلات	投入，输入意见 (取决于上下文)	Contributions	Исходные ресурсы	Insumos
Mission	الرسالة	使命	Mission	Миссия	Misión
Objectives	الأهداف	部门目标	Objectifs	Задачи	Objetivos
Operational plan	الخطة التشغيلية	运作规划	Plan opérationnel	Оперативный план	Plan Operacional
Outcomes	النتائج	结果	Résultats	Конечные результаты	Resultados
Outputs	النواتج	输出成果	Produits	Намеченные результаты деятельности	Productos
Performance indicators	مؤشرات الأداء	绩效指标	Indicateurs de performance	Показатели деятельности	Indicadores de Rendimiento
Processes	العمليات	进程	Processus	Процессы	Procesos
Results-based budgeting	الميزنة على أساس النتائج	基于结果的预算制 定	Budgétisation axée sur les résultats	Составление бюджета, ориентированного на результаты	Elaboración del Presupuesto basado en los resultados

Results-based management	الإدارة على أساس النتائج	基于结果的管理	Gestion axée sur les résultats	Управление, ориентированное на результаты	Gestión basada en los resultados
Results framework	إطار النتائج	结果框架	Cadre de présentation des résultats	Структура результатов	Marco de resultados
Strategic goals	الغايات الاستراتيجية	总体战略目标	Buts stratégiques	Стратегические цели	Metas estratégicas
Strategic plan	الخطة الاستراتيجية	战略规划	Plan stratégique	Стратегический план	Plan Estratégico
Strategic risks	المخاطر الاستراتيجية	战略风险	Risques stratégiques	Стратегические риски	Riesgos estratégicos
Strategic risk management	إدارة المخاطر الاستراتيجية	战略风险管理	Gestion des risques stratégiques	Управление стратегическими рисками	Gestión de riesgos estratégicos
Strategic target	المقاصد الاستراتيجية	具体战略目标	Cible stratégique	Стратегический целевой показатель	Finalidad estratégica
Strengths, Weakness, Opportunities and Threats (SWOT) analysis	تحليل مواطن القوة والضعف والفرص والمخاطر (SWOT)	优势、劣势、机会与威胁 (SWOT) 分析	Analyse des forces, faiblesses, possibilités et menaces (SWOT)	Анализ сильных и слабых сторон, возможностей и угроз (SWOT)	Análisis de fortalezas, debilidades, oportunidades y amenazas (SWOT)
Values	القيم	价值/价值观	Valeurs	Ценности	Valores
Vision	الرؤية	愿景	Vision	Концепция	Visión