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| **Plenipotentiary Conference (PP-22)Bucharest, 26 September – 14 October 2022** | A picture containing text, clipart  Description automatically generated |
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| Note by the Secretary-General |
| ITU-D Contribution to the itu Strategic plan FOR 2024-2027 |
| Kigali Action Plan |

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| SummaryThe eighth World Telecommunication Development Conference 2022 (WTDC-22), held in Kigali, Rwanda, from 6 to 16 June 2022, adopted the Kigali Action Plan. The Kigali Action Plan establishes priorities to enable the ITU Telecommunication Development Sector (ITU-D) and its Telecommunication Development Bureau (BDT) to foster meaningful universal connectivity and sustainable digital transformation around the world in the period 2022-2025.Action requiredThis document is transmitted to the Plenipotentiary Conference (Bucharest, 2022) for **consideration** when finalizing the ITU strategic plan for 2024-2027.References [WTDC-22](https://www.itu.int/md/D18-WTDC21-C-0103/en) Final Report (Part II)  |

**Overview**

The present document contains the Kigali Action Plan adopted by WTDC-22 as the action plan for ITU-D, and as the ITU-D contribution to the Plenipotentiary Conference (Bucharest, 2022), for consideration when finalizing the ITU strategic plan for 2024-2027.

The Kigali Action Plan is included as Part II in the [WTDC-22](https://www.itu.int/md/D18-WTDC21-C-0103/en) Final Report and summarizes the ITU-D priorities, products, services and enablers agreed by WTDC-22. The Kigali Action Plan is available in all six ITU languages and is transmitted to PP-22 by the WTDC-22 Chairman.

Houlin Zhao
Secretary-General

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***Annex:*** *Kigali Action Plan*

Kigali Action Plan

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# 1 Glossary of terms

Enabler

The ITU strategic plan for 2024-2027 defines 'enablers' as ways of working that allow the Union 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.

Goal

A specific end result desired or expected to occur as a consequence, at least in part, of an intervention or activity. In the ITU strategic plan for 2024-2027, 'strategic goals' are defined as the Union's high-level goals which enable the realization of its mission.

Impact

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.

Inputs

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. In the ITU strategic plan for 2024-2027, 'outcomes' are defined as key results the Union aims to achieve under its 'thematic priorities'.

ITU-D operational plan

The ITU-D operational plan is prepared on a yearly basis by the Telecommunication Development Bureau (BDT) in consultation with the Telecommunication Development Advisory Group (TDAG) in accordance with the ITU Telecommunication Development Sector (ITU-D) action plan and the strategic and financial plans of the Union. It includes the detailed plan of activities for the subsequent year and a forecast for the following three-year period for ITU-D. The ITU Council reviews and approves the four-year rolling ITU-D operational plan.

Outputs

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 in the ITU-D operational plan.

The ITU-D action plan indicates that 'outputs' are 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. The ITU-D outputs are further elaborated in the ITU-D operational plan.

Partnerships

BDT will continue to develop partnerships with a wide range of stakeholders, including other United Nations agencies and regional telecommunication organizations, 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

The ITU strategic plan for 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

Regional initiatives are intended to address specific telecommunication/ICT priority areas, through partnerships and resource mobilization to implement projects. Under each regional initiative, projects are proposed, 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

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

Results-based management (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

The model followed in this Action Plan seeks to move towards greater alignment with the overall RBM structure with the framework envisioned in the ITU strategic plan for 2024-2027. This RBM model applies an increased client-driven approach to the thematic priorities defined by the membership to enhance BDT's efficiency in focusing products, support and results along these strategic pathways towards the longer-term goals.

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 increased integration of ITU and United Nations 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 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 theory of change pathways for more evidence-driven matching of services with need.

To further guide coherent programmatic focus in delivery of the mandate 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 and specific local trends, while also maintaining alignment with the global vision and mission defined in the ITU strategic plan.

WTDC resolutions

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

ITU-D study Questions

A description of an area of work to be studied, normally leading to the production of new or revised ITU-D Recommendations, guidelines, handbooks or reports.

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 study Questions of priority to the ITU‑D membership, to support members in achieving their development goals.

Outputs agreed on in the ITU‑D study groups, and related reference material, are used as inputs 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 Questions will be defined in the work plan of each study Question.

Thematic priorities

In the ITU strategic plan for 2024-2027, thematic priorities are defined as areas of work the Union focuses on, in which outcomes will be achieved to meet strategic goals. The Sectors and General Secretariat will work together under the thematic priorities to deliver outcomes towards achieving the Union's strategic goals. ITU‑D contributes to the achievement of the Union's thematic priorities.

ITU-D priorities

ITU-D priorities are listed in the Kigali Action Plan to facilitate delivery of the ITU-D mandate and to give guidance to BDT for the next planning cycle on what ITU-D aims to achieve, in line with the overall RBM approach and the strategic goals and thematic priorities of the Union.

Key performance indicators

Key performance indicators (KPIs) associated with the Kigali Action Plan and the ITU-D operational plan enable Member States to monitor the progress and impact of the implementation of the above-mentioned plans, including ITU-D priorities.

# 2 Introduction

The Kigali Action Plan is used to develop the ITU-D operational plan to monitor and achieve the priorities identified by the ITU‑D membership at WTDC-22. It is results-based and steers the implementation of these priorities, following the structure of the ITU strategic plan for 2024-2027.

Based on the thematic priorities, product and service offerings and enablers defined in the ITU strategic plan for 2024-2027, the ITU-D action plan aligns and charts ITU‑D's work with ITU resolutions and Recommendations relevant to the mandate of ITU‑D, the regional initiatives and the study 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 Kigali Action Plan describes the ITU-D priorities and scope of activities and associated outcomes and outputs for the period 2023-2027 and includes KPIs. The ITU-D action plan may be updated or modified by TDAG to reflect the ITU strategic plan, changes in the telecommunication/ICT environment and/or as a result of the performance evaluation to be conducted each year.

This Action 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 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 United Nations SDGs, the ITU strategic plan and the WSIS Plan of Action. In particular, they all share a common vision of achieving sustainable development by leveraging the opportunities of digital tools and ICTs.

The ITU-D outputs and corresponding KPIs are further elaborated in the ITU-D operational plan, taking into account the experience gained in implementing the Buenos Aires Action Plan. Measurable KPIs for each outcome in the Kigali Action Plan shall be developed by TDAG in the new cycle.

Figure 1: Structure of the Kigali Action Plan and its contribution to the ITU strategic plan



# 3 Structure of the Kigali Action Plan

The Kigali Action Plan follows an RBM framework based on the ITU-D priorities identified as key work areas that will support the achievement of the ITU strategic plan for 2024-2027. Figure 1 shows the structure of the Kigali Action Plan and its contribution to the ITU strategic plan.

## 3.1 ITU-D priorities

Affordable connectivity

The focus of this priority is on the use of modern, available, secure, accessible and affordable connectivity through deployment of telecommunication/ICT infrastructure and services for bridging the digital divides. This priority seeks to foster the development of infrastructure and services by utilizing existing as well as new and emerging telecommunication/ICT services and technologies and new business models. In this process, assistance is provided to Member States to enhance and strengthen confidence and security in the use of telecommunications/ICTs, which is of vital importance.

Digital transformation

The focus of this priority is on (1) the development and use of telecommunications/ICTs, as well as applications and services, to close the digital divide and empower people and societies for sustainable development; (2) support to the ITU-D membership in fostering digital transformation through ICT entrepreneurship and increased ICT innovation in the ICT ecosystem, while encouraging the empowerment of grassroots stakeholders and creating new opportunities for them in the telecommunication/ICT sector. This is of critical importance as societies adapt to changes, including in the aftermath of the coronavirus disease (COVID-19) pandemic and with the future prospect of other global disasters. In this process, there is a need to recognize the needs of women, youth, persons with disabilities and persons with specific needs. The priority will identify new approaches that engage Member States and other stakeholders in digital transformation, including start-ups, SMEs, entrepreneurships, public-private partnerships (PPPs), and the public and private sectors to support integration of ICT innovation and national development agendas while identifying needs and delivering initiatives at a national level.

Enabling policy and regulatory environment

The focus of this priority is on fostering an enabling policy and regulatory environment conducive to sustainable telecommunication/ICT development that encourages investment in infrastructure and ICTs and increased adoption of telecommunications/ICTs. This priority comprises key enablers that underpin ITU's work to deliver on the connectivity and digital transformation priorities.

Resource mobilization and international cooperation

The focus of this priority is on mobilizing and attracting resources and fostering international cooperation on telecommunication/ICT development issues. This priority is also cross-cutting, providing resources and fostering international cooperation to deliver relevant global outcomes. In this process, the needs of developing countries, including least developed countries (LDCs), small island developing states (SIDS), landlocked developing countries (LLDCs) and countries with economies in transition, as well as underserved and vulnerable populations, should be prioritized and given due attention.

Inclusive and secure telecommunications/ICTs for sustainable development

The focus of this priority is on providing support for Member States to achieve secure telecommunications/ICTs for digital development for all. The following topics can be considered as the supporting components of this priority: fostering digital literacy and raising awareness of cybersecurity issues and best practice; strengthening the security of users online and promoting consumer protection; assisting Member States to develop national cybersecurity strategies and computer incident response teams (CIRTs); promoting digital skills development and digital training programmes, including training for public authorities; investment in secure infrastructure, particularly in underserved areas.

## 3.2 Products and services

To achieve the outcomes under the thematic priorities, ITU deploys a range of products and services for its members, United Nations agencies and other stakeholders. A range of products and services are offered, not limited to those listed below. Products and services can further be developed for each outcome and KPI in order to ensure the priority has the corresponding action framework. The action plan, together with the respective KPIs, will enable proper monitoring and evaluation of the priorities. According to the ITU strategic plan for 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. The products and services specific to ITU‑D are outlined below.

Development of policy frameworks and knowledge products

ITU‑D products and services include:

• development of handbooks, technical reports and papers on telecommunication/ICT matters to assist the 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 support to the membership in understanding and navigating the challenges and opportunities that come with promoting connectivity and digital transformation.

Provision of data and statistics

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 lifecycle, 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 United Nations system, as the custodian agency for several SDG indicators on connectivity and digital skills (SDG indicators 4.4.1, 5.b.1, 9.c.1, 17.6.1 and 17.8.1).

Capacity development

ITU‑D products and services include:

• development of capacities of telecommunication/ICT professionals and work 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;

• building confidence and security in the use telecommunications/ICTs:

– 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;

– enhanced capacity of the ITU membership to make available secure and resilient telecommunication/ICT infrastructure and services.

Provision of technical assistance

ITU‑D products and services include:

• technical assistance to Member States, in particular to developing countries, including LDCs, SIDS, LLDCs and countries with economies in transition, and regional telecommunication organizations, in the field of telecommunications;

• tailor-made projects and solutions for multistakeholder needs, with recognized long-standing technical expertise in the telecommunication/ICT field and comprehensive experience in project development, management, implementation, monitoring and evaluation, with a focus on RBM, as well as opportunities for PPPs 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 among ITU members, and software tools to assist the administrations of developing countries to undertake their spectrum-management responsibilities more effectively.

Convening platforms

ITU‑D products and services include:

• bringing together a wide range of stakeholders as a convening platform in telecommunications/ICTs, to share experiences and 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 telecommunication 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 Kigali Action Plan, 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.

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, including LDCs, SIDS, LLDCs 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 telecommunication/ICT and other industry sectors, to demonstrate ITU's value proposition in the context of the strategic goals.

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 United Nations 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

ITU remains committed to mainstreaming diversity and inclusion practices across its work, to ensure equality. 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, persons with disabilities and persons with specific needs.

Commitment to environmental sustainability

ITU recognizes that telecommunications/ICTs come with risks, challenges and opportunities for the environment. ITU is committed to helping to 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 United Nations System 2020-2030.

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, the private sector and the academic community. ITU also recognizes the importance of cultivating strategic partnerships with United Nations agencies and other organizations, including standardization bodies, to enhance cooperation for addressing challenges across the telecommunication/ICT sector towards the delivery of the WSIS action lines and achievement of the 2030 SDGs.

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.

Excellence in human resources and organizational innovation

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 and duplication, 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 transformation plan for culture and skills based on four main tracks: strategic planning, digital transformation, innovation and human resource management.

## 3.4 Linkages

The action plan is organized along the ITU-D priorities and provides information on, and linkages between, the corresponding product and service offerings, enablers, key outputs, expected results and KPIs.

As graphically shown in Figure 2, these are supporting components for:

– SDGs

– ITU strategic plan and goals/targets

– WSIS action lines

– WTDC resolutions and Recommendations and resolutions of the Plenipotentiary Conference

– regional initiatives

– study Questions.

Figure 2: Linkages between ITU-D priorities, key offerings and enablers with ITU resolutions, WSIS action lines and SDGs



# 4 Implementation of ITU-D priorities and their outcomes

To achieve the desired outcomes, the implementation of each priority will be associated with the relevant KPIs.

## 4.1 Affordable connectivity

1 Improved broadband connectivity in developing countries, including LDCs, SIDS and LLDCs, countries with economies in transition and countries with specific needs

2 Improved telecommunication/ICT infrastructure and service, in particular broadband coverage

3 Improved access to digital services by people in urban, rural and remote areas and underserved communities

4 Enhanced e-commerce for the ITU membership to achieve the SDGs

5 Strengthened joint regional collaboration and cooperation with the United Nations and its agencies, regional telecommunication organizations and financial and development institutions for achieving the Connect 2030 Agenda for global telecommunication/information and communication technology, including broadband, for sustainable development

6 Improved broadband connectivity in developing countries, including LDCs, SIDS and LLDCs, countries with economies in transition and countries with specific needs, to both create and respond to increased demand for broadband adoption and digital skills

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.

## 4.2 Digital transformation

1 Enhanced capacity of the ITU membership to accelerate digital transformation and sustainable economic and social development by leveraging and using new and emerging telecommunications/ICTs and services

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

3 Enhanced human and institutional capacity of the ITU membership in telecommunications/ICTs to foster digital transformation.

## 4.3 Enabling policy and regulatory environment

1 Strengthened capacity of Member States to enhance their telecommunication/ICT policy, legal and regulatory frameworks conducive to sustainable development and digital transformation

2 Strengthened capacity of Member States to produce and collect high-quality, internationally comparable statistics which reflect developments and trends in telecommunications/ICTs, empowered by new and emerging technologies and services, based on agreed standards and methodologies

3 Improved human and institutional capacity of the ITU membership in telecommunications/ICTs to tap into the full potential of the digital economy and society.

## 4.4 Resource mobilization and international cooperation

1 Strengthened cooperation and coordination with the United Nations and its agencies, other international organizations, regional telecommunication organizations and regional and global development institutions in the implementation of ITU-D priorities

2 Strengthened resource-mobilization strategy and operational framework for building partnerships with the United Nations and its agencies, other international organizations, regional telecommunication organizations and regional and global financial and development institutions for the implementation of the Kigali Action Plan, including ITU-D priorities in achieving the 2030 SDGs related to telecommunication/ICT development matters, as well as WSIS outcomes.

## 4.5 Inclusive and secure telecommunications/ICTs for sustainable development

1 Increased digital literacy and public awareness of cybersecurity issues

2 Stronger consumer protection in Member States

3 Increased access for all to training programmes in digital skills

4 Support for Member States to develop national cybersecurity strategies and CIRTs

5 Enhanced capacity of telecommunication/ICT professionals to support the digital economy and strengthened digital skills

6 Increased secured online services, including child online protection, and mobilization of resources for marginalized groups and persons with specific needs

7 Mobilizing investment in secure and resilient telecommunication/ICT infrastructure, particularly in underserved areas

8 Utilizing ITU's unique partnerships to adequately resource and support capacity building and cybersecurity activities.

## 4.6 Desired outcomes related to enablers

### 4.6.1 *Membership-driven* outcomes

1 Strengthened implementation of WTDC resolutions

2 Enhanced knowledge-sharing, research and development, dialogue and partnership among the ITU membership on telecommunication/ICT issues.

### 4.6.2 *Regional presence* outcomes

1 Strengthened and empowered staff and their expertise at all levels, within the regional presence (regional and area offices)

2 Strengthened ITU dual responsibility as a United Nations specialized agency and executing agency for implementing projects

3 Enhanced knowledge-sharing, research and development, dialogue and partnership among the ITU membership on the use of telecommunications/ICTs in support of the sustainable development and the digital transformation of society

4 Strengthened regional presence for achieving ITU‑D objectives, outcomes and outputs, through the involvement of and collaboration with the ITU Radiocommunication (ITU-R) and Telecommunication Standardization (ITU-T) Sectors and by mainstreaming the ''One ITU'' and RBM approaches

5 Strengthened joint regional collaboration and cooperation and with the United Nations and its agencies, regional telecommunication organizations and financial and development institutions for achieving the 2030 SDGs related to digital economy development matters.

### 4.6.3 *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, persons with specific needs and low-income households.

### 4.6.4 *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.

### 4.6.5 *Partnerships and international cooperation* outcomes

1 Strengthened United Nations-wide joint planning, collaboration and cooperation and with financial and development institutions at the international and regional levels on achieving the 2030 SDGs related to telecommunication/ICT development matters.

### 4.6.6 *Resource mobilization* outcomes

1 Strengthened resource-mobilization strategy through cooperation with international and regional financial and development institutions.

### 4.6.7 *Excellence in human resources and organizational innovation* outcomes

1 Strengthened ITU dual responsibility as a United Nations specialized agency and executing agency for implementing projects

2 Strengthened cooperation and coordination among the three Sectors emphasizing regional presence in order to mainstream the ''One ITU'' concept

3 Strengthened project implementation function of ITU.

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