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| **Council Working Group forStrategic and Financial Plans 2024-2027Fourth meeting – 20 March 2022** |  |
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| Contribution by the Secretariat |
| ITU strategic targets and results framework |

# Introduction

Following the guidelines agreed during the third meeting of the CWG-SFP, the Secretariat has analyzed all proposed targets and target indicators. This document aims to present the results of this analysis, based on the Secretariat’s initial input, and considering all Member States’ contributions received.

This document provides also the analysis and review of ITU Results Framework, including the outcomes as discussed during the 3rd meeting of the CWG-SFP and following the same guidelines agreed by the CWG-SFP, considering all contributions received from Member States.

This document provides a draft set of ITU Targets for 2030 and a draft Result Framework to be endorsed by the CWG-SFP and incorporated to draft Annex 1 of Resolution 71: ITU Strategic Plan to be presented to Council 2022.

# Developing the ITU Targets for 2030

Targets have been defined (see table below) and are an essential part of the broader proposed Results Framework, as key to the successful implementation of the Strategic Plan.

Table 1 - Glossary

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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 | Targets are the desired results the Union aims to achieve, to deliver its strategic goals. |
| 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 |
| Indicators | Indicators are the criteria used to measure the achievement of outcomes and targets in the results framework. |
| 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 |

## How the proposed target were developed (contribution from the Secretariat)

The contribution from the Secretariat on draft Annex 1 to Res.71 (Draft ITU Strategic Plan for 2024-2027) included an initial set of proposed targets for Member States’ consideration. The figure below illustrates the analysis done, in order to reach the proposed set of Targets, by analyzing the proposed Strategic Goals, their components, and different elements those targets could cover.



A proposed set of indicators has also been identified (see figure below) to measure the different components that derive from the strategic goals (i.e. coverage, affordability, usage, etc.) and their corresponding targets.



## Inputs from Member States

Member States presented their contributions to targets and target indicators to the 3rd meeting of the CWG-SFP. The proposals are presented below.

Table 2 – Contributions from Member States

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| **[African countries proposal]**

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| Targets for Goal 1: Universal connectivity – by 2030: |
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| 1.1: Affordable Broadband services for all 1.1.1. below 2% of monthly per capita minimum wage; |
| 1.2: Secure digital infrastructures 1.2.1: Cyber security index (GCI) (target to be developed) 1.2.2: Proportion of cyber-attacks repelled by actions initiated by CERTS/CSIRTS/CIRTS (target to be developed); |
| 1.3: Resilient digital infrastructures |
| 1.4: Broadband services for all 1.4.1: Universal fixed broadband coverage of at Least 2Mbps/user |
| 1.5: Broadband connectivity for education and other social and economic areas 1.5.1: broadband access for every adult/youth (% of connected/Country) 1.5.2: Broadband access for all schools /Universities  1.5.3: Broadband access for all health Centers (% of connected/ Country) 1.5.4: broadband access to MSMEs (% of connected/ Country) |
| 1.6: All digital gaps to be bridged (in particular, countries, gender, age, urban/rural) |
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| Targets for Goal 2: Sustainable digital transformation – by 2030: |
| 2.1: Digital transformation strategy and its related policy and regulatory frameworks |
| 2.2: Build Innovation and Entrepreneurship ecosystem in digital area |
| 2.3: Promote digital finance and services |
| 2.4: Adoption of digital technologies including emerging technologies |
| 2.6 Promote the use of digital applications and services (e-health, e-Gov, etc..) |
| 2.5: Develop Digital skills for all |
| 2.6: Encourage investments and develop financing mechanisms |
| 2.7: improve cyber security preparedness of countries, with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation |
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| **[EU countries proposal]** *We support the drafting of the targets for 2030, which orient ITU’s action towards enabling the delivery of the SDGs. We also support the use of SMART target indicators in the Results Framework and sub-indicators to refine measurement, which will reinforce accountability of ITU’s actions.* |
| **[ALG-EGY-KWT-ARS-UAE proposal]**

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| Targets for Goal 1: Universal connectivity – by 2030: |
| 1.1: Affordable, reliable or secure and resilient Broadband services for all |
| 1.2: Broadband connectivity for education and other areas of life |
| 1.3: All digital gaps to be bridged (in particular, countries, gender, age, urban/rural) |
| Targets for Goal 2: Sustainable digital transformation – by 2030: |
| 2.1: Digital transformation strategy |
| 2.2: All digital gaps to be bridged (in particular gender, age, urban/rural) |
| 2.2 Artificial intelligence strategy and readiness |
| 2.3: Artificial intelligence usage in government, private sector, academia |
| 2.4: Big Data usage in government, private sector, academia |
| 2.5: Improved cybersecurity preparedness, with key capabilities: presence of strategy and policies, national computer incident/emergency response teams and legislation |
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| **[USA-CAN-AUS proposal]**

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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 |
| 1.3: Broadband access to every household1.4: Universal usage of Internet by individuals1.5: All digital gaps to be bridged (in particular gender, age, urban/rural)1.6: Universal usage of Internet by businesses1.7: Universal access to the Internet for all schools |
| Targets for Goal 2: Sustainable digital transformation – by 2030: |
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| 2.1: Majority of individuals to have digital skills |
| 2.2: Majority of individuals to be interacting with government services online |
| 2.3: Significantly improve telecommunication/ICTs contribution to climate action |

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## Methodology and guidelines agreed by CWG-SFP

The CWG-SFP agreed on a set of guidelines to further work to consolidate the proposals for the Targets, to be presented to the 4th meeting of the CWG-SFP:

1. **Ensure continuity**: Rely on current Targets and Indicators as much as possible.
2. **Follow best practice**: Review the proposed targets based on best practice in setting targets (i.e. define targets that are: Specific, Measurable, Achievable, Realistic, Relevant and Timely):
	* **Specific**: targets are clearly defined, presenting tangible long-term economic, socio-cultural, environmental and technological impact
	* **Measurable**: targets build on statistical indicators currently measured (or planned to be measured) by ITU or other reliable sources, with an established baseline
	* **Achievable**: targets to be attainable and not impossible to achieve, guiding specific efforts within the organization
	* **Realistic**/**Relevant**: targets to be ambitious and at the impact level, but within reach and relevant to the Strategic Goals
	* **Timely**: targets to have a defined time-frame with the purpose to create urgency.
3. **Assess data availability**: Assess how to incorporate new proposals for targets, by exploring availability of data.
4. **Link with the Strategic Goals or Outcomes**:
	* Assign targets/indicators according to the definition of the Strategic Goals; and
	* Assign indicators to the appropriate level, i.e., assign to related Outcomes if more appropriate.

## Analysis and assessment of the proposed targets

The tables below present the analysis and assessment undertaken following the guidelines agreed to further work to consolidate the proposals for the Targets.

Table 3 – Targets which are common to all/most proposals

| **Proposed Target** | **Background** | **Indicator(s)** | **Assessment(i.e. SMART, availability of data)** | **Link with the Strategic Goals** | **Recommendation** |
| --- | --- | --- | --- | --- | --- |
| ***Targets supported by all or several proposals*** |
| **Universal broadband coverage** | Supported by several contributions under the Goal 1 | Percentage of population covered by a mobile network, by technology (SDG indicator for Target 9.1.c – ITU is the custodian) | Existing and SMART, data available by ITU | Related to Coverage | Proposed as target for Goal 1 |
| **Broadband access to every household** | Supported by several proposals as part of Goal 1 | - Percentage of households with access to the Internet | Existing and SMART, data available by ITU | Related to Coverage | Proposed as target for Goal 1 |
| **Broadband services to be affordable for all(broadband services to cost no more than 2% of average monthly income)** | Supported in all contributions as a stand-alone or combined target under Goal 1 | - Cost of entry-level broadband services in developing countries as % of monthly Gross National Income (GNI) per capita | Existing and SMART, data available by ITU | Related to Affordability | Proposed as target for Goal 1 |
| **Universal access to the Internet for all schools** | Supported in all contributions as a stand-alone or combined target, under Goal 1 or 2 | - Percentage of schools with Internet access | New, SMART, data available by UNESCO | Although it can be associated with Usage, it is more related to Access | Proposed as target for Goal 1 |
| **Universal usage of Internet by individuals** | Supported by several contributions as a stand-alone, under Goal 1 or 2 | - Percentage of individuals using the Internet (aggregated by region, level of development) (SDG indicator for Target 17.8.1 – ITU is the custodian) | Existing and SMART, data available by ITU | Related to Usage | Proposed as target for Goal 2 |
| **All digital gaps to be bridged** | Supported in all contribution, under Goal 1 or 2 | - Percentage of individuals using the Internet (broken-down by age, gender, urban/rural) | Existing with additional new breakdowns and SMART, data available by ITU | Related to Usage and Digital Divide | Proposed as target for Goal 2 |
| **Majority of individuals to have digital skills** | Supported in all contributions as defined or similar definition under Goal 2 | - Percentage of youth and adults with information and communications technology (ICT) skills, by type of skill (SDG indicator 4.4.1 – ITU is the custodian) | Existing and SMART, data available by ITU | Related to Digital Skills | Proposed as target for Goal 2 |
| **Majority of individuals to be interacting with government services online** | Supported by several contributions under the Goal 2 | - Percentage of population interacting with government services online | Existing and SMART, data available by ITU | Related to Usage | Proposed as target for Goal 2 |
| **Significantly improve telecommunication/ICTs contribution to climate action** | Supported by several contributions under Goal 2 | a. Global e-waste recycling rateb. ICT-enabled Greenhouse Gas abatement thanks to relevant servicesc. Worldwide ICTs yearly Carbon footprintNB: for c., yearly worldwide ICTs Carbon footprint shall be assessed in comparison with available, 1,5°C GHG emissions trajectories (ITU-T L.1470). | Existing/revised and SMART. Data available only for (a); methodology is expected to be available in 2022 for (b); assessment methodology is available for (c) (ITU-T L.1450), 1,5°C GHG emissions trajectories for the ICT sector are available for (c) (ITU-T L.1470), baseline year data for 2015 is also available. Future data is expected to be collected according to a new ITU-T Recommendation under development. | Related to Environmental Sustainability (as well as the UNFCCC Paris Agreement and the UN Secretary General Priority Action on Climate) | Proposed as target for Goal 2 (indicators *(b)* and *(c)* not currently being measured will be added when data becomes available) |
| **Universal Usage of internet by businesses** | Supported in all contributions as defined or similar definition (MSMEs) under Goal 2 | - Percentage of businesses using the Internet (broken down by size) | New and SMART, data available by UNCTAD | Related to Usage | Proposed as target for Goal 2 |
| **Broadband connectivity for education and other areas of life** | Supported by several contributions under Goal 1 | a. Broadband access for every adult/youth (% of connected/Country)b. Broadband access for all schools /Universitiesc. Broadband access for all health Centers (% of connected/ Country)d. Broadband access to MSMEs (% of connected/ Country) | New proposal, aspects are covered by other Targets, for indicators (b) on universities and (c) on health no data available.(d) data available by ITU. | Related to Access and Usage | Aspects of the target to be reflected in other targets |
| **Improved cyber security preparedness/resilience (of countries), with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation** | Supported by several contributions under Goal 2 | *Possible indicator:*- Increased commitment measured through the pillars of the Global Cybersecurity Index (GCI) | Existing and SMART, data available by ITU | Related to Cybersecurity | Proposal to move to the outcome level depending on the decision on the topic of Cybersecurity |

Table 4 – Additional new Targets proposed

| **Proposed Target** | **Background** | **Indicator(s)** | **Assessment(i.e. SMART, availability of data)** | **Link with the Strategic Goals** | **Recommendation** |
| --- | --- | --- | --- | --- | --- |
| ***Additional new Targets proposed*** |
| **Affordable, reliable or secure and resilient Broadband services for all** | Supported by 1 proposal.Affordability is considered as a separate target; proposals for reliable or secure and resilient infrastructure dealt in separate targets | Affordability indicators are being proposed in other targets.For reliability or security and resilience, see the related proposals. | Elements assessed separately | Related to Affordability, Infrastructure and Services/Cybersecurity | Include elements in separate targets/outcomes |
| **Broadband services for all** | Supported by 1 proposal. | *Proposal by Member States:*Universal fixed broadband coverage of at Least 2Mbps/user | Mix of 2 indicators (coverage and subscriptions) | Related to Coverage and Usage | To be reflected in the outcomes |
| **Secure digital infrastructures** | Supported by 1 proposal.Considered above as a separate Target/Outcome.  | *Proposal by Member States:*a. Cyber security index (GCI) (target to be developed)b. Proportion of cyber-attacks repelled by actions initiated by CERTS/CSIRTS/CIRTS (target to be developed) | *(a)* GCI does not measure the proposed target*(b)* Data not available worldwide | Related to Infrastructure and Services/Cybersecurity | Maintain the proposal above on Cybersecurity |
| **Resilient digital infrastructures** | Supported by 1 proposal.Considered above as a separate Target/Outcome. | No proposal submitted for indicator; GCI does not measure the proposed target. | Indicator and data not available | Related to Infrastructure and Services/Cybersecurity | Maintain the proposal above on Cybersecurity |
| **Digital Transformation strategy** | Supported by 1 proposal | - No. of countries with a digital transformation strategy/plan | New and SMART, data available by ITU | Related to Digital Transformation / Enabling Environment | Proposal to move to the outcome level |
| **Artificial intelligence strategy and readiness** | Supported by 1 proposal | Currently no indicator available within ITU statistical data | New indicator, methodology for measurements and data currently not available | Related to emerging technologies | To be further discussed in CWG-SFP |
| **Artificial intelligence usage in government, private sector, academia** | Supported by 1 proposal | Currently no indicator available within ITU statistical data | New indicator, methodology for measurements and data currently not available | Related to emerging technologies | To be further discussed in CWG-SFP |
| **Big Data usage in government, private sector, academia** | Supported by 1 proposal | Currently no indicator available within ITU statistical data | New indicator, methodology for measurements and data currently not available | Related to emerging technologies | To be further discussed in CWG-SFP |
| **Build Innovation and Entrepreneurship ecosystem in digital area** | Supported by 1 proposal | Specific indicators need to be identified | New proposal, methodology and indicators not defined yet | Related to Enabling Environment | To be further considered for the Outcome indicators |
| **Promote digital finance and services** | Supported by 1 proposal | Specific indicators need to be identified | New proposal, methodology and indicators not defined yet | Related to Applications thematic priority | To be further considered for the Outcome indicators |
| **Adoption of digital technologies including emerging technologies** | Supported by 1 proposal | Specific indicators need to be identified | New proposal, methodology and indicators not defined yet | Related to Infrastructure and Services | To be further considered for the Outcome indicators |
| **Promote the use of digital applications and services (e-health, e-Gov, etc..)** | Supported by 1 proposal | Specific indicators need to be identified | New proposal, methodology and indicators not defined yet | Related to Applications | To be further considered for the Outcome indicators (partially covered by other proposals) |
| **Encourage investments and develop financing mechanisms** | Supported by 1 proposal | Specific indicators need to be identified | New proposal, methodology and indicators not defined yet | Related to Enabling Environment | To be further considered for the Outcome indicators |

The proposed Targets where methodology, indicators and/or data are not available, could be further explored in the future, and be included to the results framework, following consideration and approval by Council.

# ITU Results Framework 2024-2027

**A. Strategic Goals and Targets**

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| --- | --- | --- |
| **Goal** | **Targets** | **Target indicators** |
| **Universal Connectivity** | **1.1: Universal broadband coverage** | - Percentage of the world population covered by broadband services (SDG indicator for Target 9.1.c – ITU is the custodian) |
| **1.2: Broadband services to be affordable for all** (broadband services to cost no more than 2% of average monthly income) | - Cost of entry-level broadband services in developing countries as % of monthly Gross National Income (GNI) per capita |
| **1.3: Broadband access to every household** | - Percentage of households with access to the Internet (per level of development; urban/rural) |
| **1.4: Universal access to the Internet for all schools** | - Percentage of schools with Internet access |
| **Sustainable Digital Transformation** | **2.1: Universal usage of Internet by individuals** | - Percentage of individuals using the Internet (broken-down by urban/rural; aggregated by region, level of development) (SDG indicator for Target 17.8.1 – ITU is the custodian) |
| **2.2: All digital gaps to be bridged (in particular gender, age, urban/rural)** | - Percentage of individuals using the Internet (broken-down by gender, age, urban/rural) |
| **2.3: Majority of individuals to have digital skills** | - Percentage of youth and adults with information and communications technology (ICT) skills, by type of skill (SDG indicator 4.4.1 – ITU is the custodian) |
| **2.4: Universal usage of Internet by businesses** | - Percentage of business using the Internet, total and by size |
| **2.5: Majority of individuals to be interacting with government services online** | - Percentage of population interacting with government services online |
| **2.6: Significantly improve ICTs contribution to climate action** | - Global e-waste recycling rate |

**B. Thematic Priorities and Outcomes**

NOTE: For the Table below, in particular parts related to ITU-R, inputs are anticipated by RAG.

|  |  |  |
| --- | --- | --- |
| **Thematic Priorities** | **Outcome** | **Outcome indicators** |
| **Spectrum & Satellite Orbits** | **1. Radio-frequency spectrum and associated satellite orbital resources are efficiently and equitably allocated and used** *a. Increased number of countries having access to radio spectrum and associated orbits for satellite projects and systems, as recorded in the Master International Frequency Register (MIFR)* *b. Increased number of countries having terrestrial frequency assignments recorded in the MIFR* | - Number of countries having satellite networks recorded in the MIFR- Number of countries having earth stations recorded in the MIFR- Number of countries which registered satellite networks in the MIFR within the last 4-year period- Number of countries which registered earth stations in the MIFR within the last 4-year period- Number of countries which registered terrestrial assignments in the MIFR within the last 4-year period |
| **2. Harmful interferences are avoided** *a. High percentage of spectrum assigned to satellite networks which is free from harmful interference* *b. Increased percentage of assignments to terrestrial services recorded in the MIFR which are free from harmful interference* | - Percentage of spectrum assigned to satellite networks that is free from reported harmful interference- Percentage of assignments to terrestrial services recorded in the MIFR that is free from harmful interference |
| **3. Enhanced application of spectrum management principles, techniques and best practices** | - Number of downloads of documents from SM series |
| **4. Advancement of radiowave propagation modeling and prediction to facilitate efficient use of spectrum and orbit resources** | - Number of downloads of documents from P series |
| **International [telecommunication] numbering resources** | **1. Efficient use of international telecommunication numbering, naming, addressing and identification (NNAI) resources in accordance with ITU-T Recommendations and procedures** | - Number of notifications on changes to national numbering plans |
| **2. Enhanced availability of international telecommunication services** | - Number and type of assignments |
| **3. Reduced misuse of numbering, naming, addressing and identification (NNAI) resources** | - Number of E.164 misuse notifications |
| **Infrastructure & services** | **1. Enhanced access to fixed and mobile broadband services** | - Number and percentage of fixed / mobile broadband subscriptions (SDG indicator for Target 17.6.2 – ITU is the custodian)- Percentage of fixed broadband subscriptions (by throughput)- Percentage of population covered (by type of network)- Number of countries with National Emergency Telecommunication Plan as part of their national and local disaster risk reduction strategies |
| **2. Enhanced access to all radiocommunication services** *a. Increased percentage of countries which have completed the transition to digital terrestrial television broadcasting* *b. Increased number of devices with radionavigation-satellite reception* *c. Increased number of Earth exploration satellites in operation and corresponding number of countries operating Earth exploration satellites* | - Percentage of countries which have completed the transition to digital terrestrial television- Number of operational GNSS constellations/satellites*(the number of satellites may include several times the same operational satellite since more than one satellite network may support the operations of an actual satellite)*- Number of devices with GNSS embedded Rx (billions)- Number of Earth exploration satellites (Constellations/GSO systems/all satellites)- Number of countries operating Earth exploration satellites/ number of countries using data or products from Earth exploration satellites |
| **3. Enhanced interoperability and performance of infrastructure and services** | - Number of approved ITU-T Recommendations, Corrigenda, Amendments and Supplements pertaining to infrastructure and services- Number of downloads of ITU-T Recommendations, Corrigenda, Amendments and Supplements pertaining to infrastructure and services |
| **Applications** | **1. [Enhanced interoperability and performance of applications]** | - Number of approved ITU-T Recommendations, Corrigenda, Amendments and Supplements pertaining to applications- Number of downloads of ITU-T Recommendations, Corrigenda, Amendments and Supplements pertaining to applications |
| **2. Enhanced adoption and use of telecommunication/ICT applications, including for e-government** | - Percentage of use of e-government applications |
| **3. Increased deployment of telecommunication/ICT networks and services needed for such applications** | - Population covered by at least a 4G mobile network- Fixed broadband (% of total): >10 Mbit/s |
| **4. Improved capacity to leverage telecommunications/ICT applications for sustainable development** | - Adoption of digital strategies |
| **Enabling environment** | **1. Conducive policy and regulatory environment for innovation and investment to drive social and economic growth** | - Number of countries advancing to the next generation of regulation (G1-G4) and/or to a higher level of preparedness for the digital transformation (G5) |
| **2. Digitally skilled users** | - Percentage of digitally skilled users – by level (basic skills, standard skills and advanced skills) |
| **3. Enhanced digital inclusion (including women and girls, youth, indigenous people, older persons and persons with disabilities and specific needs)** | - Mobile phone ownership (by gender) (SDG indicator 5.b.1 – ITU is the custodian)- Internet use gender gap- Internet use generational gap – Youth (<15, 15-24) and Older persons (>75)- Number of countries with enabling environments ensuring accessible telecommunications/ICTs for persons with disabilities |
| **4. Enhanced ability of all countries, in particular developing countries, to develop and implement strategies, policies and practices for digital inclusion, access and use telecommunications/ICTs, implement and participate in the development of ITU’s international standards,** **recommendations, best practices and regulations** *a. Bridging the standardization gap - Enhanced ability of all countries, in particular developing countries, to develop, access, implement and influence ITU-T Recommendations* *b. Increased knowledge and know-how on the Radio Regulations, Rules of Procedures, regional agreements, recommendations and best practices on spectrum use* *c. Increased participation in ITU-R activities (including through remote participation), in particular by developing countries* | - Total number of ITU-T study group leadership positions held, by level of development- Total number of ITU-T study group meetings / participants- Total number of countries represented in ITU-T study group meetings, by level of development- Total number of contributions submitted to ITU-T study group meetings, by level of development of contributing organization- Total number of ITU-T Recommendation downloads- Total number of workshops and other events in support of ITU-T study groups / participants- Number of ITU-R free online publication downloads (millions)- Total number of events/participants in ITU seminars, workshops and capacity-building events (world and regional seminars, and symposiums) organized by BR- Number of technical assistances for terrestrial services provided/countries receiving /and time spent (days)- Total number of events/participants in ITU-R conferences, assemblies and Study Group-related meetings |
| **5. Enhanced adoption of policies and strategies for the environmentally sustainable use of telecommunications/ICTs** | - Number of countries applying harmonized data collection methodology- Number of countries with a WEEE policy, legislation or regulation |
| **Cybersecurity** | **1. Enhanced capacity of ITU membership to build trust and confidence in the use of ICTs** | - Global Cybersecurity Index (GCI): Number of countries achieving a score of 85 or higher on the GCI |
| **2. Enhanced knowledge, interoperability and performance with respect to secure network infrastructure, services and applications** | - Number of approved ITU-T Recommendations, Corrigenda, Amendments and Supplements pertaining to security- Number of downloads of ITU-T Recommendations, Corrigenda, Amendments and Supplements pertaining to security |

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