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| Chair, TDAG-WG-ITUDP |
| Proposal for Baku Action Plan (WTDC-25) |
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## Introduction

The Baku Action Plan describes the ITU-D priorities, scope of activities, associated outcomes and outputs for the period 2026-2029 and includes key performance indicators (KPIs).

The ITU-D action plan may be updated or modified by the TDAG to reflect the ITU strategic plan, changes in the telecommunications/ICTs 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 the 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 (products and services) and corresponding KPIs are further elaborated in the ITU-D operational plan, taking into account the experience gained in implementing the Kigali Action Plan.

## Terminology

**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.

**ITU-D priorities**

ITU-D priorities are listed in the Baku 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.

**Enablers**

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, people-centeredness, service-orientation and results- focused. To achieve this, ITU leverages its key strengths and addresses its weaknesses so that it can support its membership.

**Results**

Results are changes in 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.

**Outcomes**

Outcomes represent changes in the institutional and behavioral capacities for development conditions that occur between the completion of outputs and the achievement of goals.

Outcomes relate to changes in institutional performance or behavior among individuals or groups, and their achievement depends critically on the commitment and actions of stakeholders, as well as on results to be achieved by governments.

**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 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.

**Impact**

Impact implies changes in people's lives. This might include changes in knowledge, skill, behavior, 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.

**Key performance indicators**

Key performance indicators (KPIs) associated with the Baku 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.

**ITU-D operational plan**

ITU-D operational plan is prepared on a yearly basis by the BDT in consultation with the Telecommunication Development Advisory Group (TDAG) in accordance with the 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.

**Regional initiatives and other projects**

Regional initiatives are intended to address specific telecommunications/ICTs 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 telecommunications/ICTs development, ITU-D offers, organizes and coordinates technical cooperation assistance through regional initiatives and projects.

**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.

## ITU-D priorities, outcomes, outputs and enablers

## Structure of the Baku Action Plan

The Baku 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.

## ITU-D priorities

**Affordable connectivity**

This priority seeks to foster access to internet and digital communication services—such as mobile data, broadband, or voice services—at a cost that is reasonable and sustainable for individuals or households, relative to their income, without causing financial hardship. Under this priority, BDT will continue providing assistance to Member States in the development of digital infrastructure and services, expanding broadband access and coverage, and ensuring emergency telecommunications and disaster risk resilience.

*Outcomes and Key Performance Indictors (KPIs) to be filled in later.*

**Digital transformation**

The focus of this priority is to foster 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.

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.

Recognizing that telecommunications/ICTs come with risks, challenges and opportunities for the environment, ITU will continue to support the use of 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. The environmental lens addressing climate change and integrating environmental sustainability considerations is instrumental to promote sustainable digital transformation, also in line with the Strategy for Sustainability Management in the United Nations System 2020-2030.

*Outcomes and Key Performance Indictors (KPIs) to be filled in later.*

**Enabling policy and regulatory environment**

The focus of this priority is to foster an enabling policy and regulatory environment conducive to sustainable telecommunication/ICT development and data-driven decision making, encouraging investment in infrastructure and ICTs and increased adoption of telecommunications/ ICTs.

*Outcomes and Key Performance Indictors (KPIs) to be filled in later.*

**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. 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.

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 telecommunications/ICTs sector towards the delivery of the WSIS Action Lines and achievement of the 2030 SDGs.

*Outcomes and Key Performance Indictors (KPIs) to be filled in later.*

**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, ensuring safe and meaningful digital access for all. Specifically, the priority tackles and addresses challenges related to building confidence and security in the use of ICTs, while fostering inclusion on its use, specifically in relation to of women, youth, persons with disabilities and persons with specific needs as well as providing tailored support to Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs), and Small Island Developing States (SIDS).

*Outcomes and Key Performance Indictors (KPIs) to be filled in later.*

## Outputs

As per the definition provided, outputs are mainly products and services developed by the BDT, to be used to ensure the delivery of the ITU-D mandate at the national, regional and internation level.

Outputs are inherently cross-cutting, covering all priorities. Below, the proposed list of outputs.

* Model policies and strategies
* Toolkits
* Convening Platforms
* Learning frameworks
* Provision of Data
* Technical interventions

## Enablers

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, people-centeredness, service-orientation and results-focused. To achieved this, ITU leverages its key strengths and addresses its weaknesses so that it can support its internal operations and more importantly, its membership.

## Regional initiatives

To be added later.

## Resolutions

To be added once agreed at WTDC.

## Study groups

To be added once agreed at WTDC.

## Linkages and mapping

To be developed once all the relevant elements are in place.

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