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| **Telecommunication Development Advisory Group (TDAG)**  **30th Meeting, Geneva, Switzerland, 19-23 June 2023** | A close up of a sign  Description automatically generated |
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|  | **Document** **TDAG-2****3/2(Add.2)-E** |
|  | **14 June 2023** |
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| Director, Telecommunication Development Bureau | |
| Impact framework for the implementation of the Kigali Action Plan (KAP) | |
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| **Summary:**  This document describes the approach and process of developing the ITU-D Operational Plan for 2023 and presents the allocation of funds under the ITU-D Priorities and Enablers.  The document also puts forward an impact framework for the implementation of the Kigali Action Plan, including the ITU-D Priorities and Enablers and their expected outcomes, the products and services to be delivered and a set of measurable Key Performance Indicators.  **Action required:**  TDAG is invited to:   * Examine this document and provide guidance as deemed appropriate. * Consider and approve the proposed measurable Key Performance Indicators, for assessment of Outcomes to be achieved under the Kigali Action Plan.   **References:**  Document 2, TDAG-23  WTDC-22 Kigali Action Plan  Document 2, WTDC-17 | |

## 1 New approach to developing the ITU-D Operational Plan and KAP implementation

### 1.1 KAP implementation vision and strategy 2023-2027

The World Telecommunication Development Conference held in Kigali, Rwanda in 2022 (WTDC-22) adopted the [Kigali Action Plan](https://www.itu.int/en/publications/ITU-D/Pages/publications.aspx?parent=D-TDC-WTDC-2022&media=electronic) (KAP) defining the direction of the work of the ITU's Development Sector (ITU-D) until the next WTDC and charting a pathway for digital development that aligns closely with the Sustainable Development Goals (SDGs) set out by the United Nations for 2030.

The overall strategy for KAP implementation is built around:

* the coherence and integration of Operational Plan outputs of ITU-D Priorities, projects and regional initiatives, leveraging their strong link to the KAP, ITU-D Resolutions as well as to the ITU Strategic Goals;
* enhanced functional and outcome-based collaboration across ITU-D Priorities and between Headquarter teams, regional and area offices is key to enhancing the efficiency of BDT products and services and their impact on beneficiary countries, government agencies, national stakeholders and communities;
* strong implementation synergies with the ITU Radiocommunication Bureau (BR), the ITU Standardization Bureau (TSB) and the General Secretariat;
* further integration between project implementation, OP actions, regional initiatives and partner efforts will be sought as the current implementation cycle unfolds to reinforce the effective and timely delivery of quality services, products and projects.

### 1.2 Crafting the framework for the ITU-D Operational Plan 2023 (OP-23)

The ITU-D Operational Plan for 2023 is aligned with the structure of the strategic plan for the Union for 2024-2027. The structure follows KAP, outlining the ITU-D Priorities and Enablers, and their corresponding outcomes, products and services as well as the performance indicators to measure their achievement level produced by the activities of the Sector. The impact framework for KAP implementation for OP-23 will serve as a basis for the ITU-D Operational Plan 2023-2027 once the 2024-2027 ITU budget has been approved by Council.

The process of preparation of OP-23 consisted of defining the framing principles for initiating actions under OP-23 (see Box 1), the consultations at the BDT Executive Retreat in February 2023 (see TDAG-23 Document 2(Add. 2)(Ann.1)), the subsequent alignment of OP-23 actions with KAP and the process of ensuring optimal coherence across the board, and the approval of the final 2023 budget in March 2023.

**Figure 1: 2023 Operational Planning: outcomes, outputs and activities**

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As per the guidance provided by KAP, OP-23 elaborated outputs and their corresponding measurable Key Performance Indicators (KPIs) under ITU-D Priorities and Enablers, taking into account the experience from implementing the Buenos Aires Action Plan and ensuring the continuity of the delivery of services to ITU membership. The new implementation framework aligned with Result Based Management (RBM) will enable proper monitoring and evaluation of the implementation of the outcomes of ITU-D Priorities and Enablers.

## Implementation cycle 2023-2027: OP-23 allocation of resources

### 2.1 General allocation of funds for the implementation of OP-23

Based on the new structure of KAP and the experience with implementing the Buenos Aires Action Plan, the funds available under OP-23 have been allocated in consultation with the BDT Director, Chiefs of Department, Regional Directors and Thematic Priority Leads following the BDT Senior Management Executive Retreat, in March 2023 (see Table 1).

It is worth noting that the figures below reflect the funds available for operational activities and external services only. In addition, several products and services are being delivered by internal staff without generating additional costs and therefore not reflected in the breakdown below.

**Table 1: Breakdown of funds allocated under OP-23**, **by ITU-D Priority**

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Notes: These are preliminary figures.  
‘P’ stands for ITU-D Priority; ‘E’ stands for ITU-D Enabler

### 2.2 OP-23 allocation of funds by beneficiary region

Based on the experience from the implementation of the Buenos Aires Action Plan and the needs identified by ITU Members in KAP, slightly more than half of the OP-23 budget (54 percent) has been allocated to outputs with global focus and multi-region activities, which are expected to generate broad impact and leverage operational efficiencies.

Nearly equal funding (7-8 percent) has been allocated to outputs under the various ITU-D Priorities and Enablers benefiting the six ITU regions. Further implementation synergies will be sought among regional outputs, and between regional and global outputs as well as with outputs of the other ITU Bureaus and the General Secretariat. Partnerships with national, regional and global entities and projects implemented by BDT will further amplify the impact of KAP implementation in the regions and at the global level.

**Figure 2: Breakdown of OP-23 outputs by beneficiary region (cumulative for all ITU-D Priorities and Enablers)**

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\* as % of OP-23 budget, based on preliminary figures.

### 2.3 Human resources needed to deliver OP-23 outputs

The implementation of OP-23 outputs is led and delivered in part by ITU staff. Depending on the type of output and the expertise required, outputs might be developed exclusively through external expertise and services, exclusively by ITU staff or as combination of internal and external expertise.

For the majority of OP-23 outputs for which budget has been allocated (around 60 percent), implementation will be carried out through a combination of internal and external knowledge and effort. Almost a third of budgeted OP-23 outputs (around 30 percent) will be delivered by ITU staff while relying on external service contracts. Procurement services for such external contracts will amount to slightly more than a tenth of the total approved OP-23 budget (around 12 percent), as of 8 May 2023.

**Figure 3: Human resources needed to deliver OP-23 outputs\***

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\* as % of OP-23 budget, based on preliminary figures.

Note: This breakdown does not include outputs exclusively delivered by ITU staff.

### 2.4 Linkages between ITU-D Priorities and Enablers and the ITU Thematic Priorities

The KAP is used to develop the ITU-D operational plan to monitor and achieve the priorities identified by the Member States at WTDC-22 throughout the 2023-2027 implementation cycle. It is results-based and steers the implementation of these priorities in alignment of the thematic priorities, product and service offerings and enablers defined in the ITU strategic plan for 2024-2027 within the limits set in the financial plans for the concerned timeframes.

There are strong linkages between the ITU-D Priorities and Enablers as defined in KAP and the Thematic Priorities set out in the ITU Strategic Plan 2024-2027, as depicted in the table below.

**Figure 4: Linkages between ITU-D Priorities and Enablers, and ITU Thematic Priorities**

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| *ITU Thematic Priorities →*  *--------------------------------*  *ITU-D Priorities and Enablers ↓* | TP1 - Spectrum use for space and terrestrial services | TP2 - International telecommunication numbering resources | TP3 - Inclusive and secure telecommunication/ICTs infrastructure and services | TP4 - Digital applications | TP5 -Enabling environment |
| P1 - Affordable connectivity  (incl. Network and digital infrastructure, Emergency telecommunications) | ü | ü | ü | ü | ü |
| P2 - Digital transformation (incl. Digital applications and services, Digital innovation ecosystems) | ü |  | ü | ü | ü |
| P3 - Enabling policy and regulatory environment  (incl. Policy and regulation, Capacity development, Statistics) | ü | ü | ü | ü | ü |
| P4 - Inclusive and secure telecommunications/ICTs for sustainable development (incl. Cybersecurity, Digital inclusion) |  |  | ü | ü | ü |
| P5/E6/E7 - Resource mobilization, partnerships and international cooperation | ü | ü | ü | ü | ü |
| E1 - Membership-driven | ü |  | ü | ü | ü |
| E2 - Regional presence | ü | ü | ü | ü | ü |
| E3 - Diversity and inclusion (incl. Digital inclusion) |  |  | ü | ü | ü |
| E4 - Commitment to environmental sustainability  (incl. Environment) | ü |  | ü | ü | ü |
| E5 - Excellence in human resources and organizational innovation |  |  |  |  | ü |

Note: In brackets after each ITU-D Priority/Enabler are listed the respective Topics (or the BDT Thematic Priorities that framed the implementation of BAAP).

### 2.5 Implementation of OP-23: division of responsibilities and reporting

The outputs defined in this Operational Plan will be delivered by the responsible Departments of the Telecommunication Development Bureau (BDT) and Regional Offices. The Support Services are delivered by BDT and the General Secretariat, subject to agreed annual Service Level Agreements (for the provision of internal services). The Support Services delivered by the General Secretariat are described in the General Secretariat Operational Plan.

The delivery of ITU-D Products and Services and the related support services is planned, monitored and evaluated by ITU management based on the ITU-D Priorities and Enablers as defined in KAP and aligned to the objectives of the ITU Strategic Plan. In addition:

* The annual report to TDAG on the implementation of KAP will report on progress made towards achieving the outcomes set in KAP by Member States.
* The annual report to Council on the implementation of the ITU Strategic Plan will report on the progress made in Thematic Priority areas and towards achieving the ITU Strategic goals.

With regard to risk management, apart from the operational risks included in this operational plan that will be reviewed periodically by senior management, each Department and Regional Office is identifying, assessing and managing risks associated with the delivery of the respective outputs and support services, following a multi-level risk management approach.

Work on KAP implementation has begun in January 2023 and highlights of actions implemented since are provided under each ITU-D Priority and Enabler in section 3 below. These are not exhaustive and do not provide a comprehensive account of BDT achievements over the period. Full reporting on KAP implementation in 2023 will be submitted to TDAG-24.

### 2.6 Risk analysis

The table below identifies the major operational risks for the 2023-2027 timeframe. These risks will be reassessed on a regular basis to account for changes in the internal and external environment likely to have impact on the implementation of ITU-D Operational Plans.

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| Perspective | Description of risk | Probability | Impact level | Mitigation[[1]](#footnote-2) |
| Finance | Lack of resources/ Insufficient funding | Medium | High | * Appropriate budget forecast to be prepared * Adequate implementation strategies developed to reduce costs and improve efficiency * Mobilization of additional/extra-budgetary resources as required * Development of new partnerships |
| Human resources | Lack of qualified experts in the field of activity | High | High | * Anticipate resources requirements and timely initiate recruitment and procurement * Create, keep up-to-date and further develop a roster of experts * Strengthen internal expertise in key areas |
| Stakeholders/ partners | Lack of support/ commitment from partners and countries | Medium | Medium | * Ensure and enhance cooperation with Member States so as to guarantee appropriate level of involvement by countries * Coordinate with UNRCOs and UNDSS to assess and evaluate country specific risks * Develop new implementation and capacity development mechanisms to strengthen country ownership and the sustainability of interventions |
| Environment | Delays in country activities due to unforeseen local events | Medium | High | * Communicate effectively with partners and donors * Develop adaptive and responsive implementation mechanisms * Integrate risk management in project and activity planning |

## 3 ITU-D impact framework for KAP implementation 2023-2027

### 3.1 ITU-D Priority 1: Affordable connectivity

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| Priority/ Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget  2023  (in CHF) | % of Priority/ Enabler Total | % of Grand Total |
| All Affordable connectivity | |  |  | **519,000** |  | **12.4%** |
| Emergency telecommunications | * 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 | * Development of policy frameworks and knowledge products * Capacity development * Provision of technical assistance * Convening platforms | * Number of countries with a national emergency telecommunication plan (NETP) as part of their national and local disaster risk reduction strategies * Number of Member States receiving technical assistance from BDT in developing and establishing national emergency telecommunication plans * Number of Member States receiving technical assistance from BDT in the development and establishment of early warning systems * Number of Member States receiving technical assistance from BDT for disaster-relief efforts both through provision of equipment and through infrastructure damage assessments in the aftermath of a disaster * Number of stakeholder validation events of NETP * Number of telecommunication/ICT professionals trained in emergency telecommunications | 127,000 | 24.5% | 3.0% |

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| Network and digital infrastructure | * Improved broadband connectivity in developing countries, including LDCs, SIDS and LLDCs, countries with economies in transition and countries with specific needs * Improved telecommunication/ICT infrastructure and service, in particular broadband coverage * Improved access to digital services by people in urban, rural and remote areas and underserved communities * Enhanced e-commerce for the ITU membership to achieve the SDGs * 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 * 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. | * Development of policy frameworks and knowledge products * Capacity development * Provision of technical assistance | * Number of Member States receiving technical assistance from BDT to improve telecommunication/ICT connectivity, availability and affordability * Number of Member States receiving assistance from BDT in demand creation for broadband adoption and digital skills * Number of Member States receiving training in spectrum management * Number of connectivity toolkits implemented or enhanced * Number of Member States using connectivity toolkit * Number of Member States receiving assistance from BDT in the field of broadband mapping systems * Number of Member States receiving assistance from BDT in the area of migration from Analogue to Digital Broadcasting * Percentage of countries which have completed the transition to digital terrestrial television * Number of Member States opening IPv6 Laboratories | 392,000 | 75.5% | 9.3% |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Priority 1 – Affordable connectivity** |
| ***Emergency telecommunications***  Since the beginning of 2023, BDT activated the Disaster Connectivity Map (DCM) in response to natural hazards:   * After the earthquake that hit **Turkey and Syria** on 6 February, DCM produced near-live data to identify connectivity gaps and outages following disasters and it has been accessed nearly 1,000 times from 42 countries during the first two weeks of February. BDT presented the system to partners and first responders of the Emergency Telecommunications Cluster (ETC). DCM data showed a significant decrease in network coverage, 79 percent of the normal cellular coverage, followed by a recovery to over 90 percent of pre-disaster coverage. * DCM was activated to support the disaster relief effort in **Vanuatu**, impacted by tropical cyclones Judy and Kevin, both of category 4 intensity. The cyclones made landfall on 1 and 3 March and around 250,000 people were affected by flooding, damage to structures and infrastructure, and power outages and communication system breakdowns. A decrease in cellular connectivity area was detected after the two cyclones, reaching 36 percent of the normal level on 3 March, followed by an overall increase during the week from 6 March.   Following the UN Secretary-General António Guterres new UN [Early Warnings for All (EW4A) Initiative](https://www.itu.int/en/ITU-D/Emergency-Telecommunications/Pages/Early-Warnings-for-All-Initiative.aspx)  to ensure that by 2027 every person on earth is protected by an early warning system, BDT took the lead on 'Warning Dissemination and Communication", to ensure that warnings reach communities at risk.  **In Asia-Pacific,** ITU conducted a stakeholder consultation meeting to draft a National Emergency Telecommunication Plan (NETP) as a part of continued assistance to Tonga, following the loss of connectivity in the wake of the volcanic eruption in January 2022. Following a formal consultation process led by BDT, Tonga’s Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change, and Communications (MEIDECC) aims to adopt the NETP before the cyclone season that usually starts in the Pacific in October. Technical assistance is supported through an ongoing partnership with the Ministry of Internal Affairs and Communications (MIC) Japan.  **In the Americas**, ITU has been developing NETPs for Paraguay and Saint Kitts and Nevis.  In **Africa**, following the request from Malawi and Mozambique, the emergency telecommunications team [deployed satellite phones](https://www.itu.int/en/ITU-D/Emergency-Telecommunications/Pages/Response.aspx) to Malawi and Mozambique in support of the disaster response of cyclone Freddy.  In March 2023, ITU and the Southern African Development Community (SADC) Secretariat co-organized the [SADC Model NETP situational analysis validation workshop](https://www.itu.int/en/ITU-D/Emergency-Telecommunications/Pages/ITU-SADC-Validation-Workshop-Mar23.aspx) with a focus on ICTs and disaster management. The workshop validated the SADC NETP situational analysis, an assessment carried out by ITU to identify key priorities and gaps in terms of emergency telecommunication of the SADC Member States.  ***Network and digital infrastructure***  In March, ITU facilitated the **Communications Regulators' Association of Southern Africa (CRASA)** Pre-AGM (Annual General Meeting) Workshop on ‘International Space Regulatory Framework and Space Economy: Harnessing the Potential of the Space to Accelerate Digital Transformation in the Southern African Development Community (SADC) Region’, held in Kinshasa, Democratic Republic of Congo. ITU presented the current landscape of satellite communications and facilitated an open discussion about regional expectations and needs. CRASA members discussed challenges and opportunities in satellite regulations and services. The workshop helped shape the regional vision for satellite systems.  In April, BDT launched a report on [Sustainable and Innovative Power Solutions for Broadband Connectivity](https://www.itu.int/dms_pub/itu-d/opb/tnd/D-TND-09-2023-01-PDF-E.pdf) examining the challenges of providing access to electricity, which is vital to connecting rural areas to the Internet. The findings of the report will support Member States in upgrading their networks and integrating the relevant use of modern and more energy-efficient networks. The report also provides guidance to countries to gear up towards developing greener ICTs by ensuring access to affordable, reliable, sustainable, and modern energy in rural areas.  BDT provided assistance to **Moldova and Bosnia and Herzegovina** to develop technical specifications for national broadband mapping systems matching international and European standards and strengthening evidence-based decision-making capacities.  IPv6 laboratory in **Montenegro** has been established with the support of BDT providing an open platform for all stakeholders to build human capacities in strengthening the digital resilience of the country and enhancing innovation capabilities.  In May, the Regional Forum on Future Networks for **CIS countries** was held along with the training on conformity and interoperability. The Forum discussed trends in future networks development, conformity and interoperability testing, use cases and best practices from different countries. |

### 3.2 ITU-D Priority 2: Digital transformation

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| Priority/ Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023  (in CHF) | % of Priority/ Enabler Total | % of Grand Total |

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| All Digital transformation | | 756,000 | | | | | | | | | 18.0% | | |
| Digital innovation ecosystem | * Enhanced human and institutional capacity of the ITU membership in telecommunications/ICTs to foster digital transformation. * 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 | | | * Development of policy frameworks and knowledge products * Capacity development * Provision of technical assistance * Convening platforms | | * Number of countries with ICT-centric innovation and entrepreneurship strategies * Number of innovation ecosystem guidelines and recommendations developed (e.g., ecosystem assessment strategies and recommendations, etc) * Number of projects or mechanisms developed that enable digital innovation acceleration at the national level * Number of stakeholders trained or capacitated * Number of pilot countries joining the Innovation and Entrepreneurship Alliance for Digital Development | | 362,000 | | 47.9% | | | 8.6% | | |
| Digital services and applications | * 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 * Enhanced human and institutional capacity of the ITU membership in telecommunications/ICTs to foster digital transformation * 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 * 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 | | * Development of policy frameworks and knowledge products * Provision of data and statistics * Capacity development * Provision of technical assistance * Convening platforms | | * Number of Member States adopting digital strategies * Number of toolkits published and downloaded for the development of national sectoral digital strategies * Number of guidelines and recommendations developed * Number of Member States adopting best practices to boost digital transformation at the country level * Number of national impact assessment reports * Number of events/   workshops/seminars assisting Member States in the area of digital services and applications, and respective number of participants   * Number of Member States and stakeholders trained in and/or advised on digital services policies, strategies, guidelines and resources | | 394,000 | | 52.1% | | | 9.4% | | |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Priority 2 – Digital transformation** |
| **Digital innovation ecosystem**  The [**Innovation and Entrepreneurship Alliance for Digital Development**](https://www.itu.int/itu-d/sites/innovation-alliance/) was launched under the stewardship of the BDT Director in January 2023. The Alliance will build critical local enablers to lead in the changing digital environment. It will also enable BDT to develop new organizational and human excellence capabilities, deliver new products and services for ITU Membership and strengthen the engagement of the private sector and academia in the critical work of BDT.  As of the beginning of April 2023, over 40 requests have been received from entities willing to establish a national or institutional innovation centre as part of the Alliance. Throughout 2023, BDT will follow up on each expression of interest and is in the process of building, testing and implementing the playbooks, systems and tools needed to operationalize the Alliance. Discussions are ongoing for initiatives that can be readily onboarded through the India Innovation Center of the new ITU Area Office in Delhi and the Digital Transformation Lab hosted at the ITU Headquarters in Geneva to prepare the activation of centers. Going forward, the Digital Innovation Board – one of the vehicles of the Alliance – will also be appointed.  In March, ITU opened the [**ITU Area Office and Innovation Centre in New Delhi, India**](https://www.itu.int/en/ITU-D/Regional-Presence/AsiaPacific/Pages/v2/RD%27s%20Corner/2023/ITU-South-Asia-Presence-for-Inclusive-Digital-Transformation-.aspx). It brings together government, industry, academia and others in an entrepreneurial environment so that digital technology advancements in sectors such as agriculture, health, and education can reach the communities that need them most. The Innovation Centre will serve as a platform for exchanges of ideas, success stories, innovative solutions, and global endeavours, aimed at accelerating digital transformation and promoting inclusive sustainable development in the region. To achieve this mission, the Innovation Centre will engage with stakeholders in four strategic objectives: strategic foresight, open technology innovation, growth of Small and Medium Enterprises (SMEs), and entrepreneurship and policy experimentation.  At the national level, BDT provided technical assistance to **Bahrain, Brunei Darussalam,** [**Oman**](https://www.itu.int/dms_pub/itu-d/opb/inno/D-INNO-PROFILE.OMAN-2023-PDF-E.pdf) **and Zimbabwe** for the elaboration of digital innovation profiles, which offer an ecosystem blueprint to accelerate digital transformation to leverage entrepreneurship and innovation. The national profiles helped countries obtain an accurate diagnosis of their digital innovation ecosystems' status and develop strategies to inform national policies.  **Digital services and applications**  In **Papua New Guinea**, East and West Sepik Provincial Administrations approved an e-Agriculture strategy developed through assistance from BDT. The strategy will contribute to developing enabling ICT services, systems and processes to support the development of cocoa, vanilla and fisheries in the province as well as programme value chains, primarily focusing on increasing sustainable and inclusive economic development in rural areas.  BDT and the Government of **Pakistan** launched of the Smart Villages initiative in Pakistan and officially inaugurated the first Smart Village, Gokina. The initiative is implemented by BDT, the Ministry of Information Technology and Telecommunication (MoITT), the Universal Service Fund and Huawei. The launch of the initiative included interactive discussions with village communities, community awareness-raising sessions, and the introduction to e‑learning (smart classes with digital equipment) and e-health (a telemedicine clinic) services.  In **North Macedonia**, the government moved ahead with the finalization of the National Digital Transformation Strategy developed in partnership with the ITU Office for Europe.  **In the Arab States**, the Regional Office has engaged with national stakeholders in Djibouti as part of the Govstack initiative towards enhancing digital government services. Collaboration will continue with Egypt, Iraq, Mauritania and Somalia.  **In the CIS region,** the Regional Forum on Smart and Sustainable Cities was held in April 2023, bringing the experience and expertise of countries, cities and organizations as well as UN Agencies in deployment of smart cities solutions.  Also in April, a special event aiming to bring together venture funds and ecosystem holders was held to further support the development of the startup ecosystems in the CIS Region. The event discussed measures to boost venture funding and cooperation mechanisms such as Startup Central Eurasia platform. |

### 3.3 ITU-D Priority 3: Enabling policy and regulatory environment

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| Priority/ Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023 (in CHF) | % of Priority/ Enabler Total | % of Grand Total | |
| All Enabling policy and regulatory environment | |  |  | **1,111,000** |  | **26.4%** | |
| Capacity development | * Enhanced human and institutional capacity of the ITU membership in telecommunications/ICTs to foster digital transformation * Improved human and institutional capacity of the ITU membership in telecommunications/ICTs to tap into the full potential of the digital economy and society * Strengthened capacity of Member States to enhance their telecommunication/ICT policy, legal and regulatory frameworks conducive to sustainable development and digital transformation | * Development of policy frameworks and knowledge products * Capacity development * Provision of technical assistance * Convening platforms | * Number of ITU Academy users * Number of citizens trained in basic and intermediate digital skills * Number of professionals trained in telecommunication/ICT skills * Number of participants in the Digital Skills Global Forum * Number of countries advised on digital skills policies or strategies | 306,500 | 27.6% | 7.3% | |
| Policy and regulation | * Strengthened capacity of Member States to enhance their telecommunication/ ICT policy, legal and regulatory frameworks conducive to sustainable development and digital transformation * Improved human and institutional capacity of the ITU membership in telecommunications/ICTs to tap into the full potential of the digital economy and society * 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 | * Development of policy frameworks and knowledge products * Provision of data and statistics * Capacity development * Provision of technical assistance * Convening platforms | * Number of countries advancing to the next generation of regulation (G1-G4) and/or to a higher level of preparedness for digital transformation (G5) * Number of Member States receiving assistance from BDT in the design of policies, laws, regulations, guidelines or tools * Number of Member States and stakeholders onboarded to BDT tools and resources to support counties’ efforts in implementing inclusive digital societies and environments * Number of platforms, tools, reports, guidelines launched and updated * Number of participants in the global and regional workshops/forums/symposiums/ strategic dialogues on policy, regulatory and economic issues, and satisfaction rate of participants * Number of stakeholders in the digital ecosystem (parliament, judiciary, law enforcement officers) trained to implement and enforce policy and laws | 466,000 | 41.9% | 11.1% | |
| Statistics | * Strengthened capacity of Member States to enhance their telecommunication/ICT policy, legal and regulatory frameworks conducive to sustainable development and digital transformation * 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 | * Development of policy frameworks and knowledge products * Provision of data and statistics * Capacity development * Provision of technical assistance * Convening platforms | * Percentage of Member States approving the new IDI methodology * Number of data points in published datasets * Number of unique pageviews on ITU DataHub * Number of participants in thematic, regional and global expert meetings, trainings/workshops/ symposiums * Number of Member States collecting sound ICT data | 338,500 | 30.5% | | 8.1% | |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Priority 3 – Enabling policy and regulatory environment** |
| **Capacity development**  In January, one of ITU’s key training delivery mechanisms, the [Centres of Excellence programme](https://academy.itu.int/itu-d/projects-activities/centres-excellence) was replaced by the [**ITU Academy Training Centres (ATCs) programme**](https://academy.itu.int/itu-d/projects-activities/itu-academy-training-centres), following the outcomes of  WTDC-22 where the ITU membership adopted the revised Resolution 73. TU Academy Training Centres (ATCs) are internationally recognized institutions offering high-quality training to intermediate and senior personnel, with a focus on the needs of developing countries. ATCs are the core capacity development partners of ITU, delivering high-quality courses addressing the most important training topics identified by ITU membership, including policy and regulation, network infrastructure, spectrum management, cybersecurity, digital inclusion and digital services.  The courses are conducted online through ITU's e-learning platform, the [ITU Academy](https://academy.itu.int/). Hybrid and face-to-face courses are also offered, in some cases free of charge. 14 centres were initially selected to begin work in 2023.  From January through March, the ITU Academy registered 3,600 additional users, bringing the total of the platform’s learners to over 38,000 users from all Member States. During this period, 38 courses were delivered via the platform to around 3,600 registered participants, of which 300 had completed their courses by March 2023 (others are still ongoing).  In partnership with Cisco, ITU organized an Executive Roundtable on the [Digital Transformation Centre Initiative (DTCI)](https://academy.itu.int/itu-d/projects-activities/digital-transformation-centres-initiative) during the Mobile World Congress in Barcelona in February 2023. The session brought together CEOs of telecommunication companies and started discussions on a global partnership of telecommunication companies to support digital skills development and digital inclusion in underserved communities, as part of the DTC Initiative. A follow-up workshop with telecommunications companies will take place from 30 May to 1 June 2023 to develop concrete proposals for strengthening the work of DTC on the ground.  In May 2023, the Global DTC Workshop took place in Cebu City, Philippines, under the theme “Accelerating Digital Skills Development”. The interactive workshop, which brought together representatives from all DTCs across the world, highlighted success stories and challenges faced by the DTCs and identified solutions to strengthen the work of the DTCs and areas of support needed from DTCI partners, all of which will result in increasing the impact of the Initiative on the ground.  The ITU Regional Office for CIS countries jointly with the Ministry of Digital Development and Transport of **Azerbaijan** launched a national Digital Skills Assessment. The scope of the work covers households, government agencies, universities, and industry to identify status of digital skills and literacy, enhance data collection and elaboration of national digital skills programs.  ***Policy and regulation***  In February, with the support of Government of the United Kingdom Foreign, Commonwealth & Development Office (FCDO) Digital Access Programme (DAP), the **Efficiency toolkit** was launched **as a practical guide for countries looking to achieve impactful and sustainable universal access and service implementation.** This toolkit helps to navigate the multitude of business models that need financial support in order to have a local, municipal and national impact, as well as to meet SDGs and related targets. The online self-paced course developed to better understand how to use the toolkit is available through the ITU Academy. The main objective is for participants to understand and apply the analytical tools, examples and templates provided in the toolkit to navigate common questions and challenges faced when using public funds to design, implement and finance programmes and projects that facilitate access to digital technologies and communication infrastructure. Face-to-face facilitated training to national stakeholders on the toolkit modules have also been delivered in Kenya in November 2022 and in Sierra Leone in May 2023.  In March on the occasion of the WSIS Action Line C6 Facilitation meeting, BDT launched the [**Global Digital Regulatory Outlook 2023**](https://www.itu.int/hub/publication/d-pref-bb-reg_out01-2023/). This edition benchmarks regulatory progress across 193 countries worldwide, building on the successful track record of the first three editions. The 2023 Outlook introduces the latest of ITU’s suite of highly specialized tools: a unified framework for assessing the state of readiness of national policy, legal and governance frameworks for digital transformation. The unified framework is based on the tried-and-tested [ICT Regulatory Tracker](https://app.gen5.digital/tracker) and the [G5 Benchmark](https://app.gen5.digital/benchmark). This new analysis is the go-to reference for regulators and policymakers seeking to understand a fast-moving landscape – and shape regulatory change that will benefit all in the quest for digital transformation.  The [**22nd Global Symposium for Regulators**](https://www.itu.int/itu-d/meetings/gsr-23/) (GSR-23) will be held will be held in Sharm el-Sheikh, Egypt, from 5 to 8 June 2023 under the theme ‘Regulation for a sustainable digital future. GSR-23 will feature thematic sessions bringing together regulators, policy makers and other digital stakeholders from around the world and providing a global platform for knowledge exchange. As at every edition, participants will adopt a set of regulatory best practice guidelines developed based on a multi-stakeholder [consultation](https://www.itu.int/itu-d/meetings/gsr-23/consultation/). This year’s guidelines focus on ‘Regulatory and economic incentives for an inclusive sustainable digital future’.  ***Statistics***  In March, ahead of the Fifth United Nations Conference on the Least Developed Countries (LDC5), BDT launched[**Facts and Figures: Focus on Least Developed Countries**](https://www.itu.int/itu-d/reports/statistics/facts-figures-for-ldc/)*,* a special edition of our flagship *Facts and Figures* series. Since the last LDC conference in 2011, the connectivity challenge has become more complex and demanding. Bringing everyone online is no longer enough. Meaningful connectivity – the possibility to enjoy a safe, satisfying, enriching, productive and affordable online experience – is the new imperative. The new study reveals that for LDCs, this remains a major challenge. The digital divide between LDCs and the rest of the world shows little sign of narrowing. As the world becomes increasingly adept at leveraging the Internet for value creation, LDCs risk falling further behind.  In April, BDT launched the [**Policy Brief on the affordability of ICT services 2022**](https://www.itu.int/dms_pub/itu-d/opb/ind/D-IND-POL_BRIEF.02-2023-PDF-E.pdf). The brief presents key findings from the analysis of the ITU 2022 ICT price data collection, focusing on recent high-level trends and shining a light on the affordability divides. The analysis builds on the most comprehensive, established, and granular time series of internationally comparable data on ICT affordability, which represents a treasure trove for policymakers, regulators and researchers. The ITU ICT prices programme embodies our ongoing commitment to measuring ICTs for better decision-making. BDT’s work on policy and regulation complements this statistical effort by providing guidance on measures to improve affordability and value for money.  Following the revision of PP Resolution 131 (Rev. Bucharest, 2022), BDT kicked off the process of reviewing and publishing the **ICT Development Index (IDI)** in February with a [consultation](https://www.itu.int/en/ITU-D/Statistics/Documents/IDI/IDI2023TentativeTimeline_v20230201.pdf) of the Expert Groups on Telecommunications/ICT Indicators (EGTI) and on Household Indicators (EGH). The ‘[Zero draft](https://www.itu.int/en/ITU-D/Statistics/Documents/IDI/IDI2023ZeroDraftDocument_February2023.pdf)’ of the IDI methodology prepared by the Secretariat was refined following comments received. The updated ‘[Version 1](https://www.itu.int/en/ITU-D/Statistics/Documents/IDI/IDI_2023_Version1_DraftDocument_April2023.pdf)’ of the methodology was [sent](https://www.itu.int/dms_pub/itu-d/md/22/bdt/cir/D22-BDT-CIR-0009%21%21PDF-E.pdf) to Member States for a second round of comments ending 19 May 2023. In June, a [virtual joint meeting](https://www.itu.int/itu-d/meetings/statistics/joint-egti-egh-meeting-on-idi-2023)of EGTI and EGH will aim to resolve any outstanding issues so that the Secretariat can finalize the methodology.  The process is expected to conclude in August with a final consultation during which Member States will be asked 1) whether they approve the IDI methodology; and 2) whether they would like to opt out from the 2023 edition. The methodology will be adopted if 70 percent of responding Member States approve it. |

### 3.4 ITU-D Priority 4: Inclusive and secure telecommunications/ICTs for sustainable development

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| Priority/ Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023  (in CHF) | % of Priority/ Enabler Total | % of Grand Total |
| All Inclusive and secure telecommunications/ICTs for sustainable development | | |  | **480,000** |  | **11.4%** |
| Capacity development | * Increased access for all to training programmes in digital skills | Capacity development | * Number of people trained in basic and intermediate digital skills * Percentage of digitally skilled users – by level (basic skills, standard skills and advanced skills) | 80,000 | 16.7% | 1.9% |
| Cybersecurity | * Increased digital literacy and public awareness of cybersecurity issues * Stronger consumer protection in Member States * Support to Member States in developing national cybersecurity strategies and CIRTs * Enhanced capacity of telecommunication/ICT professionals to support the digital economy and strengthened digital skills * Increased secured online services, including child online protection, and mobilization of resources for marginalized groups and persons with specific needs * Mobilized investment in secure and resilient telecommunication/ICT infrastructure, particularly in underserved areas * Utilizing ITU's unique partnerships to adequately resource and support capacity building and cybersecurity activities | * Development of policy frameworks and knowledge products * Provision of data and statistics * Capacity development * Provision of technical assistance * Convening platforms | * Number of Member States and ICT professionals having received training on topics related to cybersecurity * Number of stakeholders engaged in Child Online Protection awareness/ capacity building activities * Number of online child support systems identified * Number of Member States Increasing commitment to cybersecurity measured through the Global Cybersecurity Index (GCI) * Number of Member States receiving technical assistance from BDT to develop or enhance their national cybersecurity strategy * Number of Member States receiving technical assistance from BDT to build confidence and security in the use of telecommunications/ICTs and adopt risk management practices * Number of Member States receiving technical assistance from BDT to enhance CIRT/ cybersecurity response capacity * Number of Member States receiving technical assistance from BDT to address cybersecurity related incidents | 400,000 | 83.3% | 9.5% |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Priority 4 – Inclusive and secure telecommunications/ICTs for sustainable development\*\*** |
| **Cybersecurity**  Since the beginning of 2023, BDT has provided a series of technical assistance in different regions:   * With the support of the UK Home Office, BDT has been working with the lead cybersecurity agency in **Morocco** to support the development of a new National Cybersecurity Strategy (NCS) which is set to launch later this year. BDT also organized a [national consultation workshop](https://www.dgssi.gov.ma/fr/content/ateliers-debats-autour-des-nouveaux-objectifs-strategiques-nationaux-en-matiere-de-cybersecurite.html) in which national stakeholders, private sector and civil society joined thematic discussions and exercises and developed recommendations on the objectives of the new NCS of Morocco. * In March, together with USAID, the Asia-Pacific Institute for Broadcasting Development (AIBD) and DAI Global, the ITU Regional Office for Asia and the Pacific co-organized a training workshop on cybersecurity reporting for female journalists from **Cambodia, Indonesia, Laos, Mongolia and Thailand**. This training was the fourth and final one of a partnership that focuses on creating a cohort of female journalists dedicated to cybersecurity reporting in their respective news agencies. * Also in March, BDT organized a capacity-building session and national consultation workshop in N'Djamena, **Chad**, to support the National Agency for Computer Security and eCertification (ANSICE) in developing a more comprehensive and inclusive NCS. As a result of the extensive and productive consultations with key stakeholders, the new strategy's objectives and action plan were established, which will have a significant impact on the advancement of cybersecurity in Chad and enhance the country's capability to effectively mitigate cyber threats. * In May, BDT carried out the [**2023 ITU Regional CyberDrill for Africa**](https://www.itu.int/en/ITU-D/Regional-Presence/Africa/Pages/EVENTS/2023/Regional-Cyberdrill-for-Africa-.aspx), in Lilongwe, **Malawi**, in collaboration with the Malawi Communications Regulatory Authority (MACRA). The Cyberdrill provides a platform for senior ICT and cyber security officials from the region to discuss, formulate strategic directions and plans to tackle emerging threats to the global and regional security sector and ensure a continued collective effort in mitigating cyber threats among the Region's national Computer Incident Response Teams (CIRTs). * Also in May, ITU launched a virtual cyber drill activity in collaboration with the National Cybersecurity Authority (NCA) of **Saudi Arabia** with over 60 attendees from around the globe. The main objective of the drill was to test their skills in responding to incidents affecting companies, identifying malicious traffic and identifying network threats. * A CIRT maturity assessment was carried out in **Azerbaijan** to assist the Ministry of Digital Development and Transport in strengthening their national CERT by identifying new tools for cyber threat detection, refining their incident processes and operational procedures and capacity building.   In addition, a few global initiatives have been launched over the past months:   * In April, BDT launched the 2023 [**Global Cybersecurity Index (GCI) Data Collection**](https://www.itu.int/en/ITU-D/Cybersecurity/Pages/global-cybersecurity-index.aspx) in view of the preparation of the next edition of GCI. * In May, the [**Women in Cyber Mentorship program**](https://www.itu.int/en/ITU-D/Cybersecurity/Pages/Women-in-Cyber/Women-in-Cyber-Mentorship-Programme.aspx) was launched, with support from [Microsoft](https://www.itu.int/en/ITU-D/MembersPartners/Pages/Partners/Our-common-work-with-selected-Partners.aspx?pi=6999&nb=3). The program will aim to tackle the cultural and systemic barriers that prevent broader inclusion of women in cybersecurity, while working to equip them with the necessary skill set to enter and thrive in the field. * [**Cyber for Good**](https://www.itu.int/en/ITU-D/Cybersecurity/Pages/Cyber4Good/Cyber4Good.aspx) continues to work with Least Developed Countries (LDCs) and ITU private sector Members to offer free services, tools, and trainings to help close the cyber capacity gap. Currently, 16 LDCs are benefiting from services provided by ITU membership. |

### 3.5 ITU-D Priority 5 and ITU-D Enablers 6 and 7: Resource mobilization, partnerships and international cooperation

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| Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023  (in CHF) | % of Grand Total |
| Cross-cutting | * 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 * 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 * Strengthened resource-mobilization strategy through cooperation with international and regional financial and development institutions. * 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 * 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 | * Development of policy frameworks and knowledge products * Capacity development * Provision of technical assistance * Convening platforms | * Value of resources mobilized for BDT project or activity implementation * Number of partnership agreements signed * Overall value of partnership agreements * UN country frameworks active * Value of partnership agreements with UN agencies * Number of platforms of exchange created with other UN agencies engaging the digital and ICT community to discuss ICT/Digital contribution to Agenda 2030 * Number of UN-wide joint planning initiatives taken with relevant institutions at international and regional levels to achieve the SDGs related to telecommunication/ICT development matters | **120,000** | **2.9%** |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Priority 5 and ITU-D Enabler 7 – Resource mobilization and international cooperation** |
| New partnerships with UN and academia forged in 2023 include:  • Joint capacity-development activities under the newly launched **ITU Academy Training Centres (ATC) Programme**: ITU and more than ten academia partners singed agreements under the new ATC programme. For example, the University of the Witwatersrand, South Africa, signed an agreement to strengthen capacities of policymakers in charge of designing and implementing policies and strategies to lead their countries through the digital transformation, as well as other professionals in the ICT sector requiring knowledge and skills in the field of digital technologies.  • With the aim of promoting the equal, full, and meaningful representation of women in cybersecurity for a more resilient cyberspace for all, ITU and GIZ Are collaborating on the **‘Her CyberTracks’** initiative which will align, improve, develop and scale existing offerings for cyber capacity building. ‘Her CyberTracks’ will engage countries in Africa and Europe regions, including Georgia, Moldova, Ukraine, Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia.   * **Digital transformation and technology innovation:** ITU and the United Nations represented by the Office of Information and Communications Technology (UN-OICT) signed an agreement to cooperate on digital transformation and technology innovation.   A number of new projects were signed with the European Commission (EC), which will start implementation in 2023.   * **Promoting and measuring universal and meaningful connectivity:** ITU and the European Commission (EC) teamed up to promote and measure universal meaningful connectivity (UMC). In May, BDT kicked off the project ‘Promoting and measuring universal and meaningful digital connectivity’ which aims to promote Internet services and skills for everyone worldwide over the next three years. With a budget of 3 million Euro, the project is expected to galvanize efforts to meet key digital connectivity targets and advance global sustainable development. * **Digital transformation:** ITU and EC signed an agreement for the new project ‘Building the foundation for VaMoz Digital!’ (ITU component of the ITU-EC-Italian Agency for Development Cooperation joint project ‘Vamoz Digital’) which aims to support the harnessing of human centric digital transformation for sustainable development and inclusive growth in Mozambique. The three-and-a-half year project is valued at 2.3 million Euro. It brings together ITU-D products and services to support the Government of Mozambique’s digital transformation efforts. * In the framework of the Horn of Africa Initiative, ITU in collaboration with GIZ, Estonia and DIAL and with the financial support of EU is assisting Djibouti, Kenya and Somalia to enhance their digital service delivery through implementing digital government services in the context of the **GovStack** initiative.   Existing projects, partnerships and cooperation activities have also been gaining momentum:  • In January, Giga reached a significant milestone: the mapping of 2 million schools globally on our open-source platform, Project Connect. This is a crucial step towards identifying connectivity gaps and taking steps towards connecting all schools globally. In March, Giga was awarded with the Social Impact Project of the Year award at the Artificial Intelligence Blockchain and Cryptocurrency (AIBC) Summit in Dubai, UAE. ITU continues to support Giga globally through country engagement and digital infrastructure, including broadband, mapping component and related analysis that contribute to informed decision making for school connectivity and infrastructure projects.  • The ITU-AU-EU joint initiative on **Policy and Regulation Initiative for Digital Africa (PRIDA**) has continued to provide support to beneficiary countries, including the valorisation of the digital dividend in **Comoros**, the training of trainers on the Harmonized Calculation Method for Africa (HCM4A) agreement organized in **Kenya**, the training of several experts on aeronautical and maritime communication, as well as the International obligations for countries to implement search and rescue services (SAR) organized in Tanzania and Senegal together with spectrum monitoring training, to name some of them. The development of National Frequency Table of Allocations (NFTA) work has also been initiated in **Libya, Somalia** and **Sudan**. To date, the HCM4A agreement has been signed by 42 countries on the continent, while discussions are ongoing with additional countries.  • As part of ITU’s contribution, BDT has been involved in the recent activities of the Office of the Secretary-General's Envoy on Technology, including the consultation on the scope and modalities of a **Global Digital Compact**, in conjunction with the General Secretariat and the other ITU Bureaus. This is part of a series of UN-wide efforts to strengthen international cooperation and build on the UN Secretary-General (UNSG) report on Our Common Agenda.  More information on BDT resource mobilization efforts and partnerships is available in TDAG-23 document 4 and INF/1. |

### 3.6 ITU-D Enabler 1: Membership-driven

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| Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023  (in CHF) | % of Grand Total |
| Cross-cutting | * Strengthened implementation of WTDC resolutions * Enhanced knowledge-sharing, research and development, dialogue and partnership among the ITU membership on telecommunication/ICT issues | * Convening platforms | * Number of new ITU-D Members * Number of participants in BDT statutory meetings | **15,000** | **0.4%** |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Enabler 4 – Membership-driven** |
| **ITU-D Study Groups (SGs)**  The [**first series of Rapporteur group meetings**](https://www.itu.int/net4/ITU-D/CDS/sg/blkmeetings.asp?lg=1&stg=&sp=2022&blk=28224)for ITU-D SGs are being held from 8 May through 2 June. The Rapporteur groups are expected to make decisions on how contributions received from ITU-D membership and through public workshops will be used in Question outputs. The meetings will come up with updated Question workplans, table of contents of final reports, outgoing liaison statement for focused collaboration and agree on interim deliverables as well as workshops. In conjunction with the Rapporteur group meetings, public thematic workshops and focus sessions intended to generate additional content especially from non ITU-D members to augment the work of ITU-D SG Questions.  In order to raise the visibility of the work of BDT and attract new members, **ITU-D Study Group 1** held seven public cross-Question workshops on topics related to ‘Enabling environment for Meaningful Connectivity’ led by BDT experts, namely:   * [’Meaningful Connectivity: Innovation and Acceleration’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/workshop-innovation-may23.aspx) facilitated by the BDT Innovation service * [’Beyond universality: the meaningful connectivity imperative’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/workshop-measuring-may23.aspx) facilitated by the ICT Data and Analytics Division * [’Meaningful Connectivity: the key to sustainability’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/workshop-sustainability-may23.aspx) facilitated by the Special Initiatives Division * [‘Meaningful Connectivity Projects and Impact’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/workshop-impact-may23.aspx) facilitated by Project Support Division * [’Meaningful Connectivity Regional actions’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/workshop-regional-actions-may23.aspx) facilitated by ITU Regional Offices   [’Meaningful Connectivity: Women Experts and Young Experts inclusion’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/workshop-inclusion-may23.aspx) facilitated by Network of Women, EQUALS & Generation Connect.  A focus session on [’How are ITU-D Study Group 1 products used?’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/workshop-products_usage-may23.aspx) facilitated by the BDT Innovation service, the outcome of which will be shared at TDAG-23 by the ITU-D SG1 Chair.  Furthermore, to foster collaboration and boost synergies, a series of workshops were held in conjunction with Rapporteur groups’ meetings:   * ITU-D Question 2/1 focus session on broadcasting for new applications * ITU-D Question 3/1 workshop on [Emergency Preparedness for Disaster Management](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/session-Q3-1-may23.aspx)’ * a joint workshop of Question 4/1 and Question 5/1 on [’Challenges and opportunities of the use of USF for bridging the digital divide’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/joint-session-Q4-1-Q5-1-may23.aspx) * ITU-D Question 6/1 workshop on [’Trends in consumer protection regulatory instruments to enable digital transformation](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/session-Q6-1-may23.aspx)’ * ITU-D Question 7/1 Workshop on [‘ICT Accessibility – the key to inclusive communication for all people’](https://www.itu.int/en/ITU-D/Study-Groups/2022-2025/Pages/meetings/session-Q7-1-may23.aspx)   As Question 2/1 discussions coincided with the ITU workshop on ‘[Future of TV for South Asia, Arab and Africa regions](https://www.itu.int/en/ITU-T/Workshops-and-Seminars/2023/0511/Pages/default.aspx)’ held in Bangalore, India, a co-rapporteur of the question intervened live from Geneva, enabling a cross-fertilization of ideas and experiences. The first [Network of Women (NOW)](https://www.itu.int/en/ITU-D/Conferences/WTDC/WTDC21/NoW/Pages/default.aspx) lunch time meet up of ITU-D SG1 women experts delegates was held on 15 May and generated ideas for consideration by the Board of NOW.  A total of 369 [participants](https://www.itu.int/online/mm/scripts/s/gensel23?_lang=&_event=C-00012321&_event_type=ZSED) were announced for the ITU-D SG1 Rapporteur group meetings and public workshops. 125 [contributions](https://www.itu.int/md/D22-SG01.RGQ-230508-C) were received for discussions at the rapporteur group meetings. More information is available in the ITU-D Study Group 1 Chair’s report to TDAG and the [meetings webpage](https://www.itu.int/net4/ITU-D/CDS/sg/blkmeetings.asp?lg=1&stg=&sp=2022&blk=28224). All meetings and workshops were held in hybrid mode with interpretation in English and French, and captioning. Question 1/1 meeting also had interpretation in Chinese and Question 7/1 – international sign facilities.  In view of deepening knowledge on specific topics treated by the Questions under study and encouraging sharing of knowledge with other ITU Sectors and organizations, a series of public workshops were also held in conjunction of **ITU-D** **Study Group 2 (SG2)** Rapporteur group meetings. These events brought together experts from ITU Members as well as several non-ITU members. Seven workshops were organized on the following topics:   * Question 1/2: Workshop on digital public infrastructure and shared services for smart sustainable government, cities and communities * Question 2/2: Workshop on adoption of new digital technology for e-health, e-learning and other e-services * Question 3/2: Workshop on cybersecurity assurance practices * Question 4/2: Workshop on conformity and interoperability challenges for digital transformation * Question 5/2: Workshop on adoption of ICTs and digital skills development * Question 6/2: Workshop on green ICT and emerging technologies towards climate change mitigation, and * Question 7/2: Workshop on international, regional and national policies concerning human exposure to electromagnetic fields.   SG2 workshop agendas can be accessed through the [SG2 meeting page](https://www.itu.int/net4/ITU-D/CDS/sg/blkmeetings.asp?lg=1&stg=&sp=2022&blk=28225). Further update on participation in SG2 Rapporteur group meetings and related events will be provided at TDAG-23 due to the timing of the events.  **WSIS implementation and follow-up**  During the [WSIS Forum 2023](https://www.itu.int/net4/wsis/forum/2023/en), BDT convened the annual interactive WSIS Action Line (AL) Facilitation meetings and a number of thematic panels to exchange of ideas, best practices and experiences, and promote multi-stakeholder action towards advancing sustainable development and achieving global goals, including:   * [WSIS Action Line C2, Infrastructure: Next generation regulation for sustainable digital transformation](https://www.itu.int/net4/wsis/forum/2023/Agenda/Track/13#agenda) * [WSIS Action Line C4, Capacity building: Understanding AI powered learning: Implications for developing countries](https://www.itu.int/net4/wsis/forum/2023/Agenda/Session/468) * [WSIS Action Lines C6, Enabling environment: Next generation regulation for sustainable digital transformation](https://www.itu.int/net4/wsis/forum/2023/Agenda/Session/224).   A complete record of thematic panels organized as part of WSIS Forum 2023 and virtual WSIS session in April and May is available on the [WSIS website](https://www.itu.int/net4/wsis/forum/2023/en).  Information on trends in ITU-D Membership is available in TDAG-23 document 8. |

### 3.7 ITU-D Enabler 2: Regional presence

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| Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023  (in CHF) | % of Grand Total |
| Cross-cutting | * Strengthened and empowered staff and their expertise at all levels, within the regional presence (regional and area offices) * Strengthened ITU dual responsibility as a United Nations specialized agency and executing agency for implementing projects. * 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 * 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. * 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 | * Development of policy frameworks and knowledge products * Capacity development * Provision of data and statistics * Convening platforms | * Number of Member States engaged in the annual planning process * Number of Regional Development Forums (RDFs) and regional high-level dialogues organized * Number of participants in RDFs and regional dialogues * Number of BDT actions to achieve ITU-D objectives, outcomes and outputs, through the involvement and collaboration of Radiocommunication and Telecommunication Standardization sectors and by mainstreaming ‘One ITU’ and RBM approaches * Number of UNCTs participated in | **280,000** | **6.7%** |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **KAP implementation highlights 2023: ITU-D Enabler 6 – Regional presence** |
| **ITU Regional office for Africa**   * The [**Office**](https://www.itu.int/itu-d/sites/africa/) has been involved in various regional coordination activities and reporting at the United Nations (UN) level, including UN Sustainable Development Cooperation Framework (UNSCDF) drafting and Common Country Analysis (CCA) preparation into which digital components have been integrated and reported on. * The Office contributed to periodic meetings of the UN Regional coordination mechanisms and UN Regional Forums on Sustainable Development, highlighting the actions carried out by ITU to support countries’ national digital transformation efforts. The Office continued to actively engage in the activities of the UN System, integrating ITU as a non-resident agency in the work of several UN Country Teams (UNCTs) and in support of the UN Resident Coordinators (UNRCs) in Cameroon, Ethiopia, Senegal and Zimbabwe. * Collaboration with the regional representation of the UN Development Coordination Office (UNDCO) and through the African Opportunity and Issue-Based Coalitions (O/IBCs) continued. Together with WHO, UN-HABITAT and UNESCO, ITU has co-lead O/IBC4’s work dedicated to ‘Leveraging new technologies and enabling digital transitions for inclusive growth and development’. O/IBC4 merged with O/IBC3 in 2023 to focus on education, innovation, digitalization and youth, with ITU continuing as a Co-lead. The initiative is expected to develop an exemplary platform on the continent to support UNCTs in understanding how digital technologies can be leveraged in the programming and supporting countries’ development efforts, while leveraging and working towards key global and regional priorities.   **ITU Regional office for the Americas**   * In February, the **Office** engaged as a key partner in the regional launch of the **UN Early Warnings for All Initiative (EW4ALL)**. The launch aimed at mobilizing Caribbean Prime Ministers to support the EW4ALL initiative and accelerate national and regional governance mechanisms that will facilitate its implementation. The Executive Action Plan for the implementation of the EW4ALL initiative was unveiled by UNSG António Guterres during COP 27. * The Office has been actively involved with UNCTs as part of the activities of UNSCDFs in Honduras, El Salvador and Paraguay while also working with UNCTs and UNRCs in other countries in the region to effectively leverage ICTs in UN development efforts towards meaningful connectivity and bridging the digital divide. * The Office has been advocating for the important role of ICTs in the UNSCDF for Dominican Republic (2023-2027), which ITU is expected to sign in the coming months. * In Honduras, the Office is relaunching the work around the e-agriculture strategy developed by ITU to seek implementation synergies, in particular with FAO. * The ITU-developed Digital Toolkit for micro and small businesses is being implemented in Dominican Republic, Guatemala and Panama, in partnership with UN Women. * ITU has also joined the Board of Generación Única by UNICEF in Argentina and the UN Partnership on the Rights of Persons with Disabilities projects by UNCT in Guatemala.   **ITU Regional office for Arab States**   * The **Office** has been actively engaging with various UN agencies and participating in UNCT activities with UNRCs, including in Algeria, Bahrain, Egypt, Jordan, Morocco and Saudi Arabia, as well as the two Regional RCOs, for Arab States and Africa. The Office has co-chaired and led the work of the Joint Team on Digitalization and Innovation jointly with UNIDO and UNESCO. * A regional UN engagement strategy is being prepared and developed following discussions with UNRCs and UN Regional RC Offices, however resources may be required to engage in an impactful way with the UN system across the Arab region, given that all countries in the region are now engaging in digital transformation initiative at the national level. * The Office has also partnered with WHO and FAO to assist countries in developing national strategies on digital health and e-agriculture, for example in Egypt, as well as exploring similar collaboration in Algeria and Jordan. * The Office worked along with key stakeholders such as UN ESCWA on developing a regional ICT strategy for Arab States as part of the coordination under the committees of the League of Arab States (LAS). * Currently, ITU is signatory to UNSDCF in Algeria, Bahrain and Egypt while further discussions are ongoing in other countries in the region.   **ITU Regional office for Asia and the Pacific**   * The **Office** engaged in the 10th Asia-Pacific Forum on Sustainable Development (APFSD) organized by United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in Bangkok, Thailand in March. Throughout the forum, ITU collaborated with FAO to showcase the Smart Villages and Smart Islands Initiative. ITU also co-led the SDG 9 Roundtable and supported one of the key plenary sessions, the Review of Regional Progress and Opportunities for Achieving SDGs. * The Regional Office also continued to work closely with UNRCs and UN agencies in the Pacific, in particular in Bhutan, Cambodia, India, Indonesia, Malaysia, Mongolia, Papua New Guinea, Philippines and Thailand. One concrete outcome of ITU’s UN engagement in the region is the development and approval of two UN SDG Fund projects which aim to accelerate digital transformation in the Pacific through the rollout of the Smart Islands initiative and digitization programmes in beneficiary countries.   **ITU Regional office for CIS countries**   * The **Office** works closely with UNCTs in Belarus, Kazakhstan, Kyrgyzstan and Uzbekistan. Collaboration continues with other UNCTs in the region to raise awareness about ITU’s global and regional activities and explore areas of partnership. * As part of the UN Digital Transformation Group for Europe and Central Asia, co-lead by ITU and UNECE, a session on digital development was organized at the UN Regional Forum for Sustainable Development for Europe and Central Asia. The office engaged in the 10th APFSD organized by UNESCAP contributing to Roundtable on SDG 9 together with the ITU Regional office for Asia and the Pacific.   **ITU Regional office for Europe region**   * A series of events has been organized during the WSIS Forum 2023, in particular focusing on the country work on digital inclusion, digitalization and ICT infrastructure. * A special track focusing on ‘Digital for development’ has been organized during the UN Regional Forum on Sustainable Development for Europe and Central Asia, resulting in a set of concrete recommendations channelled towards the deliberations of the High-Level Political Forum and highlighting strategic role of ICTs for achievement of SDGs. * In view of elaborating the rolling implementation plan for Europe and strengthening the engagement of stakeholders towards the implementation of the ITU Regional Initiatives, the 2023 ITU Regional Development Forum for Europe (RDF-EUR) was organized in close collaboration with the European Conference of Postal and Telecommunication Administrations (CEPT) from 22 to 23 May 2023 in Romania. * Significant efforts have been dedicated towards strengthening cooperation with EU institutions, BEREC, ENISA, European Commission, that included holding a series of coordination meetings in Brussels and Geneva, leading towards the programming of strategic partnerships. * The Office continued to co-lead two coordination mechanisms, the Digital Transformation Group for Europe and Central Asia and the UN Brussels Task Force on Digitalization for SDGs. This led to the elaboration of the UN Digital Development Toolbox, providing the tools and frameworks, and facilitating cocreation of multiagency projects to support digital transformation and meaningful connectivity. * The Office organized the UN-EC strategic workshops on Artificial Intelligence. * Also, strategic collaborations with UN agencies were strengthened, including with FAO (on digital agriculture), UNICEF (on child online protection), UN Women (on the digital gender divide) and UNDP (on digitalization). * The Office continued its proactive engagement with UNCTs of the Europe region and worked closely with eight country teams (Albania, Bosnia and Herzegovina, Georgia, Montenegro, Moldova, North Macedonia, Serbia and Ukraine). Digital Development Country Profiles for Bosnia and Herzegovina, and Ukraine were finalized. Europe Office continues to contribute to CCAs and UNSDCFs to strengthen the implementation of digital transformation-related projects and initiatives. * In addition, in line with the resolves of the ITU Council Resolution 1408, the Office continued to provide assistance focusing on rebuilding and rehabilitation of the ICT infrastructure in Ukraine, along with another pilot project on broadcasting stations. |

### 3.8 ITU-D Enabler 3: Diversity and inclusion

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| Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023 (in CHF) | % of Grand Total |
| Digital inclusion | * 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 | * Development of policy frameworks and knowledge products * Capacity development * Provision of technical assistance * Convening platforms | * Number of countries with an ICT accessibility and gender policy * Number of Member States and stakeholders who strengthen their knowledge/capacity on digital inclusion policies and strategies; * Number of countries receiving technical assistance from BDT on digital inclusion * Number of digital inclusion tools and resources developed and made available to support ITU membership’s efforts to implement digital inclusion policies and strategies, and number of downloads of tools and resources * Number of participants in digital inclusion online/blended/face-to-face trainings * Number of events/workshops/ seminars organized by or in which BDT was engaged to assist Member States and stakeholders in their efforts to address digital inclusion for all, including vulnerable groups, at the national or regional level, and respective number of participants * Percentage of women participating in ITU-D Statutory meetings * Number of youth taking part in ITU activities * Number of youth delegates participating in ITU events | **404,500** | **9.6%** |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Enabler 2 – Diversity and inclusion** |
| On International Women’s Day (IWD) on 8 March, BDT in collaboration with the Enhanced Integrated Framework (EIF) and under the EQUALS global partnership, launched the [**Handbook on mainstreaming gender in digital policies**](https://www.itu.int/hub/publication/d-hdb-gender-2023-01/)*.* The launch was part of the “Bridging the gender digital divide through policy action” event, organized with the German government, which also launched the Network of Women Digital Ministers and explored how gender-inclusive digital policy can change digital development outcomes.  Also in March, ITU in collaboration with the Ministry of Information, Communication, and Technology of Indonesia, organized an event on ‘AI Socialization: Gender Based AI Policy and Standard in Indonesia’. The event served as a dissemination platform for a research report on gender-sensitive AI policy in Southeast Asia, a dialogue series and networking activities. AI trainings were held on gender-based policy and standards in Yogyakarta, Indonesia. In April, with the support of partners, the Child Online Protection (COP) team launched the second of three [online self-paced trainings for children aged 9-12 and 13-18](https://www.itu.int/en/ITU-D/Cybersecurity/Pages/COP/Trainings.aspx). The web-based interactive training modules for children and young people aim to give an insight on the various issues related to their rights online, including child online protection, safety, and access to resources for dealing with critical situations while online. The trainings provide knowledge across three priority areas: privacy, mis- and disinformation, and harassment. This year, the theme of [**Girls in ICT Day**](https://www.itu.int/women-and-girls/girls-in-ict/international-girls-in-ict-day-2023/) is ‘Digital Skills for Life’. The global Girls in ICT event was celebrated on 27 April in Zimbabwe as part of the Transform Africa Summit 2023, in coordination and collaboration with the Postal and Telecommunication Regulatory Authority of Zimbabwe (POTRAZ) and Smart Africa. Girls in ICT Day is now a global movement, with ITU partners and other organizations conducting their own events and celebrations on the Girls in ICT Day and throughout the year.  The [Economic and Social Council (ECOSOC) Youth Forum](https://www.un.org/ecosoc/en/2023-ecosoc-youth-forum) took place in New York, United States in April. The Forum provided a platform for young people to engage in a dialogue with Member States and other actors to voice their views, concerns and galvanize action to transform the world into a fairer, greener and more sustainable place guided by SDGs. Generation Connect co-organized an event on **Youth Leading Digital Transformation in LDCs** and co-organized the thematic session on harnessing the potential of youth to turbo charge SDG 9, infrastructure, industry and innovation. |

### 3.9 ITU-D Enabler 4: Commitment to environmental sustainability

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| Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023 (in CHF) | % of Grand Total |
| Environment | * 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 | * Development of policy frameworks and knowledge products * Provision of data and statistics * Convening platforms | * Number of Member States receiving assistance from BDT in developing climate-change strategies, policy and legislative frameworks * Number of Member States applying harmonized data collection methodology * Number of countries with a policy, legislation, or regulation on waste from electrical and electronic equipment (WEEE) | **155,000** | **3.7%** |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Enabler 1 – Commitment to environmental sustainability** |
| The e-learning course [‘Deep dive into the Extended Producer Responsibility (EPR) principle for e-waste management’](https://academy.itu.int/training-courses/full-catalogue/deep-dive-extended-producer-responsibility-epr-principle-e-waste-management) was launched on ITU Academy in January 2023. The course serves as a follow up to the course ‘Introduction to e-waste policy’ and is a key resource for policy makers and relevant stakeholders to understand the foundation of EPR and look deeper into the requirements of an EPR system. The course is provided as part of ITU's technical assistance to nations in producing e-waste policy and regulation.  ITU has developed an e-learning course as part of the [Women’s Entrepreneurship Accelerator](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.we-accelerate.com%2F&data=05%7C01%7Cvanessa.gray%40itu.int%7Cbe6266536c0140e1eb5f08db55492611%7C23e464d704e64b87913c24bd89219fd3%7C0%7C0%7C638197544871331911%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=utDQTZRKwqzGlA%2F3xDOWcPR%2FQwcquCRg1db%2FApyC4LM%3D&reserved=0) initiative funded by Mary Kay on [**‘Green and Digital Entrepreneurship**’](https://academy.itu.int/training-courses/full-catalogue/green-and-digital-entrepreneurship). The course will be launched in June 2023 for World Environment Day.  A newly published Story Map highlights ITU’s work on [**e-waste policy development and data collection in the Africa region**](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fstorymaps.arcgis.com%2Fstories%2F6679f1d9b8174c368b3630fa40138947&data=05%7C01%7Cvanessa.gray%40itu.int%7Cbe6266536c0140e1eb5f08db55492611%7C23e464d704e64b87913c24bd89219fd3%7C0%7C0%7C638197544871331911%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=ITQyJgu7WfdURgPcD6MJVKTTj4B%2FGcOlUpzQgVJjYYM%3D&reserved=0)**,** with examples of activities in partner countries such as policy consultations, awareness campaigns and e-waste household and business surveys. It is an interactive platform for members, donors and the general public to understand ITU’s collaborative and versatile scope of work.  TSB and BDT, in collaboration with Govstack, GiZ, the Circular Electronic Partnership and the Global Electronics Council, organized a workshop on [’**Accelerating Circular and Sustainable Public Procurement of ICT**’](https://www.itu.int/en/ITU-T/Workshops-and-Seminars/2023/0214/Pages/default.aspx), which took place virtually in February 2023. The workshop allowed participants to gain knowledge and insights into circular economy concepts and how to incorporate circular and sustainable requirements into public sector ICT procurement policies and projects.  In Asia-Pacific, ITU delivered a [**‘Pacific Information Session: Green Digital Transformation in a Circular Economy for Electronics**’](https://www.itu.int/en/ITU-D/Regional-Presence/AsiaPacific/Pages/Events/2023/Pacific-Information-Session-Green-Digital-Transformation-and-a-Circular-Economy-for-Electronics.aspx) in March. The session provided ITU Members from the Pacific with an overview of the role of ICTs in climate change and addressing the challenges of e-waste.  ITU, UNESCAP and the Asia-Pacific Telecommunity (APT) co-organised the **27th meeting of the regional Interagency Working Group (IAWG)** in March. The meeting convened representatives from 11 regional agencies to explore avenues for collaboration in implementing ICT and digital technology initiatives in the region. During the meeting, ITU proposed collaboration in the areas of Smart Villages, Smart Islands, digital inclusion, and capacity development. ITU also invited the participating agencies to attend the World Radiocommunication Conference 2023 (WRC-23) and the Asia-Pacific Regional Development Forum (RDF). |

### 3.10 ITU-D Enabler 5: Excellence in human resources and organizational innovation

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| Topic | Outcome | Outputs (Products and services) | Key performance indicators\* | Budget 2023  (in CHF) | % of Grand Total |
| Cross-cutting | * Strengthened effectiveness of BDT in delivering on BDT mandate * Strengthened ITU dual responsibility as a United Nations specialized agency and executing agency for implementing projects. * Strengthened cooperation and coordination among the three Sectors emphasizing regional presence in order to mainstream the ‘’One ITU’’ concept. * Strengthened project implementation function of ITU | * Effective management | * Average staff level of performance * Average Member State satisfaction with BDT’s work * Level of KAP implementation, in % | **359,500** | **8.6%** |

\* These key performance indicators might be further refined as KAP implementation advances to better reflect the results achieved.

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| **Implementation highlights 2023: ITU-D Enabler 3 – Excellence in human resources and organizational innovation** |
| The BDT Director launched a series of new initiatives aimed at achieving organizational excellence and building up internal innovation capacity to enhance BDT delivery, including:   * The **BDT Senior Management Retreat** held in February 2023 provided an opportunity for the new leadership to steer a constructive discussion on ways to increase the impact of BDT delivery, efficiently address implementation challenges and strengthen the coherence in the implementation of ITU projects, the BDT Operational Plan activities, regional initiatives and WTDC Resolutions as well as enhancing the ITU-D contribution to the achievement of the ITU Strategic Goals. The retreat served as a platform to align the operational strategy for the work of the Bureau over the current implementation cycle 2023-2027 to the outcomes and guidance of WTDC-22 and PP-22 to foster meaningful universal connectivity and sustainable digital transformation around the world in the period 2022-2025. The report of the retreat is available in TDAG-23 document 2 (Add.2, Annex 1). * The new Management Executive Committee (MEC) convened by the BDT Director to consult with Department Chiefs and Regional Directors was augmented with a decision-making function and replaced the **Development Management Group (DMG)**. * As part of the Innovation and Entrepreneurship Alliance for Digital Development, BDT will be launching a **Digital Transformation Lab** (DT Lab).The DT Lab will support the design and implementation of the network of innovation centres and provide technical assistance to Member States, in particular developing countries and LDCs, upon request, to enable countries currently lacking key capabilities in sandboxing and developing initiatives to accelerate digital development. The Lab will be located at the ITU Headquarters in Geneva, accessible virtually and offering innovation services to BDT staff and countries. Internally, BDT will benefit from new mechanisms for improving its products and services, enabling the Bureau to be the premier agency supporting developing countries in digital transformation. More information on the Alliance is available in TDAG-23 document 13. * The BDT Director has launched a new mechanism to share information on ongoing matters with BDT staff and get staff’s feedback on topical issues. The regular **Staff engagement meetings** are open to all staff regardless of their contractual status and provide safe space for expression and ideation on challenges and opportunities in BDT delivery and in evolving the organizational culture of the Union. |

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1. Risk owners will be appointed by the Director of the Bureau. [↑](#footnote-ref-2)