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| **Council Working Group forStrategic and Financial Plans 2024-2027Third meeting – 21 and 22 February 2022** |  |
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| Draft annex 1 to resolution 71draft ITU strategic plan for 2024-2027 |
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| **Summary**This document reflects the discussions of the 2nd meeting of CWG-SFP, based on Document CWG-SFP 2/2. The amendments shown in track changes present the agreements reached and reflect comments made during the meeting.**Action required**The Council Working Group is invited to **consider and endorse** the document for the development of the draft ITU Strategic plan for 2024-2027.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References**[Resolution 71 (rev. Dubai, 2018)](https://www.itu.int/en/council/Documents/basic-texts/RES-071-E.pdf) |

# Overview of ITU’s structure

1. Pursuant to the ITU Constitution and Convention, 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 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 ITU-R; the Telecommunication Standardization Bureau – TSB for ITU-T; and the Telecommunication Development Bureau – BDT for ITU-D).
2. As outlined in ITU’s basic texts, the ITU-R is responsible for ensuring the rational, equitable, efficient, and economical use of the radio-frequency spectrum by all radiocommunication services, including those using the geostationary-satellite or other satellite orbits, and for carrying out studies without limit of frequency range and adopting recommendations on radiocommunication matters.
3. The functions of the ITU-T are to fulfil the purposes of the Union relating to telecommunication standardization, bearing in mind the particular concerns of the developing countries. ITU-T studies technical, operating and tariff questions and adopts recommendations on them to standardize telecommunications globally.
4. The functions of ITU-D are to discharge 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, to facilitate and enhance telecommunications development by offering, organizing and coordinating technical cooperation and assistance activities.
5. The ITU Sectors have complementary mandates and cooperate under the implementation of this strategic plan to fulfil the purposes of the Union.
6. The functions of the General Secretariat are to coordinate and report on the implementation of the strategic plan, and be responsible for the overall management of the Union’s resources. The General Secretariat aims at providing high-quality and efficient services to the membership of the Union.

# ITU Strategic Framework 2024-2027

* 1. Overall framework
1. The figure below outlines the key components of the strategic framework. These include: vision, mission, strategic goals and targets, thematic priorities and outcomes, product and service offerings, and enablers.



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| *Component of Strategic Plan* | *Definition* |
| Vision | The better world ITU wants to see |
| Mission | Main overall purposes of the Union, as per the basic texts of ITU |
| Strategic Goals  | The Union's high-level goals, which enable the realization of its mission |
| Targets | The desired results the Union aims to achieve, to deliver its strategic goals, the 2030 Agenda and the WSIS Action Lines. |
| Thematic Priorities | Areas of work the Union focuses on, in which outcomes will be achieved to the meet strategic goals |
| Outcomes | Key results the Union aims to achieve under its thematic priorities |
| Product and Service Offerings | The range of ITU’s products and services that are deployed to support the Union’s work under its thematic priorities |
| Enablers | Ways of working that allow the Union to deliver on its goals and priorities more effectively and efficiently |

* 1. Vision
1. “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. Mission
2. “ITU’s mission is 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. Strategic Goals
1. 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.
2. **Goal 1 – Universal Connectivity: Enable and foster universal access to affordable, high-quality and secure telecommunications/ICTs**. To advance universal connectivity, ITU will strive to enable accessible, affordable, high-quality, interoperable and secure telecommunication/ICT infrastructure, services, and applications. ITU will coordinate efforts to prevent and eliminate harmful interference to radiocommunication services, facilitate the worldwide standardization of telecommunications, and leverage existing and emerging digital technologies, connectivity solutions and business models to close the digital divide in access in all countries, regions and for all humanity.
3. **Goal 2 – Sustainable Digital Transformation: Foster equitable and inclusive use of telecommunications/ICTs to empower people and societies for sustainable development**. By leveraging telecommunications/ICTs, ITU will strive to facilitate digital transformation to help build an inclusive digital society for sustainable development. ITU will thereby work to close the digital divide in the use of telecommunication/ICTs in all countries and for all peoples, including women and girls, youth, indigenous peoples, older persons and persons with disabilities. ITU will work to promote and enable digital transformation across industry sectors, to address the dual climate and environmental crisis, and to foster the advancement of science, sustainable exploration of Earth, space, and the use of their resources.
	1. Targets for the Union’s Connect 2030 Agenda
4. Targets represent the effect and long-term impact of ITU's work, providing an indication of progress towards achievement of the strategic goals of the Union, and ITU’s commitment to enabling the delivery of the WSIS Action lines and the 2030 Sustainable Development Goals. ITU will work collaboratively with the full range of other organizations and entities around the world committed to advancing the use of telecommunications/ICTs for a connected world by 2030.

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| Targets for Goal 1: Universal connectivity – by 2030: |
| 1.1: Universal broadband coverage |
| 1.2: Broadband services to be affordable for all[[1]](#footnote-2) |
| 1.3: Broadband access to every household |
| Targets for Goal 2: Sustainable digital transformation – by 2030: |
| 2.1: Universal usage of Internet by individuals |
| 2.2: All digital gaps to be bridged (in particular gender, age, urban/rural) |
| 2.3: Universal usage of Internet by businesses |
| 2.4: Universal access to the Internet for all schools |
| 2.5: Majority of individuals to have digital skills |
| 2.6: Majority of individuals to be interacting with government services online |
| 2.7: Significantly improve ICTs contribution to climate action |

## Thematic Priorities

1. The Sectors and General Secretariat will work together under six thematic priorities to deliver outcomes towards achieving the Union’s strategic goals. These thematic priorities and associated outcomes are described below.

Spectrum & Satellite orbits[[2]](#footnote-3)

1. Radio-frequency spectrum and associated satellite orbit resources are limited natural resources that must be used rationally, efficiently and economically, in conformity with the provisions of the Radio Regulations, so that countries or groups of countries may have equitable access to those orbits and frequencies, taking into account the special needs of the developing countries and the geographical situation of particular countries.
2. ITU’s work under this thematic priority seeks ways to promote flexibility for future expansion and new technological and scientific developments. In doing so, ITU coordinates efforts to prevent and eliminate harmful interference between radio stations of different countries and to improve the use of spectrum and satellite orbits by radiocommunication services.
3. ITU’s work under Radio-frequency spectrum and associated satellite orbit resources is expected to deliver the following outcomes:
4. Radio-frequency spectrum and associated satellite orbital resources are efficiently and equitably allocated and used
5. Harmful interferences are avoided
6. Enhanced application of spectrum management principles and techniques
7. Advancement of radiowave propagation modeling and prediction

International numbering resources

1. International numbering resources include numbers, names, addresses and identifiers, all of which are instrumental to the functioning of telecommunications/ICT services and applications. International numbering resources are essential to fixed and mobile interpersonal communications services, as well as to non-interpersonal machine-to-machine communications and Internet of Things (IoT) connectivity services.
2. Management of these limited resources on a global level and in accordance with internationally agreed standards and procedures is vital, to respond to ever-growing demand from the telecommunications/ICT sector and other communities.
3. ITU has the unique responsibility to allocate and manage these resources and contributes to the optimum functioning of international telecommunication networks and services.
4. ITU’s work on international numbering resources is expected to deliver the following outcomes:
5. Efficient use of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures
6. Enhanced availability of international telecommunication services
7. Reduced misuse of numbering resources

Infrastructure and services

1. Telecommunications and ICT infrastructure and services are the basis and integral components of the digital economy and society. 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 coexistance of different radio services free from harmful interference.
2. 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 on how telecommunication networks operate and interwork, and by providing assistance to membership on new and emerging solutions.
3. ITU’s work under telecommunication/ICT Infrastructure and services is expected to deliver the following outcomes:
4. Enhanced access to fixed and mobile broadband services
5. Enhanced access to all radiocommunication services
6. Enhanced interoperability and performance of infrastructure and services

Applications

1. Widespread availability of 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, involving areas including, but not limited to, healthcare, education, banking, and the provision of public services to citizens.
2. ITU contributes to increasing availability, interoperability, scalability and impact of applications, including in underserved areas, by developing digital strategies and standards, and by providing technical assistance to meet the needs and requirements of ITU membership.
3. ITU’s work under Applications is expected to deliver the following outcomes:
4. Enhanced interoperability and performance of applications
5. Enhanced adoption and use of e-government applications
6. Enhanced adoption of digital applications

Enabling environment

1. An enabling environment consists of an enabling policy and regulatory environment conducive to sustainable telecommunication/ICT development that encourages innovation, investment in infrastructure and ICTs and increases adoption of telecommunications/ICTs to reduce the digital divide and towards a more inclusive and equal digital society.
2. 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 digital technologies, connectivity solutions and new business models, with a focus on digital inclusion and environmental sustainability.
3. ITU’s role in creating an enabling environment also entails the promotion of active participation of the membership, in particular developing countries, in the definition and adoption of international telecommunication/ICT standards and regulations with a view to bridging the standardization gap and fostering equitable access to radio spectrum resources.
4. ITU’s work under the Enabling environment Thematic Priority is expected to deliver the following outcomes:
5. Conducive policy and regulatory environment
6. Digitally skilled users
7. Enhanced digital inclusion[[3]](#footnote-4)
8. Enhanced ability of all countries, in particular developing countries to develop, access, implement and influence ITU’s international standards and regulations
9. Enhanced adoption of e-waste policies and strategies

[ Cybersecurity

***Option 1:*** *Reflect**Cybersecurity as a standalone Thematic Priority*

1. Building trust and confidence in telecommunications/ICTs are essential for their widespread adoption and use.
2. The focus of the work in this Thematic Priority is to assist member states on technical and organizational aspects on building confidence, trust and security in the use of telecommunications/ICTs. This Thematic Priority seeks to focus on enhancing the quality, reliability, resilience of networks and systems. In doing so, the Union will work to make it possible to seize opportunities presented by telecommunications/ICTs while working towards minimizing the negative impact of undesired collaterals.
3. ITU’s work under Cybersecurity is expected to deliver the following outcome:
4. Enhanced capacity of ITU membership to build trust and confidence in the use of ICTs
5. Enhanced knowledge, interoperability and performance with respect to secure telecommunication/ICT infrastructure, services and applications

***Option 2****: Reflect work under Cybersecurity as integrated / cross-cutting theme applied into the thematic priorities (under Infrastructure and services, Applications and Enabling Environment)*

***Infrastructure and services*** *(add outcome):*

*4. Increased capacity and capability to deploy secure and resilient ICT infrastructures and address cybersecurity related incidents as well as to adopt risk management practises*

*5. Enhanced knowledge, interoperability and performance with respect to secure telecommunciation/ICT infrastructure and services*

***Applications*** *(add outcome):*

*4. Enhanced capacity of ITU Membership to embed technical and procedural measures to deploy secure ICT applications*

*5. Enhanced knowledge, interoperability and performance with respect to secure applications*

***Enabling Environment*** *(add outcome):*

*6. Enhanced capacity of ITU membership to develop and implement cybersecurity related policies and strategies*

*7. Enhanced policy and strategic capacity of ITU membership to build mechanisms that promote cybersecurity commitments* **]**

## Product and service offerings

1. 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. 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.

Development and application of international regulations

1. The international regulations are Administrative Regulations that regulate the use of telecommunications, and are binding on all Member States.
2. The foundation of international frequency management is the Radio Regulations (RR), the binding international treaty that contain several regulatory provisions and procedures which describe how the administrations from the 193 ITU Member States may acquire and exercise rights to use spectrum in the various frequency bands allocated for this purpose, and the corresponding obligations.
3. The Radio Regulations have the following objectives: to facilitate equitable access to and rational use of the natural resources of the radio-frequency spectrum and the geostationary-satellite orbit; to ensure the availability and protection from harmful interference of the frequencies provided for distress and safety purposes; to assist in the prevention and resolution of cases of harmful interference between the radio services of different administrations; to facilitate the efficient and effective operation of all radiocommunication services; to provide for and, where necessary, regulate new applications of radiocommunication technology.
4. The Radio Regulations and Regional Agreements are updated by the World and Regional Radiocommunication Conferences, preceded by a period of technical and regulatory studies. Additionally, ITU continues to oversee the implementation and execution of these legal instruments, and develop enabling processes and associated software tools that facilitate their application by the ITU Member States.

Allocation & management of resources

1. ITU performs effective allocation of bands of the radio-frequency spectrum, the allotment of radio frequencies and the registration of radio-frequency assignments and, for space services, of any associated orbital position in the geostationary satellite orbit or of any associated characteristics of satellites in other orbits.
2. At the same time ITU coordinates efforts to prevent and eliminate harmful interference between radio stations of different countries and to improve the use of spectrum and satellite orbits by radiocommunication services.
3. ITU also ensures the effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU recommendations and procedures.

Development of international standards

1. ITU assembles experts from around the world to develop international standards known as ITU-R and ITU-T Recommendations which act as defining elements for the global ICT infrastructure, services and applications.
2. ITU carries out studies, without limit of frequency range, and adopts recommendations and reports on radiocommunication matters that provide for greater compatibility and coexistance of different radio services, more efficient and equitable use of the radio spectrum free from harmful interference, worldwide connectivity and interoperability, improved performance, quality, affordability and timeliness of service and overall system economy in telecommunications/ICTs.
3. ITU studies technical, operating and tariff questions and adopts recommendations on them with a view to standardizing telecommunications on a worldwide basis.
4. The ITU work includes the establishment of technical standards for new and emerging telecommunications/ICTs, creating an enabling environment for their introduction and utilization.

Development of policy frameworks and knowledge products

1. ITU develops handbooks, technical reports and papers on telecommunication/ICT matters to assist ITU membership, through its study group process.
2. ITU assists its Member States in enabling digital transformation and building smart digital societies by developing and providing policy frameworks and good practice guidelines.
3. Good practices from Member States, the private sector, research and academia are collected and shared back with Member States.
4. ITU provides knowledge exchange products and tools to enable inclusive dialogue and enhanced cooperation to help countries achieve a more inclusive digital society, and supports its membership in understanding and navigating the challenges and opportunities that come with digital transformation.

Provision of data and statistics

1. ITU collects and disseminates vital data and carries out world-class research to track and make sense of digital transformation globally. Through a range of tools and activities, ITU continuously supports Member States and other stakeholders at every step of the data life cycle, from setting standards and methods for data collection to promoting the use of data in decision-making.
2. Being responsible for the international statistical standards for ICT indicators, ITU regularly publishes the standards, the definitions, and the collection methods for over 200 indicators, which represent the ultimate reference for statisticians and economists seeking to measure digital development.
3. As the custodian of several Sustainable Development Goals indicators (4.4.1, 5.b.1, 9.c.1, 17.6.1 and 17.8.1) and responsible for monitoring them, ITU actively contributes to advancing the statistics agenda within the UN system.

Capacity Development

1. ITU develops capacities of telecommunication/ICT professionals and knowledge resources, and works towards boosting digital literacy and skills of citizens. Through the capacity development programme, ITU aims at achieving a digitally competent society where all people use knowledge and skills on digital technologies to improve their livelihoods.
2. ITU also develops the capacity and provides the tools for membership to engage and benefit from the activities of the Union. This enables them to exercise their rights and obligations under the Radio Regulations and Regional Agreements, and to develop, access, implement and influence ITU’s international standards with a view to bridging the standardization gap.
3. ITU also promotes, especially by means of partnership, the development, expansion and operation 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

1. ITU promotes and offers technical assistance to Member States, in particular to developing countries[[4]](#footnote-5), and their regional organizations, in the field of telecommunications.
2. ITU offers tailor-made projects and solutions for multi-stakeholder needs, with recognized long-standing technical expertise in the telecommunitions/ICT field and comprehensive experience in project development, management, implementation, monitoring and evaluation, with a focus on results-based management. This also provides opportunities for public-private partnerships and a trusted platform to address development needs through the use of telecommunications/ICTs.
3. The ITU also provides 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

1. ITU is uniquely positioned to bring 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 online access and use to people everywhere.
2. Through the platforms, ITU encourages international cooperation and partnerships for the growth of telecommunications/ICTs, especially with regional telecommunications organizations and with global and regional development financing institutions.
	1. Enablers
3. Enablers are ITU’s ways of working that allow it to deliver on its goals and priorities more effectively and efficiently. They reflect the Union’s values of *efficiency*, *transparency and accountability*, *openness*, *universality and neutrality*, and *being people-centred, service-oriented and results-based*, and leverage its key strengths and address its weaknesses so that it can support its membership.

Membership-driven

1. 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.

Regional presence

1. 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 cascading and 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.

Diversity and inclusion

1. 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.

Commitment to environmental sustainability

1. ITU recognizes that telecommunications/ICTs come along with risks, challenges and opportunities for the environment. ITU is committed to helping use digital technologies 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 cilmate 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.

Partnerships & International cooperation

1. 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 & 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.

Resource mobilization

1. 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.

Operational efficiency, effectiveness and innovation

1. Enhancing 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 that will strengthen organizational openness, to be based on 4 main tracks: strategic planning, digital transformation, innovation and people management.

# ITU Results Framework

*[To be incorporated in the draft strategic plan after the endorsement of the strategic goals and thematic priorities].*

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

*[To be incorporated in the draft strategic plan after the endorsement of the strategic goals and thematic priorities].*

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1. Broadband services to cost no more than 2% of average monthly income [↑](#footnote-ref-2)
2. Radio-frequency spectrum and, for space services, any associated satellite orbital resources [↑](#footnote-ref-3)
3. Including women and girls, youth, indigenous people, older persons and persons with disabilities and specific needs [↑](#footnote-ref-4)
4. Including least developed countries, small island developing states, landlocked developing countries and countries with economies in transition [↑](#footnote-ref-5)