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| **Radiocommunication Advisory GroupGeneva, 22-24 May 2013** |  |
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|  | **Document RAG13-1/TEMP/1-E** |
| **23 May 2013** |
| **Original: English only** |

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| Radiocommunication Advisory Group  |
| Draft report of the Radiocommunication Advisory Group on Itu‑r strategic plan for the 2016-2019 period |

**1 Introduction**

At its 18th Meeting, in 2011, the Radiocommunication Advisory Group (RAG) established a Correspondence Group on ITU-R Strategic Plan. At its 19th Meeting, in 2012, the RAG concluded that the work of the Correspondence Group should continue. The RAG also held a face-to-face meeting of RAG participants and meetings of a drafting group in conjunction with the session of the RAG in 2013 to discuss issues related to the ITU‑R Strategic Plan, 2016-2019.

The RAG assumed that, in accordance with the ITU Convention (No. 62A), the 2013 session of Council will establish a Council Working Group (CWG) for the elaboration of the draft Strategic Plan for the period 2016-2019. This CWG is to draw on input from Member States, Sector Members, and from the Sector advisory groups. A coordinated draft new strategic plan must be endorsed by Council 2014, and be posted to the PP-14 website at least four months before PP-14 is convened.

Based on this understanding and in view of the proposals and suggestions contained in Documents RAG13-1/13, 15 and 17 that were received by the 20th Meeting of the RAG, the RAG forwards its conclusions on this issue to the Council for its consideration.

This document presents these conclusions according to the following general principles:

– **Scope of the ITU-R Strategic Plan**: the Plan should be designed for the entire Radiocommunication Sector and the parts related to the Radiocommunication Bureau (BR) should be clearly identified,

– **Structure of the ITU-R Strategic Plan**: the current Strategic Plan should be restructured to simplify and articulate its different parts in a more logical manner,

– **Description of the ITU-R Strategic Plan**: the description of the Strategic Plan could be improved to more coherently and consistently describe, but also more clearly distinguish, the strategic objectives, processes, activities and outputs. This would help ensure that there are appropriate linkages of the processes and activities of the BR to the strategic objectives of the ITU-R,

– **Terminology**: the key concepts should be simplified, clarified and defined in the ITU-R Strategic Plan, especially to avoid using terms, which have similar meanings (e.g. objective and goal), and

– **Highlighting ITU-R priorities in the ITU-R Strategic Plan**: the World Radiocommunication Conferences (WRC) should be shown to be a central and priority activity of the ITU-R. As the strategic plan is linked to the financial and operational plans of the sector, the identification of WRCs as a strategic priority will help to ensure their functioning and timely convening.

The RAG also noted that the Strategic Plan and the associated terminology should be consistent across the three Sectors and the General Secretariat.

Finally, consideration should also be given to streamlining the presentation of the parts of the Strategic Plan applicable to the Sectors and the General Secretariat with a view to eliminating possible redundancies (e.g. the same information reflected in goals and objectives), as well as transferring some information to the Operational Plans.

# 2 Scope of the ITU-R Strategic Plan: a Plan for the entire Radiocommunication Sector

As described in Article 12 of the Constitution (notably Nos. 86-88), the Radiocommunication Sector comprises the Member States (No. 87) and the Sector Members (No.88). Moreover, Nos. 80‑85 explain that the Sector works through world and regional radiocommunication conferences (WRC and RRC) (No. 81), the Radio Regulations Board (RRB) (No. 82), Radiocommunication assemblies (No. 83), Radiocommunication study groups (No. 84), the Radiocommunication Advisory Group (No. 84A) and the Radiocommunication Bureau, headed by the elected Director (No. 85).

The draft Strategic Plan should therefore clearly identify:

* the role, responsibilities and activities of the Radiocommunication Bureau and other ITU-R entities, which are designed to support the ITU-R membership, and
* the role, responsibilities and activities of Member States and Sector Members (including, *inter alia*, Regional Telecommunications Organizations).

**The RAG therefore proposes that the Draft Strategic Plan of the Union for the 2016-2019 period should be prepared with a view to encompassing the functions of the entire Radiocommunication Sector. In particular, the role and tasks of the Radiocommunication Bureau should be clearly identified.**

# 3 Restructuring the current ITU-R Strategic Plan

Similarly to the Strategic Plans of the two other Sectors, the current Strategic Plan of the Radiocommunication Sector, as contained in Section 4 of Resolution 71 (Rev. Guadalajara, 2010), comprises five parts and two tables, as follows:

 “4.1 Situational analysis

 4.2 Vision

 4.3 Mission

 4.4 Strategic goal

 4.5 Objectives

 Table 4.1 – ITU-R Outputs and Objectives

 Table 4.2 – Objectives, outputs, expected results and key performance indicators of ITU-R”

Part “4.1 Situational analysis” is the necessary introduction to a definition of a strategy for the Radiocommunication Sector. However, Part 4.2 seems to be a summary of the various elements forming Part “4.1 Situational analysis”.

**The RAG therefore proposes that** **Part 4.2 should be merged with Part 4.1 to become the summary and conclusion of the situational analysis.**

Part “4.3 Mission” appears to be a rewording of No. 78 of Article 12 of the Constitution, which defines the functions of the Radiocommunication Sector. While it may be desirable to recall the provisions set forth by No. 78 of the Constitution in Resolution 71, it is suggested that a simple reference to this provision would be preferable to its rewording in order to avoid misalignment or mistakes.

**The RAG therefore proposes that Part “4.3 Mission” could be replaced by a reference to No. 78 of the Constitution at the beginning of Part 4.4**.

Part “4.4 Strategic goal” is the core of the ITU-R Strategic Plan since it defines the three main goals of the Sector. Part “4.5 Objectives” provides details on the various activities carried out by the ITU‑R to meet the strategic goals contained in Part 4.4. In order to avoid ambiguity between a “Strategic goal” and “Objectives” designed to meet it, the terminology of these two Parts should be clarified.

**The RAG therefore proposes that Part “4.4 Strategic goal” could be renamed “Strategic objectives” and Part “4.5 Objectives” renamed “ITU-R Processes”.**

Note:There may be a need to review, and possibly amend, these objectives once a satisfactory description of the activities of the ITU-R has been agreed.

# 4 Description of the ITU-R Strategic Plan

Part 4.5 of Annex 1 to Resolution 71 (Rev. Guadalajara, 2010) groups the activities of the ITU-R in five processes (called “Objectives” in the current version of Resolution 71), which are aimed at achieving the strategic goal: Coordinating, Processing, Producing, Informing and Assisting.

There are several difficulties with the description of these five “Objectives”. In particular, in Table 4.2, the description of expected results and key indicators shows, for every process, what relates to the BR and not the ITU-R. Furthermore, activities, outputs and expected results are not clearly distinguished.

A possible way to resolve these difficulties and to be more consistent with the terminology used in todays’ management concepts would be to describe ITU-R processes as follows:

**Proposed Process 1 (current Objective 1): To establish and update international regulations on the use of the radio-frequency spectrum and satellite orbits**

* Inputs are: proposals from administrations, report from the Conference Preparatory Meeting (CPM), reports from the BR Director, ITU-R Recommendations.
* Activities are: preparatory activities by administrations and regional groups, WRC and RRC discussions, RRB activities relating to Rules of Procedure.
* The BR activities relating to this process pertain to the Support process (see below).
* Outputs of this process are: the Final Acts of WRC and RRC, updated Radio Regulations, Rules of Procedure approved by the RRB.

**Proposed Process 2 (current Objective 2): To implement and apply international regulations on the use of the radio-frequency spectrum and satellite orbits**

* Inputs are the notices from administrations on intended use of spectrum and satellite orbits.
* Activities are:
	+ the actions taken by the administrations and operators in coordinating frequencies,
	+ exchanging information with the BR,
	+ BR activities described in the Radio Regulations, Regional Agreements and the Rules of Procedure,
	+ the actions of the RRB not related to the adoption of the Rules of Procedure.
* Outputs are:
	+ updated Master International Frequency Register (MIFR) and assignment and/or allotment Plans and Lists by recording, suppression or modifications of assignments and allotments
	+ associated publications (BR IFIC, Lists of Maritime publications).

**Proposed Process 3 (current Objective 3): To establish and update worldwide Recommendations, Reports and Handbooks for the most efficient use of the radio-frequency spectrum and satellite orbits**

* Inputs are contributions by the ITU-R membership.
* Activities are: the technical, operational and regulatory studies within the ITU-R Study Groups, Special Committee of Regulatory and Procedural Matters and CPM.
* The BR activities relating to this process pertain to the Support process (see below).
* Outputs are: ITU-R Recommendations, Reports (including the CPM report) and Handbooks.

**Proposed Process 4 (current Objectives 4 and 5): To inform and assist the ITU-R membership in radiocommunication matters**

The activities relating to informing administrations may be difficult to separate from those relating to assisting. Therefore, these activities have been combined into one process.

* Inputs are: requests for assistance from ITU-R membership, request for fellowship for participation in conferences and meetings,
* Activities are: dissemination of information related to frequency assignments, preparation of material for presentations, tutorials, and all other associated activities by ITU-R membership and BR relating to the preparation and the holding of workshops, events, conferences and seminars.
* Outputs are: dissemination of information, including seminars, conferences, workshops and other events, rendering of assistance.

**Proposed Piloting Process**

The activities of the Radiocommunication Assembly related to the adoption of ITU-R Resolutions, as well as those of the RAG are part of the process of piloting the ITU-R.

**Proposed Support Process**

Some of the BR activities are not related to the previous processes. They should be categorized in the supporting process.

Figure 1 below summarises the proposed description of ITU-R processes and associated activities. Figures providing more details of each of the four possible processes are contained in pages 5 to 7 of [Document RAG13-1/13](http://www.itu.int/md/R13-RAG13-C-0013/en).

Figure 1

Possible description of ITU-R processes and associated activities



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