

# ITU-D Action Plan Review

TDAG WG ITUP Chair's proposal

# Kigali Action Plan - 2022

| Objectives( ITU-D Priorities) and Outcomes  |   | Outputs (Products & Services)      | Enablers and Enabler Outcomes             |                            |
|---|---|------------------------------------|---|----------------------------|
| Affordable Connectivity                     | Resource Mobilization & Intl. Cooperation       | Policy and Knowledge               | Membership-Driven                         | Diversity and Inclusion    |
| Broadband Connectivity                      |   | Knowledge-Exchange                 | LDCs, SIDs, LLDCs                         | Sustainability             |
| Infrastructure                              |   | Policy Frameworks                  | WTDC Resolutions                          | Partnerships & Cooperation |
| Access to Services                          |   | Handbooks, Reports                 | Knowledge Sharing                         | Resource Mobilization      |
| Regional Collaboration                      | Resource Mobilization Strategy and Partnerships | Capacity Building                  | Regional Presence                         |                            |
| Adoption and Digital Skills                 | Inclusive & Secure ICT for Sustainable Dev.     | Digital Skills                     | Staff Expertise                           |                            |
| Disaster and Emergency                      |   | Confidence                         | ITU Dual Responsibility                   |                            |
|   |   | Development                        | Member Knowledge Sharing                  |                            |
|   |   | Cybersecurity Literacy & Awareness | Internal Collaboration                    |                            |
|   |   | Consumer Protection                | Cooperation                               |                            |
| Digital Transformation                      | Training and Digital Skills                     | Technical Assistance               | HR Excellence & Organizational Innovation |                            |
| Capacity to Transform with New Tech         | Secured Online Services                         | Tailored Projects                  | ITU Dual Responsibility                   |                            |
| Capacity to Integrate National Strategies   | Investment in Secure & Resilient Telecom        | Software Implementation Tools      | Internal Collaboration                    |                            |
| Enhanced Human and Institutional Capacity   | Cybersecurity Partnerships                      | Data and Statistics                | Project Implementation                    |                            |
| Enabling Environment                        | Professional Capacity                           | Convening Platforms                |   |                            |
| Capacity to Enhance Legal & Reg. Frameworks | National CIRTs                                  | Cooperation                        |   |                            |
| Capacity to Produce Data & Statistics       |   | Financial Institutions             |   |                            |
| Capacity to Tap Digital Economy Potential   |   |                                    |   |                            |

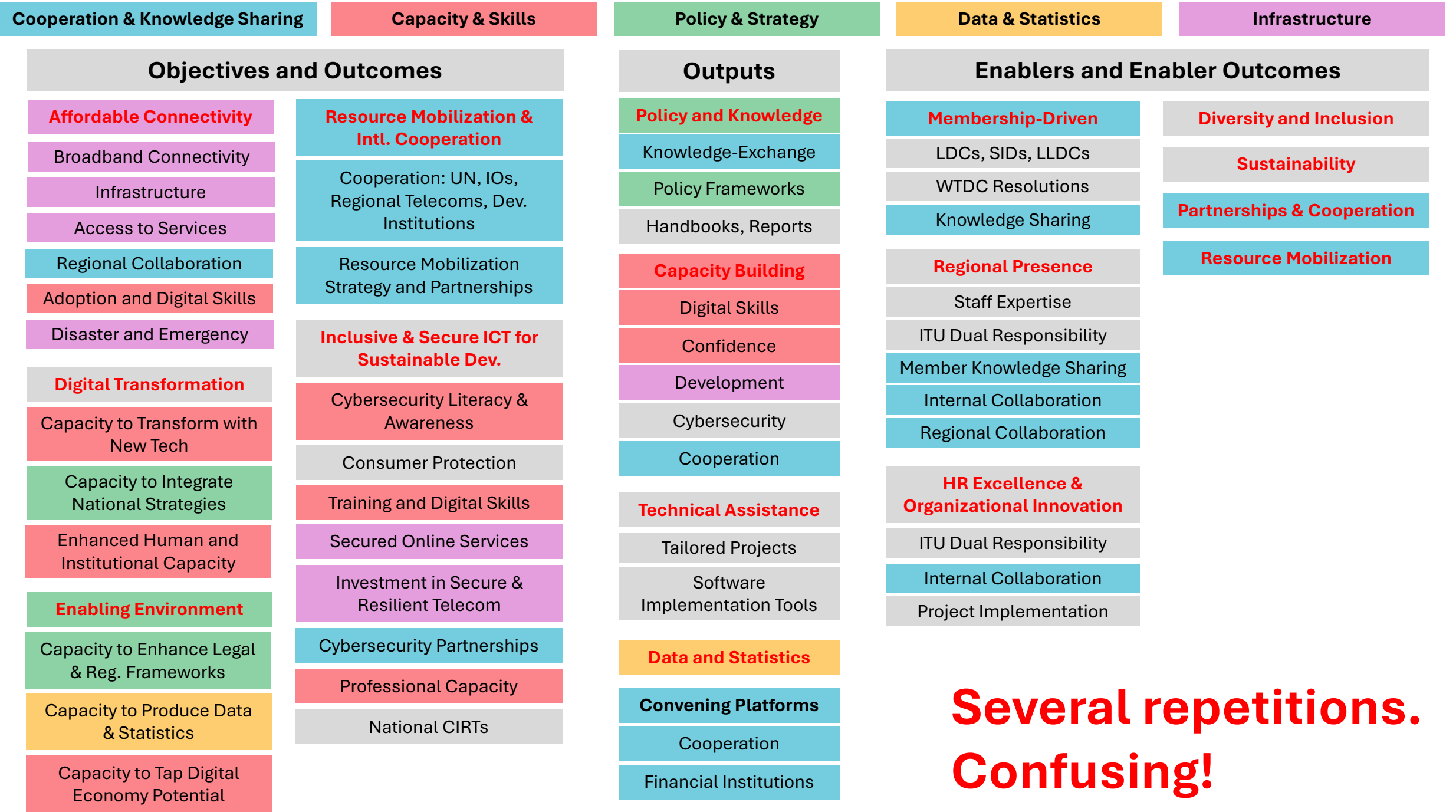
# Kigali Action Plan – 2022

## High level Analysis

- Alignment with RBM structure
  - Multiple Outcomes under each Objective
  - Multiple Outputs can align to each Outcome
- Simplified Output structure – less vague compared to Buenos Aires Action Plan, easier to follow
- No KPIs
- Enablers and Enabler Outcomes – distinguish internal ITU capabilities and capabilities of Member States

Bur the structure includes **significant repetitions** and **overlapping of themes across ITU-D Priorities, Outputs**, as well as within **enablers**

# Issues with Kigali Action Plan



# Kigali Action Plan: Structural Issues

## Cross-cutting interactions

- E.g. Digital skills are required for many areas (e.g. cybersecurity, infrastructure development, inclusion, broadband connectivity)
- E.g. Digital inclusion can be promoted within any type of development
- E.g. Resource mobilization/ international cooperation can facilitate any type of development

*Cross-cutting interactions among themes complicate the structure and lead to multiple structural problems:*

## Lacking or unclear categorization of themes

- E.g. Resource mobilization as both a priority and enabler
- E.g. Some enablers are outward elements of delivery (digital inclusion and environment sustainability)

## Repetition among Objectives, Outcomes, and Outputs

- E.g. Policy frameworks are outputs that support (“enable”) other objectives/outcomes, but Enabling Environment is also a separate objective with distinct outcomes
- E.g. Resource Mobilization and Cooperation is an objective, but both concepts are also captured in separate Outcomes and in the output Convening Platforms
- E.g. Unclear distinction between Capacity Building and Technical Assistance

## Repetition within enablers

- E.g. Coordination, cooperation, knowledge-sharing, and collaboration are repeated within multiple enablers, but Partnerships and Cooperation is also a separate enabler

# Proposal for revised ITU-D Priorities

## **Key driving principles**

- Remove duplication and potential overlaps
- Simplify the overall approach for better understanding
- Consider technological evolution for a forward-looking, sustainable ITU-D action plan
- Prioritize thematic areas to ensure capacity (in BDT) to deliver the mandate

## **Proposal's Narrative**

- 4 ITU-D priorities, directly linked to related outcomes
- Redefinition of the outputs toward product/services paradigm
- Redefinition of enablers to be seen as inward cross-cutting functions to facilitate delivery
- Clear linkage between Outputs → Outcomes → Priorities
- Outcomes streamlined following TDAG deliberations
- KPIs to capture outcomes implementation



# Proposed revised priorities, outcomes, outputs, enablers

## Priorities

|  |
|--|
| <b>Connectivity and digital resilience</b>   |
| Including (e.g.): <ul style="list-style-type: none"><li>• Space economy &amp; sustainability - Broadband related - Emergency telecommunications</li></ul>    |
| <b>Sustainable Digital transformation and innovation</b>   |
| Including (e.g.): <ul style="list-style-type: none"><li>• AI, Metaverse, DPI, and other topics - Digital Innovation - Environmental sustainability</li></ul> |
| <b>Enabling environment</b>  |
| Including (e.g.): <ul style="list-style-type: none"><li>• Digital policies and regulations – Data driven decision making</li></ul>                           |
| <b>Inclusive and secure digital society</b>  |
| Including (e.g.): <ul style="list-style-type: none"><li>• Cybersecurity - Digital inclusion - LDCs/LLDCs/SIDs</li></ul>                                      |

## Outcomes (will include KPIs)

|  |
|--|
| <ul style="list-style-type: none"><li>• Improved broadband connectivity &amp; coverage</li><li>• Improved affordability</li><li>• Strengthened capacity for disaster reduction &amp; mgmt.</li></ul>   |
| <ul style="list-style-type: none"><li>• Enhanced capacity of the ITU membership to accelerate digital transformation including by leveraging and using new and emerging telecommunications/ICTs and services</li><li>• Strengthened capacity to integrate telco/ ICTs innovation in national agendas</li><li>• Enhanced capacity to develop strategies &amp; solutions for climate change adaptation &amp; mitigation use of green/ renewable energy</li></ul> |
| <ul style="list-style-type: none"><li>• Strengthened capacity of Member States to enhance their telecommunication/ICT policy, legal and regulatory frameworks conducive to sustainable development and digital transformation</li></ul>  |
| <ul style="list-style-type: none"><li>• Increased literacy and awareness of cybersecurity issues, including Child Online Protection</li><li>• Enhanced capacity to develop strategies, policies &amp; practices for digital inclusion and equity</li><li>• Strengthened capacity of LCDs, LLDCs and SIDS to foster telco / ICT innovation in particular meaningful connectivity and affordability</li></ul>  |

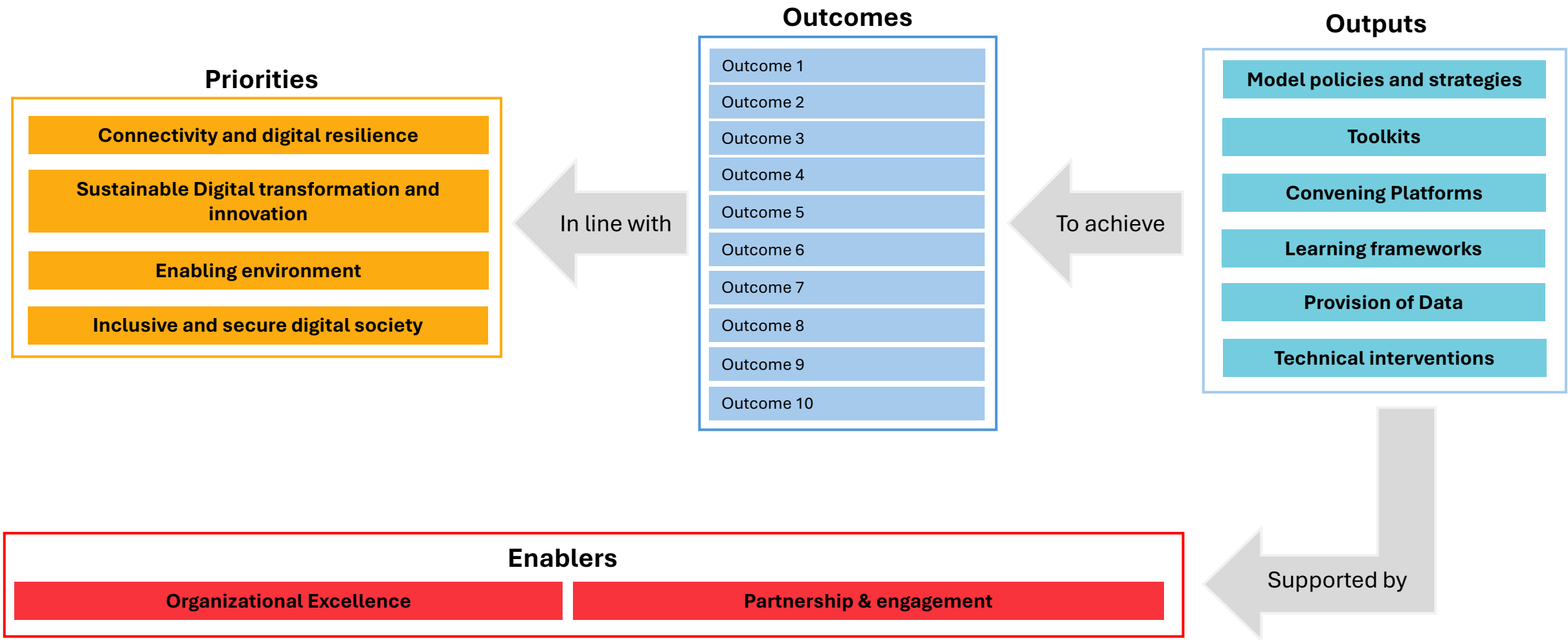
## Outputs

|                                      |
|--------------------------------------|
| <b>Model policies and strategies</b> |
| <b>Toolkits</b>                      |
| <b>Convening Platforms</b>           |
| <b>Learning frameworks</b>           |
| <b>Provision of Data</b>             |
| <b>Technical interventions</b>       |

## Enablers

|   |   |
|---|---|
| <b>Organizational Excellence</b>  | <b>Partnership &amp; engagement</b>   |
| Including (e.g.): <ul style="list-style-type: none"><li>• Project management and implementation capacity</li><li>• Regional presence</li><li>• Support Services</li></ul> | Including (e.g.): <ul style="list-style-type: none"><li>• International cooperation</li><li>• Membership driven</li><li>• Resource mobilization</li></ul> |

# Proposed organization and operationalization



Priorities: Proposed Changes

Current Priorities

| Affordable Connectivity                     | Resource Mobilization & Intl. Cooperation                  |
|---|--|
| Broadband Connectivity                      | Cooperation: UN, IOs, Regional Telecoms, Dev. Institutions |
| Infrastructure                              | Resource Mobilization Strategy and Partnerships            |
| Access to Services                          | Inclusive & Secure ICT for Sustainable Dev.                |
| Regional Collaboration                      | Cybersecurity Literacy & Awareness                         |
| Adoption and Digital Skills                 | Consumer Protection  |
| Disaster and Emergency                      | Training and Digital Skills                                |
| Digital Transformation                      | Secured Online Services                                    |
| Capacity to Transform with New Tech         | Investment in Secure & Resilient Telecom                   |
| Capacity to Integrate National Strategies   | Cybersecurity Partnerships                                 |
| Enhanced Human and Institutional Capacity   | Professional Capacity                                      |
| Enabling Environment                        | National CIRTs   |
| Capacity to Enhance Legal & Reg. Frameworks |  |
| Capacity to Produce Data & Statistics       |  |
| Capacity to Tap Digital Economy Potential   |  |

Proposed Priorities

| Connectivity and digital resilience               |
|---|
| Space economy & sustainability                    |
| Broadband, etc.                                   |
| Emergency telco                                   |
| Sustainable Digital transformation and innovation |
| AI, Metaverse, DPI, other                         |
| Digital Innovation                                |
| Environmental sustainability                      |
| Enabling environment                              |
| Digital policies and regulations                  |
| Inclusive and secure digital society              |
| Cybersecurity                                     |
| Digital inclusion                                 |
| LDCs/LLDCs/SIDs                                   |

RATIONALE

- Priorities pertain to TECHNOLOGICAL CAPABILITIES, or technological areas of expertise
- Resource Mobilization and Cooperation become a cross-cutting enabler
- Priorities streamlined to achieve better clarity on the ITU-D ambition and vision
- Built-in forward-looking topics to ensure long terms sustainability

# Outputs: Proposed Changes

| Former Outputs                | Proposed Outputs                     | Examples (Illustrative)              |                                |
|-------------------------------|--------------------------------------|--------------------------------------|--------------------------------|
| <b>Policy and Knowledge</b>   | <b>Model policies and strategies</b> | <b>Model policies and strategies</b> | <b>Learning frameworks</b>     |
| Knowledge-Exchange            |                                      |                                      | ITU Academy                    |
| Policy Frameworks             | <b>Toolkits</b>                      | Various digital Policies             |                                |
| Handbooks, Reports            | <b>Convening Platforms</b>           | NCS                                  | <b>Provision of data</b>       |
|                               |                                      |                                      | IDI                            |
| <b>Capacity Building</b>      | <b>Learning frameworks</b>           | <b>Toolkits</b>                      | GCI                            |
| Digital Skills                | <b>Provision of Data</b>             | Digital regulation toolkit           | E-Waste monitor                |
| Confidence                    |                                      | Digital innovation profiles          |                                |
| Development                   | <b>Technical interventions</b>       | CIRT framework                       | <b>Technical interventions</b> |
| Cybersecurity                 |                                      |                                      | In-country assessments         |
| Cooperation                   |                                      | <b>Convening Platforms</b>           | Projects implementation        |
|                               |                                      | GSR                                  |                                |
| <b>Technical Assistance</b>   |                                      | Digital Skill forums                 |                                |
| Tailored Projects             |                                      |                                      |                                |
| Software Implementation Tools |                                      |                                      |                                |
|                               |                                      |                                      |                                |
| <b>Data and Statistics</b>    |                                      |                                      |                                |
|                               |                                      |                                      |                                |
| <b>Convening Platforms</b>    |                                      |                                      |                                |
| Cooperation                   |                                      |                                      |                                |
| Financial Institutions        |                                      |                                      |                                |

## RATIONALE

Outputs are the actual products and services (i.e. tools) provided and can be applied in support of any Outcome.

- Each Output can support multiple Outcomes, and each Outcome can be supported by multiple Outputs.
- Some Outputs are suited to particular Outcomes
- Clarity provided under each category
  - E.g. Policy and Knowledge is not a tool (not a product or service). Rather, model policies and strategies are potential tools that can support policy and knowledge.
  - Similarly, Capacity Building is a topic, but not an actual tool.
- Note: the list is illustrative. BDT will need to develop a product/service menu to be regularly maintained

# Enablers: Proposed Changes

| Existing Enablers   |
|---|
| Membership-Driven   |
| Regional Presence   |
| Diversity and Inclusion                                     |
| Commitment to environmental Sustainability                  |
| Partnerships and international cooperation                  |
| Resource Mobilization                                       |
| Excellence in human resources and organizational innovation |

| Proposed Enablers   |
|---|
| Partnership & engagement  |
| Including (e.g.): <ul style="list-style-type: none"><li>• International cooperation</li><li>• Membership driven</li><li>• Resource mobilization</li></ul>                 |
| Organizational Excellence   |
| Including (e.g.): <ul style="list-style-type: none"><li>• Project management and implementation capacity</li><li>• Regional presence</li><li>• Support Services</li></ul> |

## RATIONALE

- Proposed enablers represent mainly internal cross-cutting capabilities and optimal organizational configurations to support deployment of outputs to achieve the outcomes linked to the ITU-D priorities
- Removed duplication and unclarity on double entries (Partnerships and international cooperation and resources mobilization are both priorities and enablers)
- Streamlined outward delivery-based enablers (Digital Inclusion and Environmental sustainability) to be integrated as components of the ITU-D priorities

Revised ITU-D priorities as part of the overall  
Baku Action Plan

## **Background**

- WTDC 2014 and 2017 Action plan encompassed objectives, regional initiatives, resolutions, Study Groups
- WTDC 2022 Action Plan separated the ITU-D priorities from the regional initiatives, resolutions and study groups, while linking the ITU-D priorities with the other elements through mapping the priorities with the relevant resolutions, regional initiatives and study groups

## **Proposed approach**

- For the Baku Action Plan, it is proposed to include Regional Initiatives, Resolutions and Study Group as integral part of the Action Plan
- As usual , a detailed mapping between the different elements will be developed and made available

# Proposed structure of Baku Action Plan

1. Introduction
2. Terminology
3. ITU-D priorities, outcomes, outputs and enablers
4. Regional initiatives
5. Resolutions
6. Study groups
7. Linkages and mapping