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| **Logo, company name  Description automatically generated** | A close up of a sign  Description automatically generated**World Telecommunication Development Conference (WTDC-22)**  **Kigali, Rwanda, 6-16 June 2022** | |
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| PLENARY MEETING | | **Document WTDC-21/8-E** |
|  | | **9 May 2022** |
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| Director, Telecommunication Development Bureau | | |
| Draft ITU-D Action Plan 2022-2025 | | |
|  | | |
| **Priority area: -** Thematic Priorities, Action Plan, Regional Initiatives and SG Questions  **Summary:**  This document contains the draft ITU-D Action Plan for the period 2022-2025.  The document was developed by TDAG under its Working Group on Resolutions, Declaration and Thematic Priorities (TDAG-WG-RDTP) with the aim of facilitating the work of the World Telecommunication Development Conference 2022 (WTDC-22).  After the endorsement of an early version by TDAG-21/2 and as mandated by the meeting, a version updated with the outcomes of the meeting of the Council Working Group on the Strategic and Financial Plans (CWG-SFP) was prepared and is attached for reference by the membership while preparing proposals to WTDC-22. It is to be noted that the same document has been uploaded as base document to the Conference Proposals Interface (CPI).  **Expected results:**  WTDC is invited to note this document. Membership is invited to make their proposals to WTDC based on this document, using the [Conference Proposals Interface (CPI)](https://www.itu.int/net4/proposals/CPI/WTDC21).  **References:**  TDAG-21/2/DT/6 | | |

WTDC Action Plan Base Document

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## 1 Glossary of terms

#### Enabler

The ITU Strategic Plan 2024-2027 defines Enablers as ways of working that allow the Union to deliver on its goals and priorities more effectively and efficiently[[1]](#footnote-2). They reflect the Union's values of *efficiency*, *transparency and accountability*, *openness*, *universality and neutrality*, and *being people-centred*, *service-oriented and results-based*, and leverage its key strengths and address its weaknesses so that it can support its Membership[[2]](#footnote-3).

#### Goal

A specific end result desired or expected to occur as a consequence, at least in part, of an intervention or activity[[3]](#footnote-4). In the ITU Strategic Plan 2024-2027, Strategic Goals are defined as the Union's high-level goals which enable the realization of its mission[[4]](#footnote-5).

#### Impact[[5]](#footnote-6)

Impact implies changes in people's lives. This might include changes in knowledge, skill, behaviour, health or living conditions for children, adults, families or communities. Such changes are positive or negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.

#### Input[[6]](#footnote-7)

The financial, human, material, technological and information resources used for development interventions.

#### Outcomes

Outcomes represent changes in the institutional and behavioural capacities for development conditions that occur between the completion of outputs and the achievement of goals. Results that occur at this level are primarily attributable to the government, although this may sometimes differ depending on the national context[[7]](#footnote-8). In the ITU Strategic Plan 2024-2027, Outcomes are defined as key results the Union aims to achieve under its Thematic Priorities[[8]](#footnote-9).

#### Outputs[[9]](#footnote-10)

Outputs are changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within a development intervention *within the control of the organization*. They are achieved with the resources provided and within the time period specified.

The WTDC Action Plan indicates outputs as the specialized "products and services" offered 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.

#### Partnerships[[10]](#footnote-11)

BDT will continue to develop partnerships with a wide range of stakeholders, including other United Nations agencies, and endeavour to mobilize resources from funding agencies, international financial institutions, ITU Member States and ITU‑D Sector Members and other relevant partners. In executing projects, available local and regional expertise should be taken into account.

Information on partnership activities will continue to be updated on the BDT website, including summaries of BDT projects and of resources generated and expended. Furthermore, BDT will extend its reach towards potential members and partners from academia by proposing activities such as scientific and academic publications in partnership with Member States, Sector Members, Associates and Academia, and other relevant stakeholders.

#### Product and Service Offerings[[11]](#footnote-12)

The ITU Strategic Plan 2024-2027 defines Product and Service Offerings as the range of ITU's products and services that are deployed to support the Union's work under its Thematic Priorities.

#### Regional initiatives and other projects[[12]](#footnote-13)

Regional initiatives/priorities [TBD] are intended to address specific telecommunication/ICT priority areas, through partnerships and resource mobilization to implement projects. Under each regional initiative, projects are developed and implemented to meet the region's needs. The products and services to be developed through regional initiatives, in order to achieve related objectives and outcomes under the ITU‑D contribution to the ITU strategic plan, will be identified in relevant project documents.

In fulfilling the Union's dual responsibility as a United Nations specialized agency and executing agency for implementing projects under the United Nations development system or other funding arrangements so as to facilitate and enhance telecommunication/ICT development, ITU‑D offers, organizes and coordinates technical cooperation assistance through regional initiatives and projects.

#### Results[[13]](#footnote-14)

Results are changes in a state or condition that derive from a cause-and-effect relationship. There are three types of such changes – outputs, outcomes and impact – that can be set in motion by a development intervention. The changes can be intended or unintended, positive and/or negative.

#### Results-based management (RBM)[[14]](#footnote-15)

RBM is a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher-level goals or impact). The actors in turn use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.

*Alignment with new ITU Strategy*[[15]](#footnote-16): The model followed in this Action Plan aligns the overall RBM structure with the framework envisioned in the ITU Strategic Plan 2024-2027. This RBM model applies an increased client-driven approach to the Thematic Priorities defined by Membership to enhance BDT's efficiency in focusing products, support and results along these strategic pathways towards the longer-term goals of the [Connect 2030 Agenda](https://itu.foleon.com/itu/connect-2030-agenda/home/).

This RBM model for the new Thematic Priorities will serve as the framework for future planning and evaluation, enforcing a common structure between Strategic and Operational Plans. This will include an increased integration of ITU and UN statistics and indicators to enhance the evidence-driven approach to country needs analysis and planning. It will allow BDT to be more agile in adapting technical support and service offering to evolving trends and changing needs of Members.

The exercise to realign BDT's RBM framework with the new ITU Strategy will also refine the sequencing and integration of its products and services, mapping the most logical order for technical support and conditions for success along the new Thematic Priority ToC pathways for more evidence-driven matching of services with need.

To further guide coherent programmatic focus in the mandate delivery at all levels and through ITU's regional presence, the BDT framework is designed for full regional-level synchronization of RBM, Thematic Priorities, operational planning, sequenced technical support offerings and portfolio performance assessments. This will also help regions to strategically match BDT technical support according to each of the Regional Initiatives/Priorities (TBC) and specific local trends, while also maintaining alignment with the global vision and mission defined in the ITU Strategic Plan.

#### Resolutions[[16]](#footnote-17)

A WTDC text containing provisions on the organization, working methods and programmes of ITU‑D and Questions/topics to be studied.

#### Study Group Questions

A description of an area of work to be studied, normally leading to the production of new or revised Recommendations, guidelines, handbooks, or reports[[17]](#footnote-18).

ITU‑D Study Groups are responsible for developing reports, guidelines and Recommendations based on input received from the membership for review by their members. Information is gathered through surveys, contributions and case studies, and is made available for easy access by the membership using content-management and web-publication tools. The Study Groups examine specific task-oriented telecommunication/ICT Questions of priority to the ITU‑D membership, to support them in achieving their development goals.

Outputs agreed on in the ITU‑D Study Groups, and related reference material, are used as input for the implementation of policies, strategies, projects and special initiatives in Member States. These activities also serve to strengthen the shared knowledge base of the membership. Sharing of topics of common interest is carried out through face-to-face meetings, online e-forums and remote participation, in an atmosphere that encourages open debate and exchange of information as well as input from experts on the topics under study. The products to be developed under Study Group Questions will be defined in the work plan of each study group Question[[18]](#footnote-19).

#### Thematic Priorities

In the ITU Strategic Plan 2024-2027, Thematic Priorities are defined as areas of work the Union focuses on, in which outcomes will be achieved to meet strategic goals[[19]](#footnote-20). The Sectors and General Secretariat will work together under [five or six] Thematic Priorities to deliver outcomes towards achieving the Union's strategic goals[[20]](#footnote-21). ITU‑D contributes to the achievement of [three or four] of the Union's Thematic Priorities.

## 2 Introduction

The WTDC Action Plan is the operational plan of the ITU Telecommunication Development Sector (ITU‑D) to monitor and achieve the priorities identified by the ITU‑D membership during the 2022 World Telecommunication Development Conference (WTDC). It is results-based and steers the implementation of these priorities and follow the structure of the ITU Strategic Plan for the period 2024-2027.

Based on the Thematic Priorities, Product and Service Offerings and Enablers defined in the ITU Strategic Plan 2024-2027, the WTDC Action Plan aligns and charts the ITU‑D work with the ITU Resolutions and Recommendations relevant to the mandate of ITU‑D, the BDT Regional Initiatives and the Study Group Questions. The Action Plan also maps its contribution to the World Summit on the Information Society (WSIS) Action Lines and the overarching United Nations Sustainable Development Goals (SDGs).

The WTDC Action Plan describes the scope, products and services of each Thematic Priority and includes key performance indicators on how to support members, and to track progress over the period [2022-2025]. The Plan may be updated or modified by the Telecommunication Development Advisory Group (TDAG) to reflect changes in the telecommunication/ICT environment and/or as a result of the performance evaluation to be conducted each year[[21]](#footnote-22).

This plan is also the basis for the annual ITU‑D rolling operational plan and serves as an implementation framework as it provides a description on how to achieve the priorities and objectives of ITU‑D, as identified by its membership at the WTDC. These priorities are based on ITU‑D's core competencies and expertise and are closely linked to and aligned with the priorities and objectives identified by the larger development plans/initiatives of the UN SDGs, the ITU Strategic Plan and the WSIS Action Plan. In particular they all share a common vision of achieving sustainable development by leveraging on the opportunities of digital tools and information and communication technologies. Figure 1 below outlines the key components of the ITU Strategic Framework 2024-2027[[22]](#footnote-23).

Figure 2.1: ITU Strategic Framework 2024-2027



Figure 2.2: Structure and contributions of the Action Plan[[23]](#footnote-24)

ITU Strategic Plan

WTDC Action Plan

*ITU-D contributes to [3 or 4] Thematic Priorities*

SDGs and WSIS Action Lines

Achieving

ITU-D contribution

Infrastructure and services

Applications

Enabling Environment

[Cybersecurity]

Resolutions

Regional Initiatives

Study Groups

ITU-D Membership

## 3 Structure of the WTDC Action Plan

The WTDC Action Plan follows an RBM framework based on the thematic priorities identified as key work areas that will support the achievement of the ITU Strategic Plan 2024-2027. Figure 3.1 below highlights the ITU Thematic Priorities which ITU‑D will contribute to directly, as well as the Enablers, Products and Services through which ITU‑D will deliver. Definitions of the ITU Thematic Priorities, Products and Services relevant to ITU‑D are outlined in the sections below.

Figure 3.1: ITU Thematic Priorities, Product and Services where ITU‑D will contribute



### 3.1 Thematic Priorities

As per the ITU Strategic Plan 2024-2027, the Sectors and General Secretariat will work together under [five or six] Thematic Priorities to deliver outcomes towards achieving the Union's strategic goals. ITU‑D will directly contribute to [three or four] of the Union's Thematic Priorities, which are listed below along with the explanations defined in the ITU Strategic Plan 2024-2027.

Infrastructure and Services Thematic Priority[[24]](#footnote-25)

Telecommunications and ICT infrastructure and services are the basis and integral components of digital transformation. The work in this Thematic Priority focuses on enabling worldwide connectivity and interoperability, improving performance, quality and affordability, and enhancing the sustainability of telecommunication/ICT infrastructure and services. The work shall also provide for greater compatibility and co-existence of different radio services free from harmful interference.

To achieve this, the Union will work to foster the development of infrastructure and services, including through the development of international standards and new technologies for radiocommunication services and interworking of telecommunication networks, and by providing assistance to membership on new and emerging telecommunication/ICT services, technologies issues.

Applications Thematic Priority[[25]](#footnote-26)

Widespread availability of telecommunication/ICT infrastructure and services has acted as a catalyst for uptake and innovation in applications improving people's lives and empowering society for sustainable digital transformation. Telecommunication/ICT applications have shown great promise in areas including, but not limited to, healthcare, education, banking, and the provision of public services to citizens.

ITU contributes to increasing availability, interoperability, scalability and impact of telecommunication/ICT applications, including in underserved areas, by developing digital strategies and international standards, and by providing technical assistance to meet the needs and requirements of ITU membership[[26]](#footnote-27).

Enabling Environment Thematic Priority[[27]](#footnote-28)

An enabling environment consists of a policy and regulatory environment that is conducive to sustainable telecommunication/ICT development that encourages innovation, investment in infrastructure and ICTs, and that increases adoption of telecommunications/ICTs to reduce the digital divide and promote a more inclusive and equal society.

To foster the enabling environment, the Union will work to provide assistance to Member States on technical and organizational aspects in developing an innovative and meaningful environment, by establishing new partnerships and utilizing existing as well as new and emerging telecommunication/ICT services and technologies, connectivity solutions and new business models, with a focus on digital inclusion and environmental sustainability.

[Cybersecurity[[28]](#footnote-29)

The topic of Cybersecurity is still being debated for the ITU Strategic Plan 2024-2027. Two options are being discussed at the level of the ITU Strategic Plan 2024-2027:

1 Reflect Cybersecurity as a standalone Thematic Priority; or

2 Reflect work under Cybersecurity as integrated / cross-cutting theme applied into the three of the other ITU Thematic Priorities: Infrastructure and services; Applications; and Enabling Environment).]

### 3.2 Products and Services

To achieve the outcomes under the Thematic Priorities, ITU deploys a range of products and services for its Members, UN agencies and other stakeholders; this range of products and services is presented below. According to the ITU Strategic Plan 2024-2027, each Sector and the General Secretariat will provide more detailed information on how they will deploy these products and services in their respective Operational Plans[[29]](#footnote-30). The Products and Services specific to ITU‑D are outlined below.

Development of policy frameworks and knowledge products[[30]](#footnote-31)

ITU‑D Products and Services include:

• development of handbooks, technical reports and papers on telecommunication/ICT matters to assist ITU membership, through its study group process;

• assistance to Member States in promoting increased connectivity, closing digital divides, enabling digital transformation and building smart digital societies by developing and providing policy frameworks and good practice guidelines;

• best practices from Member States, the private sector, research and academia are collected and shared back with Member States; and

• knowledge exchange products and tools to enable inclusive dialogue and enhanced cooperation to help countries achieve a more inclusive society, and supports its membership in understanding and navigating the challenges and opportunities that come with promoting connectivity and digital transformation.

Provision of data and statistics[[31]](#footnote-32)

ITU‑D Products and Services include:

• collection and dissemination of vital data and world-class research to track and make sense of connectivity and digital transformation globally, as well as support to Member States and other stakeholders throughout of the data life cycle, from setting standards and methods for data collection to promoting the use of data in decision-making;

• responsibility for the international statistical standards for telecommunication/ICT indicators, publishing the standards, the definitions, and the collection methods for over 200 indicators, which represent a key reference for statisticians and economists seeking to measure digital development; and

• active contribution to advancing the statistics agenda within the UN system, as the custodian agency for several Sustainable Development Goals indicators on connectivity and digital skills (4.4.1, 5.b.1, 9.c.1, 17.6.1 and 17.8.1).

Capacity Development[[32]](#footnote-33)

ITU‑D Products and Services include:

• development of capacities of telecommunication/ICT professionals and works towards boosting digital literacy and skills of citizens, aiming to achieve a society where all people use knowledge and skills on digital technologies to improve their livelihoods; and

• promoting, especially by means of partnership, the development, expansion and use of telecommunication/ICT networks, services and applications, particularly in developing countries, taking into account the activities of other relevant bodies, by reinforcing capacity development.

Provision of technical assistance[[33]](#footnote-34)

ITU‑D Products and Services include:

• technical assistance to Member States, in particular to developing countries, including least developed countries, small island developing states, landlocked developing countries and countries with economies in transition, and regional telecommunication organizations, in the field of telecommunications;

• tailor-made projects and solutions for multi-stakeholder needs, with recognized long-standing technical expertise in the telecommunications/ICT field and comprehensive experience in project development, management, implementation, monitoring and evaluation, with a focus on results-based management, as well as opportunities for public-private partnerships and a trusted platform to address development needs through the use of telecommunications/ICTs; and

• assistance for the implementation of decisions of world and regional conferences, as well as support for spectrum coordination activities amongst ITU Members, and software tools to assist the administrations of developing countries to undertake their spectrum management responsibilities more effectively.

Convening platforms[[34]](#footnote-35)

ITU‑D Products and Services include:

• bringing together a wide range of stakeholders as a convening platform in telecommunications/ICTs, to share experiences, knowledge, collaborate and identify means to bring affordable, safe, secure and trusted connectivity and use to people everywhere; and

• encouraging international cooperation and partnerships for the growth of telecommunications/ICTs, especially with regional telecommunications organizations and with global and regional development financing institutions.

### 3.3 Enablers

ITU‑D will deliver the Action Plan through the Enablers defined in the ITU Strategic Plan 2024-2027, the definitions of which are included for reference in this section. Enablers are ITU's ways of working that allow it to deliver on its goals and priorities more effectively and efficiently. They reflect the Union's values of efficiency, transparency and accountability, openness, universality and neutrality, and being people-centred, service-oriented and results-based, and leverage its key strengths and address its weaknesses so that it can support its membership[[35]](#footnote-36).

Membership-driven

ITU will continue to work as a membership-driven organization, to effectively support and reflect the needs of its diverse members. ITU recognizes the needs of all countries, in particular those of developing countries, least developed countries, small island developing states, landlocked developing countries, and countries with economies in transition as well as underserved and vulnerable populations, which should be prioritized and given due attention. ITU will also work to deepen its engagement with representatives of the telecommunications/ICTs and of other industry sectors, to demonstrate ITU's value proposition in the context of the strategic goals[[36]](#footnote-37).

Regional presence

As an extension of ITU as a whole, the regional presence plays a vital role in the achievement of ITU's mission, enhancing the Union's understanding of local contexts and its ability to respond to countries' needs effectively. The regional presence will consolidate strategic planning at the level of each regional/area office, implementing programmes and initiatives that are consistent with and based on the Union's strategic goals and thematic priorities. By applying the global targets and clarifying programme priorities at the regional level, ITU will also seek to enhance its overall global effectiveness and impact. The regional presence will strengthen ITU's position as a shaper/doer and enhance UN cooperation, to build enhanced regional opportunities and thereby reach more countries and define clearer more impactful priorities for country-level engagements. Efforts will also be made to strengthen capacity at the regional level to ensure the ability of the regional and area offices to implement the programmes and engagements determined based on the Union's strategic goals and thematic priorities[[37]](#footnote-38).

Diversity and inclusion

ITU remains committed to mainstreaming diversity and inclusion practices across its work, to ensure equality and promote the rights of marginalized groups. In the pursuit of its goals, ITU will work to bridge the digital divide and build an inclusive digital society, by fostering telecommunication/ICT access, affordability and use in all countries and for all peoples, including women and girls, youth, indigenous peoples, older persons and persons with disabilities and specific needs. Internally, ITU continues to cultivate an inclusive culture that promotes diversity among its workforce and members[[38]](#footnote-39).

Commitment to environmental sustainability

ITU recognizes that telecommunications/ICTs come along with risks, challenges and opportunities for the environment. ITU is committed to helping use telecommunications/ICTs for monitoring, mitigating and adapting to climate change, facilitating digital solutions for energy efficiency and reduced carbon emissions and protecting human health and the environment from e-waste. ITU will apply an environmental lens across its work to promote sustainable digital transformation, while at the same time continuing to address climate change from within and systematically integrate environmental sustainability considerations across its operations in line with the Strategy for Sustainability Management in the UN System 2020-2030[[39]](#footnote-40).

Partnerships and International cooperation

To increase global collaboration towards its mission, ITU continues to strengthen partnerships among its members and other stakeholders. In doing so, ITU can leverage its diverse membership and multilateral convening power to foster cooperation among governments and regulators, private sector and academic community. ITU also recognizes the importance of cultivating strategic partnerships with UN agencies and other organizations, including standardization bodies, to enhance cooperation across the telecommunication/ICT sector towards the delivery of the WSIS Action Lines and 2030 SDGs[[40]](#footnote-41).

Resource mobilization

Accelerated resource mobilization efforts and increased financing are critical to achieving the goals of the Union and enhancing ITU support for the membership. ITU, therefore, recognizes the need to identify the most effective ways to mobilize extrabudgetary resources, build its resource mobilization capacity and enhance its current fundraising strategy while leveraging partner inputs to complement these efforts[[41]](#footnote-42).

Organizational and Human Resources excellence and innovationEnhancing operational efficiency and effectiveness enables ITU to respond to changes in the telecommunication/ICT landscape and evolving membership needs. ITU, therefore, aims to improve internal processes and accelerate decision-making by addressing operational inefficiencies, duplication and perceived bureaucracy, reflecting the values of transparency and accountability. ITU also recognizes the need to build operational effectiveness, by increasing cross-functional synergies, encouraging internal innovation, providing consistent guidance on the organization's scope and developing a stronger performance and talent management approach. To this end, the organization will be implementing a culture and skills transformation plan based on 4 main tracks: strategic planning, digital transformation, innovation and people management[[42]](#footnote-43).

### 3.4 Linkages

The Action Plan is organized along the thematic priorities and provides information on, and linkages between:

• The ITU‑D contribution to the Thematic Priorities, including full description, and the corresponding Product and Service Offering, Enablers, key outputs and results

• Graphically shown in Figure 3 below are links from the Thematic Priorities and Supporting Components to:

– SDGs and targets

– ITU Strategic Plan and Goals/Targets

– WSIS Action Lines

– WTDC Resolutions and Recommendations and PP Resolutions

– Regional Initiatives

– Study Group Questions

Figure 3.2: Linkages of Thematic Priorities, Offerings and Enablers relevant to ITU‑D with   
ITU Resolutions, WSIS Action Lines and SDGs[[43]](#footnote-44)

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## 4 Implementation of Thematic Priorities

### 4.1 Implementation of Infrastructure and Services Thematic Priority

**Thematic Priority**

**Infrastructure and services outcomes**

1 [Improved broadband connectivity in developing countries, least developed countries (LDCs), small island developing states (SIDS) and landlocked developing countries (LLDCs), countries with economies in transition and countries with specific needs][[44]](#footnote-45)

2 [Improved telecommunication/ICT infrastructure and service, in particular broadband coverage][[45]](#footnote-46)

3 Improved access to digital services by people in urban, rural and remote areas and underserved communities[[46]](#footnote-47)

4 Enhanced e commerce for ITU membership to achieve the SDGs[[47]](#footnote-48)

5 Strengthened joint Regional Collaboration and cooperation and with UN and Regional Telecommunications Organizations, financial and development institutions for achieving Connect 2030 Agenda for global telecommunication/information and communication technology, including broadband, for sustainable development[[48]](#footnote-49)

6 [Improved broadband connectivity in developing countries, least developed countries (LDCs), small island developing states (SIDS) and landlocked developing countries (LLDCs), countries with economies in transition and countries with specific needs, through increased demand creation for broadband adoption and digital skills  
***OR***Alternative: Improved socio-economic growth in developing countries, least developed countries (LDCs), small island developing states (SIDS), landlocked developing countries (LLDCs), countries with economies in transition and countries with specific needs, through broadband connectivity][[49]](#footnote-50)

7 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[[50]](#footnote-51).

### 4.2 Implementation of Applications Thematic Priority

**Thematic Priority**

**Applications outcomes**

1 [Improved capacity of the ITU membership to accelerate digital transformation and sustainable economic and social development by leveraging and using new and emerging telecommunications/ICTs][[51]](#footnote-52)

2 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[[52]](#footnote-53).

### 4.3 Implementation of Enabling Environment Thematic Priority

**Thematic Priority**

**Enabling Environment outcomes**

1 [Strengthened capacity of Member States to enhance their telecommunication/ICT policy, legal and regulatory frameworks conducive to sustainable development and growth of the [Digital Economy/digitalization of the economy]][[53]](#footnote-54)

2 [Strengthened capacity of Member States to produce high quality, internationally comparable Digital Economy statistics which reflect developments and trends in telecommunications/ICT, empowered by new and emerging technologies, based on agreed standards and methodologies][[54]](#footnote-55)

3 [Improved human and institutional capacity of the ITU membership in telecommunications/ICTs to tap into the full potential of Digital economy and society][[55]](#footnote-56).

### [4.4 Implementation of Cybersecurity Thematic Priority]

**Thematic Priority**

**Cybersecurity outcomes**

1 [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, encouraging national, regional and international cooperation in the area of Cybersecurity][[56]](#footnote-57)

2 Enhanced capacity of the ITU membership to make available secure and resilient telecommunication/ICT infrastructure and services[[57]](#footnote-58)

3 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, encouraging national, regional and international cooperation towards enhanced engagement among Member States and relevant players[[58]](#footnote-59)

4 [Strengthened capacity of member states to effectively respond to cybercrime][[59]](#footnote-60).

### 4.5 Outcomes and Outputs for Enablers

**Enabler**

**Membership-driven Outcomes**

1 Strengthen World Telecommunication Development Conference (WTDC) Resolutions implementations[[60]](#footnote-61)

2 [Enhanced knowledge-sharing, research and development, [technology transfer], dialogue and partnership among the ITU membership on telecommunication/ICT issues][[61]](#footnote-62).

**Enabler**

**Regional Presence Outcomes**

1 Strengthened and empowered Staff and their expertise at all levels, at the Regional presence (Regional and Area Offices)[[62]](#footnote-63)

2 Strengthened of the Union's dual responsibility as a United Nations specialized agency and executing agency for implementing projects[[63]](#footnote-64)

3 [Enhanced knowledge-sharing, research and development, [technology transfer], dialogue and partnership among the ITU membership on use of telecommunications/ICT in support of the [transition to the digital economy development and sustainable development/digital transformation of society][[64]](#footnote-65)

4 Strengthened Regional presence for achieving ITU‑D objectives, outcomes and outputs, through the involvement and collaboration of Radiocommunication, Telecommunication Standardization sectors and by mainstreaming "One ITU" and Results based management (RBM) approaches[[65]](#footnote-66)

5 [Strengthened joint Regional Collaboration and cooperation and with UN and Regional Telecommunications Organizations, financial and development institutions for achieving the 2030 sustainable development goals related to [telecommunications/ICT digital economy] development matters][[66]](#footnote-67).

**Enabler**

**Diversity and Inclusion Outcomes**

1 Strengthened capacity of the ITU membership to develop strategies, policies and practices for digital inclusion and equity, in particular for the empowerment of women and girls, persons with disabilities and other persons with specific needs and low-income households[[67]](#footnote-68).

**Enabler**

**Commitment to Environmental Sustainability Outcomes**

1 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[[68]](#footnote-69).

**Enabler**

**Partnerships and International Cooperation Outcomes**

1 [Strengthened UN-wide joint planning, collaboration and cooperation and with financial and development institutions at international and regional levels on achieving the 2030 sustainable development goals related to [telecommunications/ICT and digital economy] development matters][[69]](#footnote-70).

**Enabler**

**Resource Mobilization Outcomes**

1 Strengthened Resource mobilization strategy through cooperation with international and regional financial and development institutions[[70]](#footnote-71).

**Enabler**

**Operational Efficiency, Effectiveness and Innovation Outcomes**

1 Strengthened of the Union's dual responsibility as a United Nations specialized agency and executing agency for implementing projects[[71]](#footnote-72)

2 [Strengthened of the Union's dual responsibility as a United Nations specialized agency and executing agency for implementing projects  
*OR*Strengthened project implementation function of the ITU][[72]](#footnote-73).

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1. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 3. [↑](#footnote-ref-2)
2. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 10 (64). [↑](#footnote-ref-3)
3. United Nations Development Group: [Results-Based Management Handbook](https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf). [↑](#footnote-ref-4)
4. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 3. [↑](#footnote-ref-5)
5. United Nations Development Group: [Results-Based Management Handbook](https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf). [↑](#footnote-ref-6)
6. United Nations Development Group: [Results-Based Management Handbook](https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf). [↑](#footnote-ref-7)
7. United Nations Development Group: [Results-Based Management Handbook](https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf). [↑](#footnote-ref-8)
8. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 3. [↑](#footnote-ref-9)
9. [Buenos Aires Action Plan](https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Documents/WTDC17_FinalReport_en.pdf), page 69. [↑](#footnote-ref-10)
10. Buenos Aires Action Plan. [↑](#footnote-ref-11)
11. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 3. [↑](#footnote-ref-12)
12. [Buenos Aires Action Plan](https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Documents/WTDC17_FinalReport_en.pdf), page 64. [↑](#footnote-ref-13)
13. United Nations Development Group: [Results-Based Management Handbook](https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf). [↑](#footnote-ref-14)
14. United Nations Development Group: [Results-Based Management Handbook](https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf). [↑](#footnote-ref-15)
15. Adapted from the Secretariat's response to the PWC Regional Presence Review. [↑](#footnote-ref-16)
16. [WTDC Resolution 1](https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Documents/WTDC17_FinalReport_en.pdf), page 194 (2.6.1). [↑](#footnote-ref-17)
17. [WTDC Resolution 1](https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Documents/WTDC17_FinalReport_en.pdf), Buenos Aires Action Plan page 195 (2.7.1). [↑](#footnote-ref-18)
18. [WTDC Resolution 1](https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Documents/WTDC17_FinalReport_en.pdf), Buenos Aires Action Plan page 64-65. [↑](#footnote-ref-19)
19. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 3. [↑](#footnote-ref-20)
20. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 5 (14). [↑](#footnote-ref-21)
21. [WTDC Report](https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC17/Documents/WTDC17_FinalReport_en.pdf), Buenos Aires Action Plan page 59 paragraph 5. [↑](#footnote-ref-22)
22. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 3. [↑](#footnote-ref-23)
23. The Thematic Priorities displayed in this diagram align with the ITU Thematic Priorities in the ITU Strategic Plan 2024-2027 to which ITU‑D will contribute directly. [↑](#footnote-ref-24)
24. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 6 (22-23). [↑](#footnote-ref-25)
25. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 6 (25). [↑](#footnote-ref-26)
26. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 6 (26). [↑](#footnote-ref-27)
27. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 6 (28-29). [↑](#footnote-ref-28)
28. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 7. [↑](#footnote-ref-29)
29. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 8 (35). [↑](#footnote-ref-30)
30. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 9 (48-51). [↑](#footnote-ref-31)
31. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 9 (52-54). [↑](#footnote-ref-32)
32. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 10 (55 and 57). [↑](#footnote-ref-33)
33. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 10 (58-60). [↑](#footnote-ref-34)
34. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 10 (61-62). [↑](#footnote-ref-35)
35. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 10 (63). [↑](#footnote-ref-36)
36. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 11 (64). [↑](#footnote-ref-37)
37. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 11 (65). [↑](#footnote-ref-38)
38. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 11 (66). [↑](#footnote-ref-39)
39. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 11 (67). [↑](#footnote-ref-40)
40. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 11 (68) [↑](#footnote-ref-41)
41. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 12 (69) [↑](#footnote-ref-42)
42. [CWG-SFP 4/2](https://www.itu.int/md/S22-CWGSFP4-C-0002/en), page 12 (70) [↑](#footnote-ref-43)
43. Study Group Question (SGQ) names numbering is subject to change at WTDC. [↑](#footnote-ref-44)
44. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.7-a. [↑](#footnote-ref-45)
45. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.7-b. [↑](#footnote-ref-46)
46. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.7-c. [↑](#footnote-ref-47)
47. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.7-d. [↑](#footnote-ref-48)
48. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.7-e. [↑](#footnote-ref-49)
49. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.3-a. [↑](#footnote-ref-50)
50. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.2-f. [↑](#footnote-ref-51)
51. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.3-b. [↑](#footnote-ref-52)
52. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.2-d. [↑](#footnote-ref-53)
53. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.2-a. [↑](#footnote-ref-54)
54. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.2-b. [↑](#footnote-ref-55)
55. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.2-c. [↑](#footnote-ref-56)
56. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.2-e. [↑](#footnote-ref-57)
57. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.6-a. [↑](#footnote-ref-58)
58. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.6-b. [↑](#footnote-ref-59)
59. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.6-c. [↑](#footnote-ref-60)
60. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.1-d. [↑](#footnote-ref-61)
61. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.1‑c/D.5‑c. [↑](#footnote-ref-62)
62. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.4-a. [↑](#footnote-ref-63)
63. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.4-b. [↑](#footnote-ref-64)
64. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.4-c. [↑](#footnote-ref-65)
65. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.4-d. [↑](#footnote-ref-66)
66. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.4-e. [↑](#footnote-ref-67)
67. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.3-c. [↑](#footnote-ref-68)
68. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.3-d. [↑](#footnote-ref-69)
69. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.1‑e/D.5‑d. [↑](#footnote-ref-70)
70. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.1‑a/D.5‑a. [↑](#footnote-ref-71)
71. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.1-b. [↑](#footnote-ref-72)
72. [TDAG 21/2 Working Document: WTDC Action Plan Outcomes and Outputs](https://www.itu.int/md/D18-TDAG29-211108-TD-0013/en), Outcome D.5-b. [↑](#footnote-ref-73)