Annex 2 to Resolution 71

Working Document of

PROPOSED DRAFT STRATEGIC PLAN FOR THE UNION FOR 2016-2019

Table of Contents

Foreword

The draft text of the Strategic Plan of the Union for 2016-2019 presented in this document is the output of the 3rd meeting of the Council Working Group for the Elaboration of the Draft Strategic Plan and Draft Financial Plan of the Union for 2016-2019 (CWG SP-FP). This draft text has incorporated inputs from the Radiocommunication Advisory Group (RAG), the Telecommunication Standardization Advisory Group (TSAG) and the Telecommunication Development Advisory Group (TDAG).

It will be updated to take into account:

- Decisions of the World Telecommunication Development Conference (WTDC);
- Contributions from membership; and
- Inputs from the Public Consultation.

Annex 2 to Resolution 71

Strategic plan for the Union for 2016-2019

The four-year strategy guides the activities of the Union in 2016-2019 in accordance with the Constitution and Convention of ITU.

The structure of the 2016-2019 strategic plan of the Union follows the structure of the ITU results-based management (RBM) framework, as shown in Section 1 below. Section 2 defines the vision, mission and values, Section 3 defines the ITU strategic goals and sets the targets, and Section 4 defines the sector and intersectoral objectives, the outcomes, the enablers of the strategic goals and objectives of the Union and, for purposes of linkage of the strategic with the operational plans of the Union, the sector and intersectoral outputs. Section 5 plots the roadmap from strategy to execution, by laying down the implementation criteria for prioritization. The activities and outputs are defined in detail in the operational planning process, thereby ensuring a strong linkage between strategic and operational planning (as described in Section 5.1).

1 ITU results-based management (RBM) framework and structure of the strategic plan

The RBM framework presented below describes the relationships between the activities of ITU, outputs they produce, and overall objectives and strategic goals of the Union, which contribute to the organization's mission and vision.

The ITU results chain is divided into five levels: *activities*, *outputs*, *objectives* and *outcomes*, *strategic goals* and *targets*, and *vision* and *mission*. The ITU *values* represent overarching shared and common beliefs that drive priorities of the Union.

Table 1: The ITU RBM framework (as presented in the ITU Strategic and Operational plans)

← RBM planning Implementation →	**Vision & Mission** (Section 2)	**Vision** is the better world ITU wants to see. **Mission** refers to the main overall purposes of the Union, as per the Basic Instruments of ITU.	**Values**: ITU's shared and common beliefs that drive its priorities and guide all decision-making processes (Section 2)
	Strategic goals & Targets (Section 3)	**Strategic goals** refer to the Union's high-level targets to which the objectives contribute, directly or indirectly. They relate to the whole of ITU. **Targets** are the expected results during the period of the strategic plan; they provide an indication as to whether the Goal is being achieved. Targets may not always be achieved for reasons that may be beyond the control of the Union.	
	Objectives & Outcomes (Section 4)	**Objectives** refer to the specific aims of the Sector and Intersectoral activities in a given period. **Outcomes** provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the organization's control.	
	Outputs (Section 4)	**Outputs** are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans.	
	Activities	**Activities** are various actions/services for transforming resources (inputs) into outputs. Activities may be grouped into processes.	

Each of the levels above represents a distinct step in the causal logic of the ITU RBM framework. The bottom two levels (activities and outputs) relate to how financial contributions from the membership and other revenues of ITU are being invested in order to implement various functions, programmes and initiatives of

the Union. The top three levels refer to the actual changes and impact that ITU envisages, i.e. the long-term economic, socio-cultural, institutional, environmental, technological or other effects of the Union's work.

2 ITU vision, mission and values

2.1 Vision

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

ITU is committed to enabling a connected world. In this interconnected world, information and communication technologies (ICTs) shall play a key role as an ultimate enabler for social, economic and environmentally sustainable development, benefiting each and every person on the planet. ICTs are redefining how development objectives may be achieved. Delivering affordable access to telecommunication/ICT networks, services and applications to all the world's inhabitants is a vital driver of development.

2.2 Mission

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

The vision of the Union for an interconnected world requires the collective work of various parties. The mission of ITU defines ITU's role in achieving the vision. This mission will be implemented by developing international regulatory frameworks (updating treaties and regulations), by developing international standards and best practices, by producing statistics, analysis and benchmarks, by promoting knowledge sharing, networking and capacity building (including technical reports, handbooks and events), by managing registries and technical coordination (e.g. radio, satellites, international telecommunication numbering), by providing technical assistance and by providing advocacy.

2.3 Values

The core values of ITU are the principles and common beliefs that drive the priorities of the Union and the decision-making process of the organization.

- *People-centred, service-oriented and results-based*

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

- *Inclusiveness*

Recognizing inclusiveness as a universal value, ITU is committed to ensuring that the benefits of telecommunication/ICTs reach everyone in an equitable manner, including developing countries, people with special needs as well as marginal and vulnerable populations, including youth, indigenous peoples, older persons, persons with disabilities, persons with diverse income levels, rural and remote populations, as well as ensuring gender equality in telecommunication/ICTs. Significance of inclusiveness is twofold: everyone benefits from the work of ITU, and everyone can contribute.

- *Universality and neutrality*

As a United Nations specialized agency, ITU reaches, covers and represents all parts of the world. Appreciating the significance of being neutral, ITU also recognizes the overarching pre-eminence of human

rights. It is essential to protect the right to freedom of expression, the right to communicate and the right to privacy.

- *Synergies through collaboration*

Within the telecommunication/ICT environment, which is developing in an increasingly complex manner (United Nations organizations, intergovernmental organizations, international organizations, non-governmental organizations, civil society, private sector and multinational companies, semi-private organizations, academia, foundations), all players have different priorities. It is a horizontal environment without hierarchy. ITU, as a major player in this diverse environment, embraces *collaboration* as the best way to contribute and add value in this system.

- *Innovativeness*

Innovation is a key element in the transformation of the telecommunication/ICT environment. In order to be successful in what it does, ITU recognizes that it must continuously contribute to shaping and adapting quickly to this rapidly changing telecommunication/ICT environment.

- *Efficiency*

Efficiency has become an overarching concern in the new world emerging from the economic crisis, where financial pressure is a fact of life for all stakeholders in the telecommunication/ICT environment. ITU is committed to providing increased value for money, focusing on its priorities and avoiding duplication of effort and overlap of activities within the Union and among the activities of other stakeholders in the telecommunication/ICT environment.

- *Continuous improvement*

Recognizing that in a fast-moving, rapidly-evolving environment there are no permanent solutions, ITU embraces the value of *continuous improvement* of its products, services and processes, by adjusting focus as required and raising performance and quality standards.

- *Transparency*

As an enabler for many of the above values, transparency allows accountability for decisions, actions and results. Embracing transparency, ITU communicates and demonstrates progress towards the achievement of its goals, in order to allow itself to adjust.

3 Strategic goals and targets of the Union

3.1 Strategic goals

In 2016-2019 ITU will work to achieve its mission through the following four goals:

3.1.1 Goal 1: Growth – Enable and foster access to and increased use of telecommunication/ICTs

Recognizing the role of telecommunication/ICTs as a key enabler for social, economic and environmentally sustainable development, ITU will work to enable and foster access to and increased use of telecommunication/ICTs. Growth in the use of telecommunication/ICTs has a positive impact on short- and long-term socio-economic development. The Union, including its members, are committed to working together and collaborating with all stakeholders in the telecommunication/ICT environment in order to achieve this goal.

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

Being committed to ensuring that everyone without exception benefits from telecommunication/ICTs, ITU will work to bridge the digital divide and provide broadband for all. Bridging the digital divide focuses on global telecommunication/ICT inclusiveness, fostering telecommunication/ICT access, accessibility,

affordability and use in all countries and regions and by all peoples, including marginal and vulnerable populations, such as women, children, people with different income levels, Indigenous Peoples, older persons and persons with disabilities. Broadband has been recognized as a transformative technology with the potential to spark advances across all three pillars of sustainable development: economic prosperity, social inclusion and environmental sustainability.[1] Providing affordable broadband connectivity, services and applications for all is essential to modern society, offering widely recognized social and economic benefits.[2] The Union will be working towards providing broadband for all, so everyone can take advantage of these benefits.

3.1.3   Goal 3: Sustainability – Manage challenges resulting from telecommunication/ICT development

In order to ensure the beneficial use of telecommunication/ICTs, outweighing potential disadvantages, the Union recognizes the need to manage challenges that emerge from the rapid growth of telecommunication/ICTs. The Union focuses on enhancing the sustainable and safe use of telecommunication/ICTs, in close collaboration with all stakeholders. Accordingly, the Union will work towards minimizing the negative impact of undesired collaterals, such as cybersecurity threats, including potential harm to most vulnerable parts of the society, in particular children, and negative effects on the environment, including e-waste.

3.1.4   Goal 4: Innovation and Partnership – [Lead,] Shape and adapt [the Union to] the changing telecommunication/ICT environment

The fourth aspect of the Union's strategy for 2016-2019 is innovation: shaping and adapting to the changing telecommunication/ICT environment. In the rapidly evolving environment, the goal set by the Union is to contribute to the development of an environment that is sufficiently conducive to innovation, where advances in new technologies become a key driver for the post-2015 development agenda. The Union recognizes the global need to adapt systems and practices continuously, since technological innovation is transforming the telecommunication/ICT environment.

The Council in its role in managing the Union between Plenipotentiary Conferences, and all three ITU Sectors will cooperate towards achievement of these ITU-wide goals: the ITU Radiocommunication Sector (ITU-R), the ITU Telecommunication Standardization Sector (ITU-T) and the ITU Telecommunication Development Sector (ITU-D). Successful coordination and collaboration among the Sectors, their three Bureaux and the General Secretariat shall underpin the Union's progress in achieving these goals.

3.2   Targets of the Union

Targets represent the effect and long-term impact of the Union's work and provide an indication of progress towards achievement of the strategic goals. The targets are outside the direct control of ITU as an organization, and can therefore only be achieved if all stakeholders work together. The purpose of such targets is to provide the direction where the Union should focus its attention and materialize the ITU vision for an interconnected world for the 4 year period of the strategic plan.

3.2.1   Principles for global telecommunication/ICT targets

Following best practice for setting targets, the global telecommunication/ICT targets are set in compliance with the following criteria:

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[1] Statement by United Nations Secretary-General Ban Ki-moon at the launch of the State of Broadband 2012 report

[2] Broadband Commission for Digital Development (2013): The State of Broadband report 2013: Universalizing broadband, September 2013

- **Specific**: Targets describe the tangible impact that the Union would like to see from its efforts: the long-term economic, socio-cultural, institutional, environmental, technological or other effects sought, which may, however, be largely outside the Union's direct control.
- **Measurable**: Targets build on existing statistical indicators, leveraging ITU knowledge bases, are measurable and have an established baseline.
- **Action-oriented**: Targets guide specific efforts under the strategic and operational plans of the Union.
- **Realistic and relevant**: Targets are ambitious, but realistic, and are linked with the strategic goals of the Union.
- **Time-bound and traceable**: Targets correspond to the time-frame within the four-year period of the strategic plan of the Union, i.e. by 2020.

3.2.2   Global telecommunication/ICT targets

Table 2 below presents the Global telecommunication/ICT targets for each of the strategic goals of the ITU.

Table 2: Global telecommunication/ICT targets

Goal 1 Growth – Enable and foster access to and increased use of telecommunication/ICTs

- **Target 1.1**: Worldwide, 60% of households should have access to the Internet by 2020
- **Target 1.2**: Worldwide, 60% of individuals should be using the Internet by 2020
- **Target 1.3**: Worldwide, telecommunication/ICTs should be 40% more affordable by 2020[3]

Goal 2 Inclusiveness –Bridge the digital divide and provide broadband for all[4]

- **Target 2.1**: In the developing world, 50% of households should have access to the Internet by 2020
- **Target 2.2**: In the developing world, Internet user penetration should reach 50% by 2020
- **Target 2.3.A**: The affordability gap between developed and developing countries should be reduced by 40% by 2020[5]
- **Target 2.3.B**: Broadband services should cost no more than 5% of average monthly income in developing countries by 2020
- **Target 2.4.A**: Gender equality among Internet users should be reached by 2020
- **Target 2.4.B**: Accessibility in telecommunication/ICTs for persons with disabilities should be improved by 50% by 2020[6]

Goal 3 Sustainability – Manage challenges resulting from the telecommunication/ICT development

- **Target 3.1**: Cybersecurity readiness should be improved by 40% by 2020[7]
- **Target 3.2**: Volume of redundant e-waste to be reduced by 50% by 2020[8]
- **Target 3.3**: Green House Gas generated by the telecommunication/ICT sector to be decreased by 30% by 2020[9]

Goal 4 Innovation and Partnership – [Lead,] Shape and adapt [the Union to] the changing telecommunication/ICT environment

- **Target 4.1**: Telecommunication/ICT environment conducive to innovation[10]
- **Target 4.2:** Effective partnerships of stakeholders in telecommunication/ICT environment[11]

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[3] ICT Price Basket (IPB) to be 60% of the 2012 value.
[4] Existing and additional Targets for Goal 2 are being reviewed and adjusted, based on contributions from Member States.
[5] IPB to be 60% of the 2012 value.
[6] Exceptionally to the targets framework, this target needs to be discussed at the relevant ITU Study Group.
[7] Data being compiled by the Global Cybersecurity Index (GCI).
[8] Exceptionally to the targets framework, this target needs to be discussed at the ITU-T Study Group 5.
[9] Exceptionally to the targets framework, this target needs to be discussed at the relevant ITU Study Group.
[10] Target 4.1 is a qualitative target.
[11] Target 4.2 is a qualitative target.

3.3 Strategic risk management and mitigation

Bearing in mind the prevailing challenges, evolutions and transformations that have the most potential to impact activities of the ITU during the period of the strategic plan, the following list of top-level strategic risks presented in Table 3 has been identified, analysed and evaluated. These risks have been considered when planning the strategy for 2016-2019, and the corresponding mitigation measures have been identified as necessary. It should be emphasized that the strategic risks are not meant to represent deficiencies of ITU's operations. They represent forward-looking uncertainties that may affect efforts to fulfil the mission of the Union during the period of the strategic plan.

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

Table 3: Strategic risks and mitigation measures

Risk	Strategic mitigation measure	Reflected in
• **Diminishing relevance and ability to demonstrate clear added value** Represents the risk of duplication and overlapping of efforts, inconsistencies and competition with other relevant organizations and bodies, as well as the risk of misperception of ITU's mandate, mission and role.	1. **Identify and concentrate on activities with unique added value**	- Vision, Mission, Strategic goals and Objectives/Outcomes, Criteria for prioritization
• **Spreading too thin** Represents the risk of mission dilution and the risk of losing sight of the organization's core mandate.	2. **Ensure cohesiveness and strength of focus**	- Criteria for prioritization
• **Failure to respond quickly to emerging needs and innovate sufficiently** Represents the risk of unresponsiveness, leading to disengagement of membership and other stakeholders.	3. **Be fast moving, agile, responsive and innovative** 4. **Proactively engage stakeholders**	- Goal 4 related to Innovation, ITU values - Vision, Mission, Values, Strategic goals and Objectives/Outcomes, Criteria for prioritization
• **Inadequate adjustment of implementation strategies, tools, methodology and processes to keep up with best practices and changing needs** Represents the risk of the study group structure, methods and tools becoming inadequate, of the implementation tools and methods becoming unreliable and failing to ensure maximum effectiveness, and of inadequate cooperation among the Sectors.	5. **Continuously improve strategies, tools, methodologies and processes according to best practice**	- Values, Implementation criteria - Process of monitoring the implementation and adjusting the strategic plan
• **Inadequacy of funding** Represents the risk of reduced financial contributions from membership.	6. **Be more efficient and prioritize** 7. **Ensure effective financial planning**	- Implementation criteria

4   Sector and Intersectoral Objectives, Outcomes and Outputs

ITU will implement strategic goals of the Union for 2016-2019 through a number of objectives to be attained in this period. Each Sector will contribute to the overarching goals of the Union in the context of its specific remit, through the implementation of the sector-specific objectives and the overarching intersectoral objectives. The Council will ensure efficient coordination and oversight of this work.

4.1   Sector and intersectoral objectives

Sector and intersectoral objectives will contribute to the ITU Strategic Goals as presented in Table 4 below[12], supported by the enablers of the goals and the objectives of the Union provided by the secretariat.

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[12] Boxes and ticks demonstrate primary and secondary links to goals.

Table 4: Linkage of Sector and intersectoral Objectives to ITU Strategic Goals

	Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation & Partnership
ITU-R objectives				
R.1. Meet, in a rational, equitable, efficient and economical way, the ITU membership's requirements for radio-frequency spectrum and satellite-orbit resources, while avoiding harmful interference	☑	✓	✓	✓
R.2. Provide for worldwide connectivity and interoperability, improved performance, quality and affordability of service and overall system economy in radiocommunications, including through the development of international standards	☑	✓	✓	✓
R.3. Foster the acquisition and sharing of knowledge and know-how on radiocommunications		☑		
ITU-T objectives				
T.1. Develop non-discriminatory international standards (ITU-T Recommendations), in a timely manner, and foster interoperability and improved performance of equipment, networks, services and applications	☑	✓	✓	✓
T.2. Promote the active participation of the membership, in particular developing countries, in the definition and adoption of telecommunication/ICT standards (ITU-T Recommendations)		☑		
T.3. Ensure effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures	☑	✓	✓	✓
T.4 Foster the acquisition and sharing of knowledge and know-how on the standardization activities of ITU-T	✓	☑	✓	✓
T.5 Extend and facilitate international cooperation among international and regional standardization bodies	✓	✓	✓	☑
ITU-D objectives				
D.1. Foster international cooperation on telecommunication/ICT development issues		☑		
D.2. Foster an enabling environment conducive to ICT development and foster the deployment of telecommunication/ICT networks	☑			
D.3 Enhance confidence and security in the use of telecommunication/ICTs			☑	
D.4. Build human and institutional capacity, promote digital inclusion and provide concentrated assistance to countries in special need		☑		
D.5. Enhance climate change responses and disaster management efforts through telecommunications/ICTs	☑			
Intersectoral objectives				
I.1. Enhance international dialogue among stakeholders	✓	✓	✓	☑
I.2. Enhance partnerships and cooperation within the telecommunication/ICT environment	✓	✓	✓	☑
I.3. Enhance identification and analysis of emerging trends in the telecommunication/ICT environment	✓	✓	✓	☑
I.4. *Option 1*: Enhance/promote recognition of (importance of) the telecommunication/ICTs as a key enabler of social, economic and environmentally sustainable development / *Option 2*: Enhance recognition of the importance of telecommunication/ICTs in the UN mandate for peace, security, human rights, and their role as a key enabler of the three dimensions of sustainable development (social, economic and environmental)		☑	☑	

(Row label, rotated: Objectives)

Enablers	- Ensure efficient and effective use of human, financial and capital resources, as well as a work-conducive, safe and secure working environment - Ensure efficient and accessible conferences, meetings, documentation, publications and information infrastructures - Ensure efficient membership-related, protocol, communication and resource mobilization services - Ensure efficient planning, coordination and execution of the strategic plan and operational plans of the Union - Ensure effective and efficient governance of the organization (internal and external)

4.2 Objectives, outcomes and outputs

The Sector and intersectoral objectives will be met by achieving the related outcomes, implemented by the outputs presented in the table below:

Table 5: Objectives, outcomes and outputs

Objective	Outcomes	Outputs
ITU-R objectives		
R.1. Meet, in a rational, equitable, efficient and economical way, the ITU membership's requirements for radio-frequency spectrum and satellite-orbit resources, while avoiding harmful interference	R.1-1: Increased number of countries having satellite networks and earth stations recorded in the Master International Frequency Register (MIFR) R.1-2: Increased number of countries having terrestrial frequency assignments recorded in the MIFR R.1-3: Increased percentage of countries which have completed the transition to digital terrestrial television R.1-4: Increased percentage of spectrum assigned to satellite networks which is free from harmful interference R.1-5: Increased percentage of assignments to terrestrial services recorded in the master register which are free from harmful interference	- Final Acts of World Radiocommunication Conferences, updated Radio Regulations - Final Acts of Regional Radiocommunication Conferences, Regional Agreements - Rules of procedure adopted by Radio Regulations Board (RRB) - Results of the processing of space notices and other related activities - Results of the processing of terrestrial notices and other related activities - RRB decisions other than adoption of Rules of Procedure - Improvement of software of ITU-R
R.2. Provide for worldwide connectivity and interoperability, improved performance, quality and affordability of service and overall system economy in radiocommunications, including through the development of international standards	R.2-1: Increased mobile broadband access including in frequency bands identified for International Mobile Telecommunications (IMT) R.2-2: Reduced mobile broadband price basket[13], as percentage of Gross national income (GNI) per capita	- Decisions of Radio Assembly, ITU-R Resolutions - ITU−R Recommendations, Reports (including the CPM report) and Handbooks - Advice from the Radiocommunication Advisory Group

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[13] Outcome refers to the mobile-broadband sub-basket of the ITU ICT Price Basket (IPB). For more information please refer to ITU (2013): Measuring the Information Society 2013 report, available at: http://www.itu.int/en/ITU-D/Statistics/Documents/publications/mis2013/MIS2013_without_Annex_4.pdf

Objective	Outcomes	Outputs
R.3. Foster the acquisition and sharing of knowledge and know-how on radiocommunications	R.3-1: Increased knowledge and know-how on Radio Regulations, Rules of Procedures, Regional Agreements and best practices on spectrum use R.3-2: Increased participation in ITU-R activities, in particular, developing countries	- ITU-R publications - Assistance to members, in particular developing countries and LDCs - Liaison/support to development activities - Seminars, workshops and other events
ITU-T objectives		
T.1. Develop non-discriminatory international standards (ITU-T Recommendations), in a timely manner, and foster interoperability and improved performance of equipment, networks, services and applications	T.1-1: Increased utilization of ITU-T Recommendations T.1-2: Improved conformance to ITU-T Recommendations T.1-3: Enhanced standards in new technologies and services	- Resolutions, Recommendations and Opinions of World Telecommunication Standardization Assembly (WTSA) - WTSA regional consultation sessions - Advice and Decisions of Telecommunication Standardization Advisory Group (TSAG) - ITU-T Recommendations and related results of ITU-T Study Groups - ITU-T general assistance and cooperation - Conformity database - Interoperability test centres and events - Development of test suites
T.2. Promote the active participation of the membership, in particular developing countries in the definition and adoption of telecommunication/ICT standards (ITU-T Recommendations)	T.2-1: Increased participation in the ITU-T standardization process, including attendance of meetings, submission of contributions, taking leadership positions and hosting of meetings/workshops T.2-2: Increase of the ITU-T membership, including Sector Members, Associates and Academia	- Bridging the standardization gap (e.g. remote participation, fellowships, establishment of regional study groups) - Workshops and seminars including training activities - Outreach and promotion
T.3. Ensure effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures	T.3-1: Timely and accurate allocation of international telecommunication numbering, naming, addressing and identification resources, as specified in the relevant recommendations	- Relevant TSB databases - Allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures

Objective	Outcomes	Outputs
T.4 Foster the acquisition and sharing of knowledge and know-how on the standardization activities of ITU-T	T.4-1: Increased knowledge on ITU-T standards and on best practices in the implementation of ITU-T standards. T.4-2: Increased participation in ITU-T's standardization activities and increased awareness of the relevance of ITU-T standards T.4-3: Increased Sector visibility	- ITU-T publications - Database publications - Outreach and promotion - ITU Operational Bulletin
T.5 Extend and facilitate international cooperation among international and regional standardization bodies	T.5-1: Increased number of common texts with other standards organizations T.5-2: Decreased number of conflicting standards, avoiding inconsistencies and unwanted duplication of standards T.5-3: Increased number of Memoranda of Understanding / collaboration agreements with other organizations T.5-4: Increased number of ITU-T A.4, A.5 and A.6 qualified organizations T.5-5: Increased number of workshops/events organized jointly with other organizations	- Memoranda of Understanding (MoUs) and collaboration agreements - ITU-T A.4/A.5/A.6 qualifications - Jointly organized workshop/events - Joint texts with other organizations
ITU-D objectives		
D.1. Foster international cooperation on telecommunication/ICT development issues	D.1-1: Enhanced cooperation, partnerships and agreement on telecommunication/ICT development issues	- World Telecommunication Development Conference 2018 (WTDC 18) (Action Plan, Declaration, Resolutions and other results) - Regional Preparatory Meetings (RPMs) (Regional common proposals to WTDC) - Telecommunication Development Advisory Group (TDAG) (Advice to the Director) - Study Groups (Recommendations, Reports and Guidelines)
D.2. Foster an enabling environment conducive to ICT development and foster the deployment of telecommunication/ICT networks	D.2-1: Improved development of telecommunication/ICT infrastructure, policy and regulatory frameworks and affordable access to services	- Policy and regulatory frameworks developed (environment) - Telecommunications/ICT broadband networks - Conformance and interoperability

Objective	Outcomes	Outputs
D.3. Enhance confidence and security in the use of telecommunication/ICTs	D.3-1: Enhanced deployment of ICT applications and services and improved confidence and security in the use of ICTs and services D.3-2: Increased ICT awareness and literacy, particularly in areas such as child online protection D.3-3: Enhanced international and regional cooperation in telecommunication/ICT security	- Building confidence and security in the use of ICTs - ICT applications and services - Results of ITU-D Study Groups - Workshops, seminars and other fora
D.4. Build human and institutional capacity, promote digital inclusion and provide concentrated assistance to countries in special need	D.4-1: Increased knowledge and skills and enhanced digital inclusion	- Capacity building - Telecommunication/ICT statistics - Digital inclusion - Concentrated assistance to Least Developed Countries (LDCs), Small Island Developing States (SIDS) and Landlocked Developing Countries (LLDCs) - Study Group platforms - Workshops and seminars
D.5. Enhance climate change responses and disaster management efforts through telecommunications/ICTs	D.5-1: Enhanced capacity of countries in preparing for and responding to disasters and climate change adaptation D.5-2: Reduced environmental impact (e.g. e-waste, GHG emissions)	- Climate change adaptation - Emergency Telecommunications
Intersectoral objectives		
I.1. Enhance international dialogue among stakeholders	I.1-1: Increased collaboration among relevant stakeholders, aiming to improve the efficiency of the telecommunication/ICT environment	- Intersectoral world conferences, fora, events and platforms for high-level debate (such as World Conference on International Telecommunications (WCIT), World Telecommunication/ICT Policy Forum (WTPF), World Summit on the Information Society (WSIS)[14], World Telecommunication and Information Society Day (WTISD), ITU Telecom)
I.2. Enhance partnerships and cooperation within the telecommunication/ICT environment	I.2-1: Increased synergies from partnerships on telecommunication/ICTs	- Knowledge-sharing, networking and partnerships - Memoranda of Understanding (MoUs)

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[14] Pending UN decision to continue the initiative.

Objective	Outcomes	Outputs
I.3. Enhance identification and analysis of emerging trends in the telecommunication/ICT environment	I.3-1: Timely identification and analysis of emerging trends in telecommunication/ICTs and establishment of new areas of activities related to them	- Intersectoral initiatives and reports on emerging telecommunication/ICT trends and other similar initiatives (including ITU News)
I.4. *Option 1:* **Enhance/promote recognition of (importance of) the telecommunication/ICTs as a key enabler of social, economic and environmentally sustainable development** *Option 2:* **Enhance recognition of the importance of telecommunication/ICTs in the UN mandate for peace, security, human rights, and their role as a key enabler of the three dimensions of sustainable development (social, economic and environmental)**	I.4-1: Increased multilateral and inter-governmental recognition of telecommunication/ICTs as a cross-cutting enabler for all three pillars of sustainable development (economic growth, social inclusion and environmental balance) as defined in the outcome document of the United Nations Rio+20 Sustainable Development Conference, and in support of the UN mission for peace, security and human rights	- Reports and other inputs to UN inter-agency, multilateral and inter-governmental processes
	The following Outputs of the activities of the ITU governing bodies contribute to the implementation of all the objectives of the Union:	- Decisions, Resolutions, Recommendations and other results of the Plenipotentiary Conference - Decisions and Resolutions of the Council, as well as results of the Council Working Groups

4.3 Enablers

The aim of the enablers of the strategic goals and the objectives of the Union is to support the activities of the ITU, towards achieving the objectives and strategic goals. The support processes contribute to the enablers of the strategic goals as presented in the table below:

Table 6: Support processes contribution to Enablers

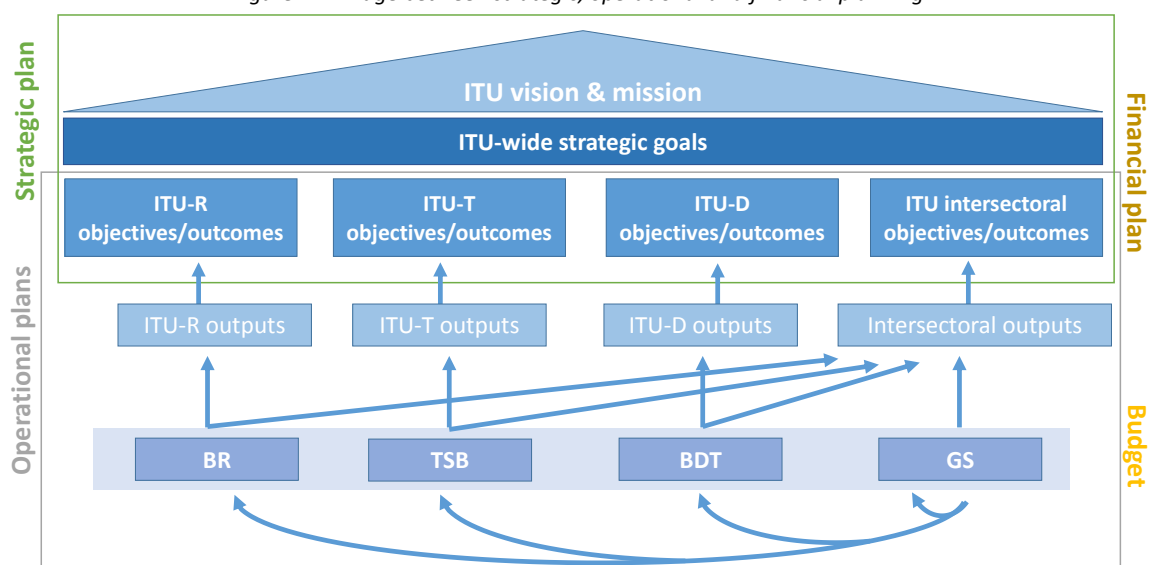| Enablers of the strategic goals Support processes	Ensure efficient and effective use of human, financial and capital resources, as well as a work-conducive, safe and secure working environment	Ensure efficient and accessible conferences, meetings, documentation, publications and information infrastructures	Ensure efficient membership-related, protocol, communication and resource mobilization services	Ensure efficient planning, coordination and execution of the strategic plan and operational plans of the Union	Ensure effective and efficient governance of the organization (internal and external)
Management of the Union	X			X	X
Organization of conferences (including translation and interpretation)		X			
Publication services		X			
IT services		X			
Human resource management	X				
Financial resource management	X				
Legal services					X
Internal audit	X				X
Engagement with Membership and external stakeholders (including UN)			X		
Communication services (audio/visual services, Press release services, Social media, management of the web, branding, speechwriting, ICT Discovery)			X		
Protocol services			X		
Facilitation of the work of Governing bodies (PP, Council, Council Working Groups)					X
Safety and security services	X				
Badging production and distribution		X			
Resource mobilization services			X		
Corporate strategic management and planning				X	X

5 Implementation and evaluation

5.1 Linkage between strategic, operational and financial planning

The strong and coherent linkage between the Union's strategic, operational and financial planning is ensured by implementing the ITU RBM framework in accordance with Resolutions 71, 72 and 151 (Rev. Busan, 2014), as per the following structure:

- This four-year **strategic plan** defines the strategic goals of the Union and the Sector and intersectoral objectives/outcomes for the four-year period. It lays down the **implementation criteria** to be taken into consideration in the operational planning and budgeting processes. The strategic plan should be implemented within the context of the financial limits established by the Plenipotentiary Conference.
- The four-year **financial plan**, Decision 5 (Rev. Busan, 2014) forecasts revenue and expenses for the four-year period, in full consistency with the strategic plan and defines resources available for its implementation.
- Biennial **budgets**, approved by the Council, implement the results-based budgeting (RBB) mechanism, according to the provisions of the financial plan.
- The four-year rolling **operational plans**, approved by the Council, follow the principles of the strategic plan and are set in accordance to the financial plan and the biennial budget. Operational plans define the Sector and intersectoral outputs produced to achieve the Union's objectives and outcomes, and describe the corresponding activities of the Bureaux and the General Secretariat. The activities of the Bureaux contribute directly to Sector or intersectoral outputs. The activities of the General Secretariat either contribute directly to the intersectoral outputs (via intersectoral activities), or provide support services to the Bureaux and the intersectoral activities, as presented below:

Figure 1: Linkage between strategic, operational and financial planning

5.2 Implementation criteria

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

The implementation criteria set for the Union's strategy for 2016-2019 are:

1. **Adherence to ITU values**: The core values of ITU shall drive the priorities and provide the basis for decision-making.
2. **Following results-based management (RBM) principles**, including:
    a. **Performance monitoring and evaluation**: Performance against the achievement of the goals/objectives shall be monitored and evaluated in accordance to the operational plans, as approved by the Council, and opportunities for improvement shall be identified, in order to support the decision-making process.
    b. **Risk identification, assessment and treatment:** An integrated process to manage uncertain events that may impact achievement of objectives and goals shall be in place, to enhance informed decision-making.
    c. **Results-based budgeting (RBB) principles**: The budgeting process shall allocate resources on the basis of the goals and objectives to be achieved, as defined within this strategic plan.
    d. **Impact-oriented reporting**: Progress towards the achievement of ITU's strategic goals shall be clearly reported, focusing on the impact of the activities of the Union.
3. **Implementing efficiently**: Efficiency has become an overarching imperative for the Union. ITU shall assess whether its stakeholders obtain maximum benefit from the services ITU provides, according to the resources available (value for money).
4. **Aiming to mainstream UN recommendations and apply harmonized business practices**, as ITU is part of the UN system as a UN specialized agency.
5. **Working as One ITU**: Sectors shall work cohesively for the implementation of the strategic plan. The secretariat shall support coordinated operational planning, avoiding redundancies and duplication and maximizing synergies across the Sectors, the Bureaux and the General Secretariat.
6. **Long-term development of the organization to sustain performance and relevance of expertise**: Aspiring to the concept of the learning organization, the organization shall continue operating in an interconnected way and to invest further in staff so as to sustainably deliver most value.
7. **Prioritization**: It is important to define specific criteria for prioritizing among different activities and initiatives that the Union is willing to undertake. The factors to be considered are the following:
    a. **Added value**:
      - Prioritize based on unique value contribution by ITU (outcomes that cannot be achieved otherwise)
      - Be involved where and to the extent that ITU adds significant value
      - Not prioritize activities that other stakeholders can undertake
      - Prioritize based on ITU's available expertise for implementation.
    b. **Impact and focus**:
      - Focus on maximum impact for the wider constituency, while considering inclusiveness
      - Undertake fewer activities with greater impact, rather than many activities with diluted impact
      - Be consistent and undertake activities that clearly contribute to the big picture as determined by the ITU strategic framework
      - Give priority to activities yielding tangible results.
    c. **Membership needs**:
      - Prioritize membership demands, by following a customer-oriented approach
      - Give priority to activities that Member States cannot implement without the support of the organization.

5.3   Monitoring, evaluation and risk management in the ITU RBM framework

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

The ITU performance monitoring and evaluation framework will be further developed according to the strategic framework outlined in the 2016-2019 strategic plan, to measure progress towards achievement of the ITU objectives and outcomes, strategic goals and targets set out in this Strategic Plan, evaluating performance and detecting issues that need to be addressed.

The ITU risk management framework will be further developed, to ensure an integrated approach to the ITU results-based management framework set in the 2016-2019 Strategic Plan of the Union.