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Governance essentials in practice

Actionable Core Toolkit (ACT) self-assessment and implementation guide

November 2026



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Table of contents

Foreword iii
Introduction iv
How to use the ACT self-assessment and implementation guide vi
Part 1 – Governance essentials 1
Part 2 – Self-assessment 8
Part 3 – Gap analysis 12
Part 4 – Roadmap 19
Part 5 – Action plan 23
Guidance for implementation 25

Foreword



Effective digital regulation increasingly depends not only on the rules in place, but on the governance capabilities that allow institutions to set priorities, use evidence, coordinate across mandates, adapt to change and act proportionately. This was the premise behind the *Best Practice Guidelines on Regulatory Governance Essentials*, developed through a global multi-stakeholder consultation and endorsed at the *Global Symposium for Regulators 2026 (GSR-26)*. The Guidelines identified seven essentials as a focused baseline for effective regulatory governance in increasingly complex digital markets.

ACT: Governance Essentials in Practice, a self-assessment and implementation guide – was developed to take the next step: to translate that shared understanding reflected in the GSR-26 Best Practice Guidelines into a practical process that regulators can apply within their own institutional and market context. Its development was further informed by the exchanges and practical feedback received from regulatory leaders during the *Executive Heads of Regulators Roundtables* at *GSR-26* and *WSIS-26*. Their input reinforced the need for a tool that is practical, adaptable and focused on helping institutions identify where improvement in internal governance or institutional collaboration is most needed and how to move from diagnosis to action.

The result is a framework that combines reflection with implementation. Through the self-assessment, gap analysis, roadmap and action plan, ACT helps institutions examine current practice, identify priority gaps, sequence reforms and establish clear responsibilities for follow-through. The online tool accompanying this Guide supports the same process digitally, including implementation tracking and comparison over time.

I hope regulators and other public authorities will use this Guide and the online Actionable Core Toolkit as practical working resources to structure internal discussions, strengthen collaboration across institutions, challenge assumptions and turn agreed governance principles into concrete improvements. ACT is intended to support continuous learning and institutional development, but its value will ultimately depend on what users do with it.



Dr Cosmas Luckyson Zavazava
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Introduction

From governance essentials to practical action

The Actionable Core Toolkit (ACT): Governance Essentials in Practice is a practical framework for strengthening foundational regulatory governance within and across public institutions. It translates the **GSR-26 Best Practice Guidelines, *Regulatory Governance Essentials: The new core kit regulators need to make digital markets deliver***, into a structured self-assessment and implementation process.

The GSR-26 Guidelines were developed through a global multi-stakeholder consultation process involving more than 50 contributions from regulators, industry players, international organizations, academia, and other experts. Endorsed by the GSR-26 Head of Regulators' Executive Roundtable, the Guidelines identify seven essential aspects of regulatory governance (the Essentials) that together provide a focused baseline for strategic, evidence-based, proportionate, adaptive and coherent regulation. The feedback from the roundtable discussion also underscored the value of the Guidelines as a shared reference point for effective regulatory governance. Building on this foundation, the ITU Telecommunication Development Bureau has developed ACT to help transform the agreed principles into practical institutional action.

ACT also builds on the broader ITU body of work on regulatory development, digital readiness, and collaborative digital regulation. The framework complements the Digital Readiness Framework, the ITU Generations of Regulation model, regulatory country reviews, and related knowledge resources. Together, these tools provide evidence and comparative perspectives on regulatory development, institutional readiness, and broader policy and regulatory trends. ACT adds a distinct implementation layer by helping institutions translate this evidence and the Essentials into prioritized actions, sequenced roadmaps, and practical follow-through.

What ACT does

ACT helps regulators and other institutions responsible for ICT and digital regulation examine how the seven Essentials are reflected in their own mandates, institutional arrangements, processes, and market context. It provides a structured way to consider what is already in place, what is only partially or inconsistently applied, and where important gaps remain.

The assessment deliberately goes beyond the existence of formal rules or arrangements. It encourages users to consider the relevant evidence and whether governance practices are functioning properly. The identified gaps are then assessed in terms of their impact, effort, urgency, and momentum, helping users prioritize and sequence actions according to their own institutional circumstances.

The process leads from identifying gaps to developing an actionable roadmap, and ultimately to defining an action plan with responsibilities, timelines, and implementation statuses. The assessment record, roadmap, action plan, and progress heatmap can also provide a common evidence base for discussions within working teams, across institutions, and at the executive level.

ACT is therefore both results-oriented and learning-oriented. Although it produces concrete outputs, its value also lies in helping regulators address the Essentials step by step, encouraging them to ask questions, challenge assumptions, compare priorities, consider the available evidence, and make deliberate choices about what should happen next. The objective is not simply to produce a plan, but to strengthen the institutional thinking and practices that underpin effective regulatory governance.

A tool for reflection and improvement

ACT is not a ranking, grading or compliance exercise, nor is it intended to provide an exhaustive review of every element of regulatory governance. The seven Essentials deliberately concentrate on a core set of capabilities that institutions can establish and strengthen over time, making the approach usable in resource-constrained settings while also remaining relevant to institutions with more advanced governance arrangements.

ACT does not prescribe a single pathway or make institutional choices on behalf of users. Decisions about priorities, sequencing, and implementation decisions remain the responsibility of the participating institutions. Different contexts will produce different assessments and different roadmaps, and priorities may change as institutional conditions, markets, and technologies evolve.

Most importantly, ACT cannot substitute for implementation. Its purpose is to help institutions make informed choices, translate those choices into practical actions, and create a stronger basis for follow-through. The value of the exercise ultimately depends on what institutions do.

This guide provides the help needed to work through the assessment and develop the resulting roadmap and action plan. The outputs can be revisited over time to review progress, reassess priorities, and support continuous institutional learning. The broader objective is to carry the lessons beyond the assessment itself to strengthen everyday regulatory practice and the capacity of institutions to adapt, coordinate, and deliver.

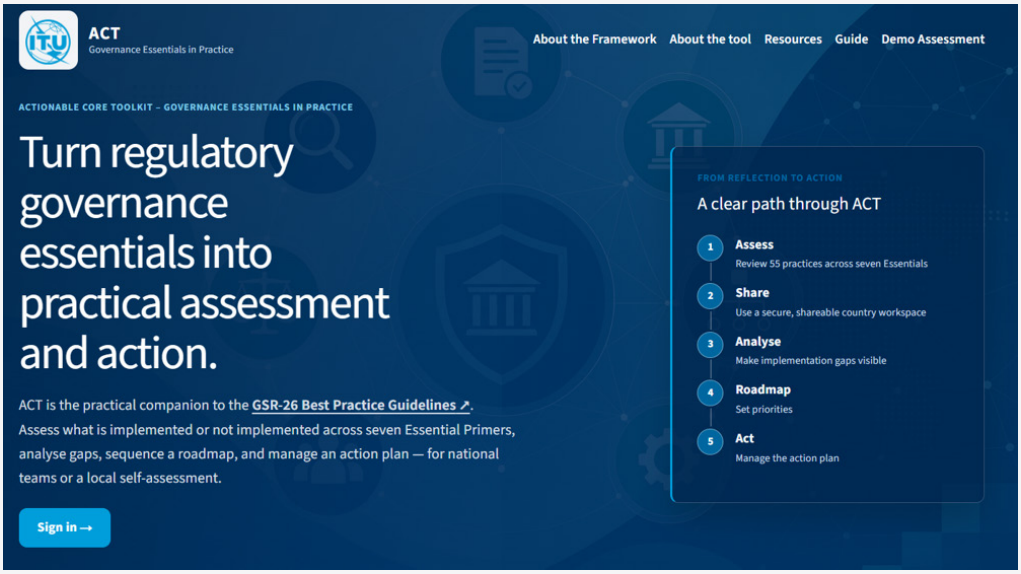
How to use the ACT self-assessment and implementation guide

The ACT self-assessment and implementation guide (the Guide) is designed as a working process, moving from reflection and diagnosis, to prioritization, planning, and implementation. The exercise is best carried out by a small team familiar with the mandate, operations, and regulatory practices of an institution, drawing on the available evidence and involving other entities where needed. The team should work through the five parts of the Guide in order.

The assessment is not a grading exercise. It can be used within a team or jointly with other government entities to develop a shared view of current practices, identify the most relevant gaps, and agree on realistic priorities for action.

The Guide accompanies the ACT online self-assessment tool and follows the same step-by-step process, from the Essentials and self-assessment, through the gap analysis, roadmap, and action plan. The online tool also provides an implementation dashboard and allows for comparisons over time. The Guide can be used as a standalone working document or with the online tool, which supports users in recording assessments, progressing from one stage to the next, and consolidating the resulting roadmap and action plan.

↗ Access the beta version of the ACT online self-assessment, action-planning and implementation tool at act.itu.int



Part 1 – Governance essentials

Understand the governance essentials

1. Read the primers for each of the seven governance essentials (the Essentials) before completing its assessment.
2. Use the primers to establish a common understanding of what each Essential means in practice and why it matters.
3. Consider each Essential in relation to your own mandate, institutional arrangements, and market conditions, as well as within the context of the wider governance environment.
4. Refer to the primers as needed throughout the assessment, particularly where questions require interpretation or discussion.

Output: A common starting point for assessing each Essential.

Part 2 – Self-assessment

Assess what is in place

1. Work through the checklist for each Essential.
2. For every action or practice, select the option that best reflects the current situation:
    - Done
    - In progress/planned
    - Not done, needed
    - N/A or not a priority
3. Assess what happens in practice, not only what exists formally in laws, strategies, or procedures.
4. Where possible, record or reference supporting evidence, such as legal instruments, internal procedures, regulatory decisions, studies, reporting arrangements, or coordination mechanisms.
5. Discuss differences in assessments within the team and record the status that best represents the current position of the institution.

Items marked "In progress/planned" or "Not done, needed" are carried forward to the gap analysis.

Output: A structured picture of the existing practices and gaps across the Essentials.

Part 3 – Gap analysis

Prioritize what needs to change

1. Review the outstanding action items identified through the self-assessment.
2. Assess each action against four factors:
    - Impact – How much of a difference would implementing the action make?
    - Effort – How demanding would its implementation be in terms of resources, capacity, and coordination?
    - Urgency – How soon does the action need to be addressed?

- Momentum – How favourable is the current institutional, political or operational environment for action?

3. Rate actions comparatively rather than in absolute terms. Consider which actions are more impactful, effort-intensive, and urgent, or which have stronger momentum than others.
4. Use the combined assessment to identify a suggested implementation timeline.
5. Revisit the ratings in cases where the resulting sequencing does not reflect the institutional realities or the dependencies between actions.

Output: Actions are prioritized and a timeline is suggested.

Part 4 – Roadmap

Sequence the pathway forward

1. Transfer the prioritized actions from the gap analysis into the roadmap.
2. Group them as short-term, medium-term, or long-term according to the suggested implementation timeline.
3. Review the roadmap as a whole, rather than action by action.
4. Consider the dependencies, institutional capacity, ongoing reforms, available resources, and opportunities to combine or sequence related actions.
5. Reassign actions to different timelines where this produces a more realistic or coherent implementation pathway. If needed, return to the gap analysis and reassess the underlying ratings.
6. Confirm the final order of actions with the entities that will need to contribute to implementation.

Output: A consolidated roadmap showing the agreed sequence of regulatory and institutional actions.

Part 5 – Action plan

Turn priorities into implementation

1. Select the roadmap actions that require more detailed planning.
2. For each action requiring more detailed planning, define:
    - the lead entity;
    - the coordinating entities;
    - the action manager and their contact details;
    - the initial, mid-term, and completion activities;
    - the planned start date and target completion date; and
    - the current status of the action.

3. Specify clearly the responsibilities and expected next steps to support follow-up.
4. Record the relevant lessons, best practices, and implementation issues as work progresses.
5. Review the action plan regularly and update it when circumstances, responsibilities, or timelines change.

Output: An operational action plan with clear responsibilities, timelines, and follow-up arrangements.

Part 1 – Governance essentials

Understand the governance essentials

1. Read the primers for each of the seven governance essentials (the Essential(s)) before assessing them.
2. Use the primers to establish a common understanding of what each Essential means in practice and why it matters.
3. Consider each Essential in relation to your own mandate, institutional arrangements, and market conditions, as well as within the context of the wider governance environment.
4. Refer to the primers as needed throughout the assessment, particularly where questions require interpretation or discussion.

Output: A common starting point for assessing each Essential.

Essential 1 – Public-interest outcomes and strategic focus

The development of digital policies and regulations should start from a clear understanding of the outcomes they are intended to deliver. These may include meaningful connectivity, affordability, accessibility, service reliability and resilience, consumer protection, market contestability, transparency, and sustainability. Because resources and regulatory capacity are limited, authorities should identify a manageable set of priority outcomes, rather than attempt to pursue every desirable objective at once.

These outcomes should provide a consistent strategic direction across the regulatory system. They should be formally adopted, publicly communicated, and reflected in strategies, policies, licences, regulatory decisions, oversight activities, and performance reviews. This creates a shared reference point for government authorities, regulators, market actors, and other stakeholders, even when their specific responsibilities vary.

In practice, an outcomes-based approach shifts the focus from regulatory activity to regulatory impact. The central question is not simply whether a rule has been adopted or a procedure completed, but whether it leads to tangible improvements. Authorities should therefore test proposed measures against the priority outcomes they are intended to advance, as well as periodically review whether the existing instruments continue to serve those outcomes as technologies, markets, and public needs evolve.

A clear framework for outcomes also helps authorities make choices and manage trade-offs. For example, measures intended to improve affordability may affect investment incentives, while requirements designed to strengthen resilience may create additional costs for providers. Making the intended outcomes explicit lets such trade-offs be considered transparently and helps authorities select interventions that are necessary, coherent, and proportionate.

The framework should remain focused but not static. Priority outcomes should be stable enough to guide long-term action, while the instruments used to achieve these outcomes should be reviewed and adapted when evidence shows that they are ineffective, outdated, duplicative,

or unnecessarily burdensome. Performance indicators should be used to assess progress and support accountability without reducing complex public-interest outcomes to a scoring exercise.

In practical terms, implementing this Essential means:

- defining and formally adopting a limited set of priority public-interest outcomes;
- communicating them clearly to stakeholders;
- aligning regulatory instruments and institutional action around them;
- assessing new and existing measures against their contribution to those outcomes;
- streamlining or removing requirements that no longer add value; and
- monitoring whether regulatory action is producing meaningful results.

A strong approach is when authorities can clearly explain what their interventions are intended to achieve, how different measures contribute to the same priorities, and which evidence determines whether those measures are working.

Essential 2 – Risk-based and proportionate calibration of obligations

Digital markets bring together a wide range of actors performing different functions, from network operation and infrastructure provision, to intermediation, content distribution, data processing, and platform services. Applying the same requirements to all actors—or relying only on traditional regulatory categories—may impose unnecessary burdens in some areas while not sufficiently addressing risks in others.

A risk-based approach calibrates regulatory obligations with what an actor does, their position and influence in the value chain, and the nature and scale of the risks associated with their activities. The relevant considerations may include the likelihood and potential impact of harm, the number of users potentially affected, the market position of an actor, and their capacity to mitigate risks. The purpose is not to regulate less, but to intervene with greater precision.

Proportionality requires each obligation to be necessary, suitable for the intended outcome, and no more burdensome than required. Less strict or simplified requirements may be appropriate for smaller actors, new entrants, or activities presenting limited risks. Stronger obligations may be justified where there is credible evidence of substantial consumer harm, systemic risk, entrenched market power, or persistent market failure, particularly where incentives or less intrusive measures have not delivered the intended results.

In practice, risk-based regulation requires a clear picture of the digital value chain. Authorities need to understand the principal actors, the functions they perform, how those functions interact, and where risks may arise or be amplified. This analysis should be updated as technologies, services, and business models evolve.

Calibration should also be revisited over time. An activity initially considered low-risk may become more significant as its scale or market role changes. Conversely, obligations may be simplified when risks recede, safeguards improve, or evidence shows that the existing requirements are unnecessarily burdensome.

In practical terms, implementing this Essential means:

- mapping the relevant actors and functions across the digital value chain;
- assessing the nature, likelihood, and potential impact of identified risks;
- considering the scale, market position, and capacity of actors to mitigate risks;
- assigning obligations according to functions and risks, not just relying on legacy categories;
- applying less strict requirements where risks are limited;
- reserving stronger intervention for cases in which it is justified by evidence; and
- periodically reviewing whether obligations remain appropriately calibrated.

A strong approach is when authorities can explain why a particular obligation applies to a particular actor, what risk it addresses, and why its scope and intensity are proportionate.

Essential 3 – Observability and credible evidence

Effective governance requires authorities to see how digital markets are functioning and whether public-interest outcomes are being achieved. Rules, reporting procedures, and institutional activity are not sufficient in themselves—regulators need credible, comparable and timely evidence that can support intervention, review, accountability, and public transparency.

Observability begins with a focused evidence framework. Authorities should identify a limited set of indicators directly connected to their priority outcomes and regulatory decisions (e.g. coverage, affordability, service quality, resilience, consumer complaints, market concentration, or accessibility). The aim is not to collect every available data point, but to obtain the information needed to recognize problems, assess their significance, and act with confidence.

Each indicator should have clear definitions, data sources, methodologies, reporting responsibilities, and timelines. Standardized reporting formats make information easier to compare across providers and over time. That being said, reporting requirements should nevertheless remain proportionate. For example, more intensive or frequent reporting may be justified for actors whose scale, position, or risk profile creates a greater need for regulatory visibility.

Data quality is as important as data availability. Authorities should be able to verify critical information through targeted audits, methodological checks, or the examination of underlying records and systems where justified. Verification should focus on information that is particularly important to decisions or presents a meaningful risk of error, rather than becoming an indiscriminate administrative exercise.

Evidence must also be organized for use. Internal dashboards can consolidate core indicators, reveal changes in performance, and flag emerging risks. A proportionate subset of regulatory information should be published where it can help strengthen accountability, enable informed stakeholder participation, and improve market transparency, while respecting confidentiality and data-protection requirements.

In practical terms, implementing this Essential means:

- assigning clear responsibility for regulatory monitoring and evaluation;
- defining a limited set of decision-relevant indicators;
- specifying consistent definitions, sources, methodologies, and reporting schedules;

- standardizing reporting requirements and differentiating them where necessary;
- verifying critical data where justified;
- consolidating evidence into usable monitoring tools; and
- publishing appropriate performance information.

A strong approach is when authorities can obtain and trust the information needed to detect emerging issues, make timely decisions, and demonstrate whether regulatory action is delivering results.

Essential 4 – Incentive-based market shaping

Regulation can shape market behaviour not only through prohibitions and mandatory requirements, but also by creating conditions and incentives that encourage investment, innovation, and better performance. This is particularly important where public-interest objectives—such as expanded coverage, improved affordability, or greater service quality—depend on sustained action by market actors.

The starting point is to examine whether the regulatory environment creates avoidable barriers. Complex licensing requirements, inefficient spectrum arrangements, duplicative approvals, high fees, or slow infrastructure-deployment procedures can discourage entry and investment. Removing burdensome constraints can produce better outcomes than introducing additional obligations.

Where outcomes continue to lag, authorities can use targeted incentives to influence commercial decisions, including co-investment arrangements, infrastructure-sharing incentives, rural roll-out support, time-limited fee or tax relief, regulatory fast-tracking, safe harbours, or the better alignment of universal service funding with measurable results. The appropriate instrument depends on the specific market problem, the actors involved, and the outcome sought.

Incentives should not become open-ended concessions, and their objectives, beneficiaries, eligibility criteria, duration, and expected performance should be clearly defined. Accountability is particularly important where public resources, preferential treatment, or regulatory flexibility are involved. Measures should also be designed to avoid distorting competition, favouring incumbents without justification, or subsidizing activities that the market would have undertaken anyway.

Incentive-based approaches require evaluation. Authorities should assess whether a measure has changed behaviours and produced the intended outcome, not simply whether it was used. Ineffective or poorly targeted incentives should be adjusted or discontinued, while successful measures can be refined or scaled.

In practical terms, implementing this Essential means:

- reviewing regulatory and administrative barriers to entry, investment, and deployment;
- identifying outcomes that may respond to incentive-based measures;
- selecting incentives suited to the market problem identified;
- defining transparent conditions for eligibility, performance, and accountability;
- making flexibility and concessions time-bound;

- monitoring how the measures undertaken affect competition and other public-interest outcomes; and
- periodically adjusting, scaling, or discontinuing measures based on evidence.

A strong approach is when incentives address a clearly diagnosed barrier or outcome gap, create measurable additional benefits, and remain subject to transparent review.

Essential 5 – Graduated supervision, due process, and de-escalation

Regulatory supervision should be capable of responding firmly while remaining predictable, fair, and proportionate. Not every concern requires an immediate punitive response, and a graduated approach allows authorities to select progressively stronger interventions according to the seriousness of the issue, the conduct of the regulated party, and the results of earlier corrective efforts.

A supervisory pathway may begin with guidance, preventive engagement, or targeted remediation. If risks persist, harm materializes, or non-compliance becomes serious or systemic, the authority may implement heightened monitoring, formal corrective requirements, or stronger enforcement measures. Urgent action may be necessary in serious cases, but the overall framework should make clear how the intensity of supervision relates to evidence and risk.

Escalation criteria are central to consistency. The relevant triggers may include repeated non-compliance, failure to implement agreed solutions, worsening consumer harm, unreliable reporting, or increased systemic risk. Clear criteria help staff apply similar responses to similar cases and allow regulated parties to understand the likely consequences of their conduct.

Due process should operate throughout the pathway. Subject to lawful exceptions, affected parties should receive adequate notice, understand the concerns and evidence, and have a meaningful opportunity to respond before stronger measures are imposed. Decisions should identify the corrective action required, the applicable timeline, and the available review or appeal mechanisms.

Graduated supervision should also provide a route back to ordinary oversight, and measures should be reduced or withdrawn when compliance improves and risks recede. Clear de-escalation criteria encourage remediation, prevent intensive supervision from continuing longer than necessary, and reinforce the corrective purpose of the framework.

In practical terms, implementing this Essential means:

- defining a sequence of progressively stronger supervisory responses;
- using preventive engagement and remediation where appropriate;
- establishing evidence-based escalation criteria;
- communicating supervisory expectations and possible consequences;
- providing notice and a meaningful opportunity to respond;
- specifying corrective actions and a practical route back to compliance; and
- applying clear criteria for reducing or withdrawing measures.

A strong approach is when supervisory action is consistent with the seriousness of the issue, respects procedural safeguards, and can be escalated or de-escalated as evidence and performance change.

Essential 6 – Adaptive regulation and structured learning

Digital technologies, services, and business models can evolve faster than conventional regulatory processes, often requiring authorities to act before all consequences are fully understood. Adaptive regulation provides a disciplined way to respond under uncertain circumstances, as interventions are designed to generate evidence, incorporate learning, and change when circumstances or results require it.

Controlled testing mechanisms (e.g. regulatory sandboxes, pilots, phased implementations, or temporary authorizations) can help authorities explore new approaches while mitigating risks. These mechanisms should address a clearly defined regulatory problem and public-interest outcome, and have transparent participation criteria, safeguards, monitoring indicators, timelines, and conditions for scaling, modifying, or ending the measure.

Adaptation should not be confined to formal sandboxes. Major regulatory interventions can include scheduled review points, revision triggers, and *ex-post* assessments from the outset, making reviews a normal part of regulation rather than a response to when an intervention has visibly failed. Authorities should specify what evidence is examined and what developments might justify a change.

Structured learning depends on feedback, so engaging with market actors, consumers, experts, civil society, and peer authorities early in the process can reveal practical effects and emerging risks that formal reporting may not reveal. Inputs and lessons should be documented, assessed, and connected to decision-making. Consultation has limited value if authorities cannot show how the data received informed the regulatory approach.

Adaptive regulation requires institutional capacity. Authorities need staff able to interpret technological and market developments, manage experiments, evaluate evidence, and revise existing approaches. Although artificial intelligence (AI) and other digital tools may support monitoring, analysis, or engagement, they should be seen as supplementary and used with appropriate safeguards.

In practical terms, implementing this Essential means:

- establishing mechanisms for controlled regulatory testing;
- linking each experiment to a defined problem and public-interest outcome;
- setting participation rules, safeguards, indicators, and exit conditions;
- building review points and revision triggers into major interventions;
- gathering structured feedback from affected stakeholders;
- incorporating lessons into regulatory design and implementation; and
- strengthening the expertise and tools needed to learn and adapt.

A strong approach is when experimentation and review produce documented lessons that lead to concrete decisions, such as scaling what works, modifying what does not, and ending measures that no longer add value.

Essential 7 – Domestic and cross-border regulatory coherence

Digital markets frequently cut across institutional mandates, sectors, and national borders. A single service may simultaneously raise issues related to communications, competition, consumer protection, data governance, cybersecurity, media, or financial regulation. Without effective coordination, authorities may apply inconsistent requirements, duplicate work, or leave important risks unaddressed.

Domestic coherence starts with clarifying roles. Authorities should identify where mandates intersect, define their respective responsibilities, and establish practical arrangements for joint action. These may include designated coordination points, regular inter-agency mechanisms, escalation pathways, information-sharing protocols, and coordinated incident-response arrangements. Cooperation should be routine, not something based on informal personal relationships or only emerging during a crisis.

Alignment does not require all authorities to use identical procedures and have similar powers, but it does require sufficient compatibility in the concepts and evidence underpinning their work. Shared or aligned definitions, reporting metrics and evidentiary standards (e.g. concerning consumer harm, service quality, market power, or systemic risk) can help authorities assess related issues and reduce unnecessary reporting burdens on market actors.

Cross-border cooperation is equally important because platforms, networks, data flows, and related harms may span several jurisdictions. Authorities should identify a manageable set of priority issues for sustained cooperation, rather than relying on ad hoc exchanges. Such arrangements may support lawful and secure information-sharing, joint analysis, coordinated supervision, compatible solutions, peer learning, or collective responses to common risks.

Cooperation must have an operational purpose. Meetings and agreements are useful only if they improve decisions, accelerate responses, reduce gaps or duplication, and produce more coherent outcomes. Authorities should periodically review whether coordination arrangements are functioning effectively and whether they need to evolve as mandates and markets change.

In practical terms, implementing this Essential means:

- mapping overlapping and complementary institutional mandates;
- clarifying responsibilities for cross-cutting issues;
- establishing regular coordination and escalation mechanisms;
- enabling lawful and secure information-sharing;
- aligning key terms, metrics, and evidentiary approaches;
- preparing coordinated responses to complex incidents;
- identifying priorities for sustained cross-border cooperation; and
- developing compatible supervisory processes and solutions where appropriate.

A strong approach is when the relevant authorities can rapidly determine who should act, share the necessary information, and deliver responses that reinforce one another rather than contradict or duplicate.

Part 2 – Self-assessment

Assess what is in place

1. Work through the checklist for each Essential.
2. For every action or practice, select the option that best reflects the current situation:
    - Done
    - In progress/planned
    - Not done, needed
    - N/A or not a priority
3. Assess what happens in practice, not only what exists formally in laws, strategies, or procedures.
4. Where possible, record or reference supporting evidence, such as legal instruments, internal procedures, regulatory decisions, studies, reporting arrangements, or coordination mechanisms.
5. Discuss differences in assessments within the team and record the status that best represents the current position of the institution.

Items marked "In progress/planned" or "Not done, needed" are carried forward to the gap analysis.

Output: A structured picture of the existing practices and gaps across the Essentials.

Essential 1 – Public-interest outcomes and strategic focus

E1-01 Has your country defined a limited set of priority public-interest outcomes for digital markets? If so, list them here.

E1-02 Have the relevant public authorities formally adopted these priority public-interest outcomes?

E1-03 Are the priority public-interest outcomes publicly available and clearly communicated to market actors and other stakeholders?

E1-04 Are these same outcomes used consistently across digital strategies, policies, licensing, regulatory oversight, and review processes?

E1-05 Is each proposed regulatory instrument assessed against the priority public-interest outcomes before it is adopted?

E1-06 Are existing regulatory instruments periodically reviewed to determine whether they continue to serve the priority public-interest outcomes?

E1-07 Are regulatory requirements that no longer contribute to the priority public-interest outcomes revised or removed?

E1-08 Are duplicative or unnecessarily burdensome regulatory requirements systematically identified and streamlined?

E1-09 Is regulatory performance assessed against the progress made towards the priority public-interest outcomes?

Essential 2 – Risk-based and proportionate calibration of obligations

E2-01 Has your country mapped the main actors across the digital value chain?

E2-02 Have the functions performed by each main market actor been identified?

E2-03 Are regulatory obligations assigned according to the functions or roles performed by market actors?

E2-04 Is the market position of an actor considered when determining their regulatory obligations?

E2-05 Is the level of risk associated with an activity or service assessed when determining applicable obligations?

E2-06 Are less strict or simplified requirements applied where risks are limited?

E2-07 Are stronger obligations concentrated where there is evidence of market failure or where incentive-based measures have not delivered the intended outcomes?

Essential 3 – Observability and credible evidence

E3-01 Does the relevant authority have a designated function for internal monitoring and evaluation?

E3-02 Has a limited set of indicators been defined for monitoring priority public-interest outcomes?

E3-03 Are the reporting responsibilities, data sources, methodologies, and timetables clearly specified for each indicator?

E3-04 Are the relevant market actors required to submit regulatory data in standardized formats and at regular intervals?

E3-05 Does the intensity of reporting differ according to the scale, market position, or risk profile of actors?

E3-06 Are targeted verification procedures used to assess the accuracy of key regulatory data?

E3-07 Is there an internal dashboard that consolidates the core indicators, highlights changes in performance, and identifies emerging risks?

E3-08 Is a proportionate subset of regulatory indicators and performance information made publicly available?

Essential 4 – Incentive-based market shaping

E4-01 Are licensing and market-entry procedures periodically reviewed to identify avoidable barriers?

E4-02 Are spectrum-assignment procedures and fees reviewed to support their efficient use and network deployment?

E4-03 Are infrastructure-deployment procedures and fees reviewed to facilitate network roll-out and expansion?

E4-04 Are targeted economic or regulatory incentives used where public-interest outcomes are lagging?

E4-05 Are infrastructure sharing, co-investment, or performance-based obligations used to support roll-out and service improvement where appropriate?

E4-06 Are regulatory flexibilities clearly time-bound and subject to appropriate accountability?

E4-07 Are incentive measures periodically evaluated and adjusted against their intended outcomes?

Essential 5 – Graduated supervision, due process, and de-escalation

E5-01 Has the relevant authority defined a sequence of progressively stronger supervisory interventions?

E5-02 Does the supervisory pathway begin with preventive engagement or targeted remediation where appropriate?

E5-03 Are criteria established for moving from one stage of supervision to another?

E5-04 Are the supervisory stages and escalation criteria publicly available or otherwise clearly communicated to the regulated parties?

E5-05 Do the regulated parties receive notice and a meaningful opportunity to respond before stronger measures are imposed?

E5-06 Are the regulated parties given clear information on the corrective action required and the route back to compliance?

E5-07 Are there defined conditions for reducing or withdrawing supervisory measures when performance improves or risks recede?

E5-08 Are successful cases of remediation and de-escalation documented and shared where appropriate?

Essential 6 – Adaptive regulation and structured learning

E6-01 Has the relevant authority established at least one mechanism for controlled regulatory testing?

E6-02 Are controlled testing mechanisms linked to clearly identified public-interest outcomes?

E6-03 Do testing mechanisms have clear participation criteria, monitoring indicators, and evaluation arrangements?

E6-04 Are there conditions in place for scaling, adjusting, or closing tested measures?

E6-05 Are review points and revision triggers built into major regulatory interventions at the design stage?

E6-06 Does the authority use early, inclusive and documented engagement to learn from affected stakeholders?

E6-07 Are lessons from testing, consultation, and implementation systematically incorporated into regulatory design?

E6-08 Are AI or other digital technologies used, with appropriate safeguards, to support selected regulatory functions?

Essential 7 – Domestic and cross-border regulatory coherence

E7-01 Is there a regular whole-of-government coordination mechanism for authorities with overlapping digital-market mandates?

E7-02 Are responsibilities clearly allocated for issues that cut across institutional mandates?

E7-03 Are coordination points and escalation pathways defined for resolving inter-agency issues?

E7-04 Are arrangements in place for coordinated responses to incidents involving several authorities or stakeholder groups?

E7-05 Have the main cross-border issues requiring sustained cooperation been jointly identified?

E7-06 Are there routine arrangements for information-sharing among the relevant domestic or foreign authorities?

E7-07 Are supervisory processes and solutions coordinated or made compatible where mandates or jurisdictions overlap?

E7-08 Are key regulatory terms, reporting metrics, and evidentiary standards aligned across the relevant authorities?

Part 3 – Gap analysis

Prioritize what needs to change

1. Review the outstanding action items identified through the self-assessment.
2. Assess each action against four factors:
    - Impact – How much of a difference would implementing the action make?
    - Effort – How demanding would its implementation be in terms of resources, capacity, and coordination?
    - Urgency – How soon does the action need to be addressed?
    - Momentum – How favourable is the current institutional, political or operational environment for action?
3. Rate actions comparatively rather than in absolute terms. Consider which actions are more impactful, effort-intensive, and urgent, or which have stronger momentum than others.
4. Use the combined assessment to identify a suggested implementation timeline.
5. Revisit the ratings in cases where the resulting sequencing does not reflect the institutional realities or the dependencies between actions.

Output: Actions are prioritized and a timeline is suggested.

Essential 1 – Public-interest outcomes and strategic focus

E1-01 Has your country defined a limited set of priority public-interest outcomes for digital markets? If so, list them here.

Rationale: A limited set of outcomes provides a clear strategic direction for digital policy and regulation.

E1-02 Have the relevant public authorities formally adopted these priority public-interest outcomes?

Rationale: Formal adoption gives the outcomes institutional authority and supports their consistent application.

E1-03 Are the priority public-interest outcomes publicly available and clearly communicated to market actors and other stakeholders?

Rationale: Publication promotes transparency and gives stakeholders a shared understanding of what digital governance is intended to achieve.

E1-04 Are these same outcomes used consistently across digital strategies, policies, licensing, regulatory oversight, and review processes?

Rationale: The consistent use of the same outcomes strengthens coherence and prevents different regulatory instruments from working towards conflicting objectives.

E1-05 Is each proposed regulatory instrument assessed against the priority public-interest outcomes before it is adopted?

Rationale: An explicit alignment test helps ensure that new measures address an identified policy need and contribute to agreed priorities.

E1-06 Are existing regulatory instruments periodically reviewed to determine whether they continue to serve the priority public-interest outcomes?

Rationale: Regular reviews keep regulations relevant as technologies, markets, and public needs evolve.

E1-07 Are regulatory requirements that no longer contribute to the priority public-interest outcomes revised or removed?

Rationale: Removing outdated requirements keeps the regulatory framework focused and prevents unnecessary constraints on markets and innovation.

E1-08 Are duplicative or unnecessarily burdensome regulatory requirements systematically identified and streamlined?

Rationale: Streamlining regulatory requirements reduces compliance costs, limits institutional fragmentation, and allows resources to be concentrated on measures that deliver tangible outcomes.

E1-09 Is regulatory performance assessed against the progress made towards the priority public-interest outcomes?

Rationale: Linking performance to outcomes helps determine whether regulatory actions are producing meaningful results or merely checking boxes.

Essential 2 – Risk-based and proportionate calibration of obligations

E2-01 Has your country mapped the main actors across the digital value chain?

Rationale: A comprehensive map helps identify where regulatory responsibilities and risks arise.

E2-02 Have the functions performed by each main market actor been identified?

Rationale: Regulation based on actual functions is better suited to evolving business models than a reliance on legacy categories alone.

E2-03 Are regulatory obligations assigned according to the functions or roles performed by market actors?

Rationale: Function-based obligations place responsibility where the relevant activity and capacity to address harm are located.

E2-04 Is the market position of an actor considered when determining their regulatory obligations?

Rationale: Actors with greater market influence may create or amplify risks that justify stronger responsibilities.

E2-05 Is the level of risk associated with an activity or service assessed when determining applicable obligations?

Rationale: Risk assessments help direct regulatory attention towards the activities most likely to undermine public-interest outcomes.

E2-06 Are less strict or simplified requirements applied where risks are limited?

Rationale: Less strict requirements avoid unnecessary burdens and facilitate market entry, investment, and innovation.

E2-07 Are stronger obligations concentrated where there is evidence of market failure or where incentive-based measures have not delivered the intended outcomes?

Rationale: Stronger intervention is most defensible and effective when supported by evidence and used where less intrusive measures are insufficient.

Essential 3 – Observability and credible evidence

E3-01 Does the relevant authority have a designated function for internal monitoring and evaluation?

Rationale: Clear institutional responsibility helps make the collection and use of evidence a routine regulatory practice.

E3-02 Has a limited set of indicators been defined for monitoring priority public-interest outcomes?

Rationale: A focused indicator set provides actionable evidence while avoiding unnecessary data collection.

E3-03 Are the reporting responsibilities, data sources, methodologies, and timetables clearly specified for each indicator?

Rationale: Clear specifications improve the consistency, comparability, and reliability of reported data.

E3-04 Are the relevant market actors required to submit regulatory data in standardized formats and at regular intervals?

Rationale: Standardization makes data easier to consolidate, compare, and use in decision-making.

E3-05 Does the intensity of reporting differ according to the scale, market position, or risk profile of actors?

Rationale: Differentiated reporting preserves regulatory visibility without imposing disproportionate burdens.

E3-06 Are targeted verification procedures used to assess the accuracy of key regulatory data?

Rationale: Verification increases confidence that regulatory decisions are based on credible evidence.

E3-07 Is there an internal dashboard that consolidates the core indicators, highlights changes in performance, and identifies emerging risks?

Rationale: A consolidated view supports timely monitoring, analysis, and intervention.

E3-08 Is a proportionate subset of regulatory indicators and performance information made publicly available?

Rationale: Public reporting allows stakeholders to understand market performance and assess progress towards agreed outcomes.

Essential 4 – Incentive-based market shaping

E4-01 Are licensing and market-entry procedures periodically reviewed to identify avoidable barriers?

Rationale: Lowering avoidable barriers can strengthen competition and improve market dynamism.

E4-02 Are spectrum assignment procedures and associated fees reviewed to support efficient spectrum use and network deployment?

Rationale: Appropriate spectrum arrangements can improve investment incentives, coverage, and service quality.

E4-03 Are infrastructure-deployment procedures and fees reviewed to facilitate network roll-out and expansion?

Rationale: Efficient deployment processes reduce roll-out costs and can accelerate the expansion of connectivity.

E4-04 Are targeted economic or regulatory incentives used where public-interest outcomes are lagging?

Rationale: Targeted incentives can align commercial decisions with public priorities without relying on direct intervention.

E4-05 Are infrastructure sharing, co-investment, or performance-based obligations used to support roll-out and service improvement where appropriate?

Rationale: These measures can reduce deployment costs and extend services to areas that may otherwise remain underserved.

E4-06 Are regulatory flexibilities clearly time-bound and subject to appropriate accountability?

Rationale: Clear limits allow for experimentation and investment, while also preventing temporary concessions from becoming unaccountable or permanent.

E4-07 Are incentive measures periodically evaluated and adjusted against their intended outcomes?

Rationale: Evaluations ensure that incentives remain effective, targeted, and justified over time.

Essential 5 – Graduated supervision, due process, and de-escalation

E5-01 Has the relevant authority defined a sequence of progressively stronger supervisory interventions?

Rationale: A structured pathway supports consistent and proportionate regulatory responses.

E5-02 Does the supervisory pathway begin with preventive engagement or targeted remediation where appropriate?

Rationale: Early corrective engagement can restore compliance without unnecessary escalation.

E5-03 Are criteria established for moving from one stage of supervision to another?

Rationale: Defined criteria make escalation more predictable, consistent, and evidence-based.

E5-04 Are the supervisory stages and escalation criteria publicly available or otherwise clearly communicated to the regulated parties?

Rationale: Transparency helps regulated parties understand the regulatory expectations and possible consequences.

E5-05 Do the regulated parties receive notice and a meaningful opportunity to respond before stronger measures are imposed?

Rationale: These safeguards support due process and improve the quality and legitimacy of regulatory decisions.

E5-06 Are the regulated parties given clear information on the corrective action required and the route back to compliance?

Rationale: A visible route to compliance keeps supervision corrective and gives market actors a practical basis for improvement.

E5-07 Are there defined conditions for reducing or withdrawing supervisory measures when performance improves or risks recede?

Rationale: De-escalation ensures that supervisory measures remain proportionate and do not continue longer than necessary.

E5-08 Are successful cases of remediation and de-escalation documented and shared where appropriate?

Rationale: Practical examples build trust and help market actors understand how the supervisory framework operates.

Essential 6 – Adaptive regulation and structured learning

E6-01 Has the relevant authority established at least one mechanism for controlled regulatory testing?

Rationale: Controlled testing allows authorities to learn about new approaches, while controlling for risks and uncertainty.

E6-02 Are controlled testing mechanisms linked to clearly identified public-interest outcomes?

Rationale: Clear alignment prevents experimentation from becoming an end in and of itself.

E6-03 Do testing mechanisms have clear participation criteria, monitoring indicators, and evaluation arrangements?

Rationale: A structured design produces usable evidence and supports fair and accountable participation.

E6-04 Are there conditions in place for scaling, adjusting, or closing tested measures?

Rationale: Predetermined decision points help translate lessons into timely regulatory action.

E6-05 Are review points and revision triggers built into major regulatory interventions at the design stage?

Rationale: Built-in reviews keep regulation responsive as evidence, technologies, and market conditions change.

E6-06 Does the authority use early, inclusive and documented engagement to learn from affected stakeholders?

Rationale: Diverse and traceable input helps identify practical effects, emerging risks, and unintended consequences.

E6-07 Are lessons from testing, consultation, and implementation systematically incorporated into regulatory design?

Rationale: Learning creates value only when it changes future decisions or improves existing measures.

E6-08 Are AI or other digital technologies used, with appropriate safeguards, to support selected regulatory functions?

Rationale: Appropriate digital tools can improve regulatory efficiency, visibility, and responsiveness, while also preserving human oversight.

Essential 7 – Domestic and cross-border regulatory coherence

E7-01 Is there a regular whole-of-government coordination mechanism for authorities with overlapping digital-market mandates?

Rationale: Routine coordination reduces institutional fragmentation and supports more consistent governance.

E7-02 Are responsibilities clearly allocated for issues that cut across institutional mandates?

Rationale: The clear allocation of responsibilities helps prevent gaps in oversight and duplication.

E7-03 Are coordination points and escalation pathways defined for resolving inter-agency issues?

Rationale: Operational pathways allow disagreements, overlaps, and urgent matters to be addressed efficiently.

E7-04 Are arrangements in place for coordinated responses to incidents involving several authorities or stakeholder groups?

Rationale: Predefined arrangements improve the speed and coherence of responses to complex or systemic incidents.

E7-05 Have the main cross-border issues requiring sustained cooperation been jointly identified?

Rationale: Joint prioritization focuses resources on problems that cannot be addressed effectively by a single jurisdiction.

E7-06 Are there routine arrangements for information-sharing among the relevant domestic or foreign authorities?

Rationale: Regular access to the relevant information improves shared situational awareness and reduces fragmented decision-making.

E7-07 Are supervisory processes and solutions coordinated or made compatible where mandates or jurisdictions overlap?

Rationale: Compatible approaches reduce duplication, close enforcement gaps, and improve regulatory consistency.

E7-08 Are key regulatory terms, reporting metrics, and evidentiary standards aligned across the relevant authorities?

Rationale: Common definitions and evidence standards allow authorities to assess similar issues on a comparable basis.

Part 4 – Roadmap

Sequence the pathway forward

1. Transfer the prioritized actions from the gap analysis into the roadmap.
2. Group them as short-term, medium-term, or long-term according to the suggested implementation timeline.
3. Review the roadmap as a whole, rather than action by action.
4. Consider the dependencies, institutional capacity, ongoing reforms, available resources, and opportunities to combine or sequence related actions.
5. Reassign actions to different timelines where this produces a more realistic or coherent implementation pathway. If needed, return to the gap analysis and reassess the underlying ratings.
6. Confirm the final order of actions with the entities that will need to contribute to implementation.

Output: A consolidated roadmap showing the agreed sequence of regulatory and institutional actions.

Essential 1 – Public-interest outcomes and strategic focus

E1-01 Define a limited set of priority public-interest outcomes for digital markets, such as meaningful connectivity, affordability, accessibility, reliability, resilience, consumer protection, market contestability, transparency, and sustainability.

E1-02 Formally adopt the priority public-interest outcomes through an appropriate strategy, policy, regulatory framework, or institutional decision.

E1-03 Publish and clearly communicate the priority public-interest outcomes to market actors, consumers, and other stakeholders.

E1-04 Map and align priority outcomes across digital strategies, policies, licensing, regulatory oversight, and review processes.

E1-05 Introduce a requirement to assess proposed regulatory instruments against the priority public-interest outcomes before adoption.

E1-06 Establish a periodic review process to assess whether existing regulatory instruments continue to support the priority public-interest outcomes.

E1-07 Revise or remove regulatory requirements that no longer contribute meaningfully to the priority public-interest outcomes.

E1-08 Identify and streamline duplicative or unnecessarily burdensome requirements across the relevant instruments and authorities.

E1-09 Establish indicators and review arrangements to assess regulatory performance against the progress made towards the priority public-interest outcomes.

Essential 2 – Risk-based and proportionate calibration of obligations

E2-01 Map the main actors across the digital value chain, including operators, platforms, infrastructure providers, intermediaries, and other relevant actors.

E2-02 Identify the functions performed by each main market actor within the digital ecosystem.

E2-03 Assign regulatory obligations according to the functions or roles performed by market actors, rather than based only on their legacy regulatory classification.

E2-04 Differentiate obligations, where warranted, according to the position, influence, or significance of an actor in the value chain.

E2-05 Assess the nature, likelihood, and potential impact of harm associated with an activity or service when establishing obligations.

E2-06 Apply less strict or simplified requirements where the scale, market position, or risk profile of the actor does not justify more extensive obligations.

E2-07 Apply stronger obligations where the evidence shows material risks, market failure, or insufficient results from incentive-based measures.

Essential 3 – Observability and credible evidence

E3-01 Create or reinforce an internal function responsible for regulatory monitoring and evaluation.

E3-02 Define a limited set of decision-relevant indicators linked directly to the priority public-interest outcomes.

E3-03 Specify for every core indicator who reports it, the relevant data source and methodology, and the reporting time-frame.

E3-04 Establish standardized formats and regular schedules for regulatory data submissions by the relevant market actors.

E3-05 Apply more intensive reporting only where the scale, market position, or risk profile of an actor justifies it.

E3-06 Verify the selected indicators, reporting methodologies, and underlying records or systems where justified.

E3-07 Maintain an internal regulatory dashboard that consolidates core indicators and flags the relevant trends and emerging risks.

E3-08 Publish a proportionate subset of indicators and performance information where this would strengthen transparency and accountability.

Essential 4 – Incentive-based market shaping

E4-01 Review and streamline licensing and market-entry procedures that unnecessarily delay entry, investment, or service expansion.

E4-02 Review spectrum-assignment procedures, conditions, and fees to remove unnecessary constraints on their efficient use and network roll-out.

E4-03 Simplify infrastructure-deployment procedures and address avoidable administrative or financial barriers.

E4-04 Introduce targeted incentives (e.g. time-limited fee reductions, regulatory fast-tracking, or safe harbours) to address identified outcome gaps.

E4-05 Establish infrastructure-sharing incentives, co-investment arrangements, or performance-based obligations where they can improve market outcomes.

E4-06 Define the duration, eligibility requirements, performance conditions, and exit arrangements for regulatory flexibilities.

E4-07 Periodically assess whether incentives are producing their intended outcomes, identify gaps, and adjust or discontinue them where necessary.

Essential 5 – Graduated supervision, due process, and de-escalation

E5-01 Define a graduated supervisory pathway from guidance and remediation, to heightened supervision and stronger corrective measures.

E5-02 Use guidance, preventive engagement, and targeted remediation as initial responses where the nature and severity of the issue allow.

E5-03 Establish and formalize criteria for escalation based on evidence such as persistent risk, materialized harm, or serious or systemic non-compliance.

E5-04 Publish or clearly communicate the supervisory pathway and the criteria governing escalation.

E5-05 Establish notice procedures and give regulated parties an appropriate opportunity to respond before stronger intervention, subject to lawful exceptions.

E5-06 Clearly specify the remedial action, applicable timeline, and conditions required to restore compliance.

E5-07 Establish and apply clear de-escalation criteria when compliance improves or the relevant risks are sufficiently reduced.

E5-08 Document and publish suitable case studies showing how remediation led to de-escalation.

Essential 6 – Adaptive regulation and structured learning

E6-01 Establish a controlled testing mechanism (e.g. a sandbox, pilot authorization, or phased implementation process) for a priority regulatory issue.

E6-02 Define the public-interest outcomes and regulatory problems that each testing mechanism is intended to address.

E6-03 Establish transparent eligibility criteria, monitoring indicators, and evaluation arrangements for each sandbox, pilot, or phased measure.

E6-04 Define in advance the conditions for expanding, modifying, mainstreaming, or closing a tested regulatory measure.

E6-05 Specify when major interventions will be reviewed, what evidence will be considered, and what findings may trigger revision.

E6-06 Conduct structured engagements with market actors, consumers, experts, and peer authorities, and document the inputs received and how they informed decisions.

E6-07 Establish a feedback process through which lessons from testing, consultation, and implementation lead to adjustments in regulatory instruments and practices.

E6-08 Use AI and other suitable technologies to supplement human decision-making in areas such as evidence gathering, market monitoring, risk detection, compliance analysis, or stakeholder engagement.

Essential 7 – Domestic and cross-border regulatory coherence

E7-01 Establish a regular coordination mechanism among public authorities whose mandates intersect in digital markets.

E7-02 Define the respective responsibilities of the relevant authorities for cross-cutting digital policy and regulatory issues.

E7-03 Designate coordination points and establish escalation pathways for issues requiring action by more than one authority.

E7-04 Establish multi-agency or multi-stakeholder arrangements for rapid incident response where appropriate.

E7-05 Identify and prioritize cross-border issues that require ongoing cooperation, rather than addressing them on a case-by-case basis.

E7-06 Establish lawful and secure arrangements for routine information-sharing among the relevant authorities.

E7-07 Develop coordinated supervisory processes and compatible solutions for issues involving overlapping mandates or jurisdictions.

E7-08 Align shared concepts, reporting metrics, and evidentiary standards (e.g. those concerning market power, consumer harm, service quality, and systemic risk) across the relevant authorities.

Part 5 – Action plan

Turn priorities into implementation

1. Select the roadmap actions that require more detailed planning.
2. For each action requiring more detailed planning, define:
    - the lead entity;
    - the coordinating entities;
    - the action manager and their contact details;
    - the initial, mid-term, and completion activities;
    - the planned start date and target completion date; and
    - the current status of the action.
3. Specify clearly the responsibilities and expected next steps to support follow-up.
4. Collate a plan based on the template below, completed for each item.
5. Record the relevant lessons, best practices, and implementation issues as work progresses.
6. Review the action plan regularly and update it when circumstances, responsibilities, or timelines change.

Output: An operational action plan with clear responsibilities, timelines, and follow-up arrangements.

Action plan template

Note: Complete one template for each selected roadmap action. Keep the responsibilities, activities, and timelines specific enough to support implementation and follow-up, and update the template as circumstances change or progress is made.

ACTION ITEM

Action reference: *[e.g. E3-04]*

Action title: *[Insert action]*

RESPONSIBILITY

Lead entity: *[Insert entity]*

Coordinating entities: *[Insert entities]*

Action manager:

Name:

Title:

Email:

IMPLEMENTATION STEPS

Implementation stage	Planned activities/next steps
Initial activities (0-3 months)	
Mid-term milestones (6-9 months)	
Completion activities (by 12 months)	

TIMELINE

Planned start date:

Target completion date:

IMPLEMENTATION STATUS

☐ **Not started**

☐ **Started**

☐ **In progress**

☐ **Completed**

LESSONS, GOOD PRACTICES, AND IMPLEMENTATION ISSUES

Record the relevant lessons, good practices, implementation challenges, and adjustments as work progresses.

Guidance for implementation

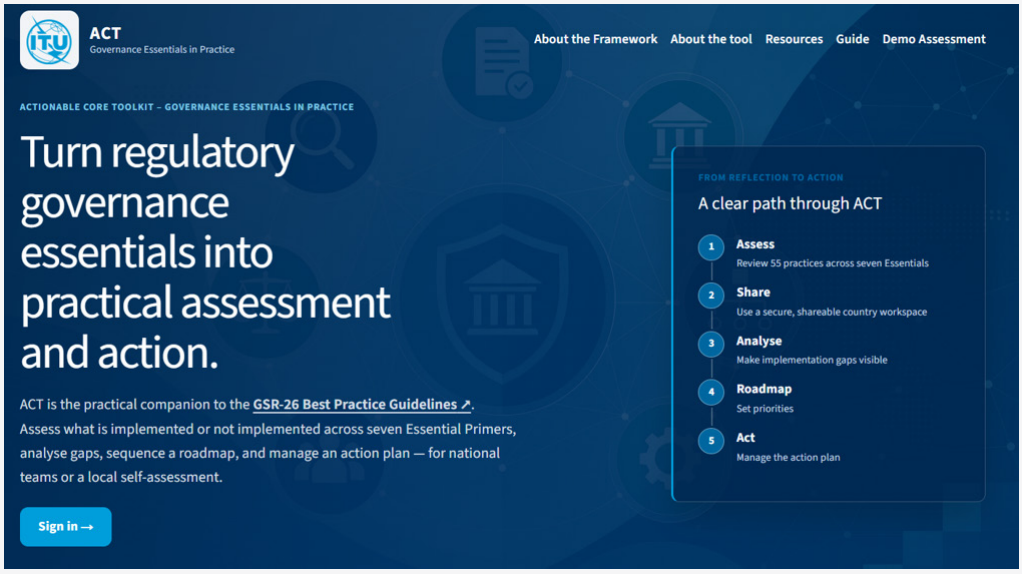
ACT as a living management tool

This assessment is a starting point, not the end of the process. Use the assessment record, roadmap, and action plan to support working-level coordination and executive discussions, mobilize the necessary resources and expertise, and maintain ownership of agreed actions.

Update the implementation status of items in the action plan as work progresses. A progress heatmap can consolidate these status updates into an at-a-glance view of implementation across all actions, helping teams and decision-makers identify progress, stalled actions, and areas requiring attention. When using the ACT online tool, the heatmap is generated and updated automatically based on the implementation status recorded for each item in the action plan.

Revisit the assessment periodically or when significant institutional, market or policy changes occur. Priorities may shift, new evidence may emerge, and actions may need to be re-sequenced. Apply the lessons from the process beyond the assessment itself, as the objective of ACT is not only to produce a roadmap and action plan, but to strengthen the way institutions assess, prioritize, coordinate, learn, and act.

↗ Access the beta version of the ACT online self-assessment, action-planning and implementation tool at act.gen5.digital



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