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| Chairman of the Council Working Group  for Strategic and Financial Plans 2020-2023 (CWG-SFP) | |
| REPORT of the Council Working Group  for Strategic and Financial Plans 2020-2023 (CWG-SFP) | |

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| Summary  This document summarizes the work by the Council Working Group for Strategic and Financial Plans 2020-2023 (CWG-SFP), including the results of the four meetings held from May 2017 to April 2018.  The draft Strategic and Financial Plans are included as Addenda.  Action required  The Council is invited to **review** the proposed draft Strategic and Financial Plans for 2020-2023 and to **forward** them to the 2018 Plenipotentiary Conference (PP‑18).  \_\_\_\_\_\_\_\_\_\_\_\_  References  [*Resolution 71 (Rev. Busan, 2014)*](https://www.itu.int/pub/S-CONF-PLEN-2015)*, Council* [*Resolution 1384*](https://www.itu.int/md/S17-CL-C-0117/en) *(2017)* |

## Introduction

* 1. The 2017 Session of the ITU Council adopted at its third Plenary meeting [Resolution 1384](https://www.itu.int/md/S17-CL-C-0117/en) which established the Council Working Group to develop the draft ITU Strategic and Financial plans for 2020-2023 (CWG-SFP). The Resolution includes the terms of reference for CWG-SFP. CWG-SFP is open to all Member States, and when addressing the strategic plan, open to all Sector Members as well.
  2. The group was chaired by Mr. Mario R. Canazza (Brazil) with the following Vice-Chairs: Ms. Jackline Mupenzi (Rwanda), Mr. Mohamed Al Mazrooei (United Arab Emirates), Mr. Hisazumi Shirae (Japan), Ms. Natalya Petrovna Reznikova (Russian Federation) and Mr. Manuel da Costa Cabral (Portugal).
  3. The secretariat support to the work of the group was provided by the Corporate Strategy Division of the Strategic Planning and Membership Dept. of the General Secretariat (GS/SPM/CSD).
  4. The CWG-SFP held four meetings between 2017 and 2018 at the ITU Headquarters in Geneva. The outcomes of each meeting and the outcomes of the work of the group are presented in this report.
  5. In addition to the physical meetings, the group also conducted two public consultations and considered their inputs during its discussions: the first public consultation was held during June-July 2017 on the strategic priorities for the ITU, and the second was held during January-March 2018 on the draft text of the ITU Strategic Plan 2020-2023.

## First meeting of the CWG-SFP (23 May 2017)

* 1. During its first meeting, the group discussed and agreed on the process for the development of the ITU Strategic and Financial Plans for 2020-2023 and the schedule of its meetings.
  2. The group also agreed on the need for interpretation and translation to the six official languages of the Union, as well as on efficient remote participation mechanisms for all meetings of CWG-SFP.
  3. The group also discussed and agreed the proposed structure of the 2020-2023 Strategic Plan.
  4. The group agreed to include in its work the development of proposals for the revision of related Plenipotentiary Resolutions (i.e., Resolutions 71, 72, 151, 191 and 200), and requested that the Secretariat develop draft proposals of modifications.
  5. Contributions and updates from the sector advisory groups (RAG, TSAG and TDAG) were also introduced during the meeting.
  6. The group finally agreed on the subject and the set of questions for the first CWG-SFP Public Consultation on the strategic priorities for ITU for the period 2020-2023.

## First Public Consultation of the CWG-SFP

* 1. The first public consultation was held from June 1 to July 7, 2017. The ITU web-based platform ([www.itu.int/PublicConsultations](http://www.itu.int/PublicConsultations)) was used for this purpose, and all contributions, including the ones received via e-mail, have been published on this platform.
  2. The public consultation received 24 contributions from five (5) administrations, two (2) regional organizations, five (5) regulatory authorities, five (5) associations, three (3) industry entities, two (2) non-governmental organizations (NGOs) and two (2) individuals.

## Second meeting of the CWG-SFP (11-12 September 2017)

* 1. The group discussed the structure of the strategic and financial plans and agreed, on a preliminary basis, to the following structure for Resolution 71: *a)* the Strategic Plan to be Annex 1; *b)* the linkage with the Financial Plan to be in an appendix to Annex 1; *c)* the Situational Analysis to be Annex 2; and *d)* the Glossary of Terms to be Annex 3.
  2. A draft Glossary of Terms was introduced and adjustments were discussed and proposed by the group.
  3. The results of the first open public consultation, as well as the ITU Staff Survey on ITU’s strategic priorities for 2020-2023, were introduced and discussed by the group.
  4. The group noted the results from the Public consultation on: *a)* the key strategic priorities for ITU for 2020-2023; *b)* the key technological trends to be considered; *c)* the key challenges for ITU in the 2020-2023 timeframe; and *d)* the key achievements for ITU to accomplish in the 2020-2023 timeframe. The group noted the results of the ITU Staff survey on: the ITU priorities beyond 2020, ITU’s contribution to the Sustainable Development Goals, ITU’s perceived Areas of Excellence, the key technological trends to be considered, the areas for improvement and the key challenges.
  5. The group discussed thoroughly the proposed draft ITU strategic framework for 2020-2023, which was introduced by the secretariat. The group discussed and preliminarily agreed to the following elements: the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, the Vision and Mission statements, the proposed Values, the adjusted framework with the five strategic goals, the strategic risk management framework, the proposed targets, and the linkage with the WSIS Action Lines and the Sustainable Development Goals.

## Third meeting of the CWG-SFP (15-16 January 2018)

* 1. The group confirmed the draft structure for the new Strategic Plan.
  2. An outlook of the draft Financial Plan for 2020-2023 was presented by the secretariat and was to be discussed in detail in the Council Working Group on Financial and Human Resources (CWG-FHR).
  3. The group reviewed and confirmed its agreement on the proposed Glossary of Terms.
  4. The draft text of the ITU Strategic Plan for 2020-2023 (Annex 1 to Resolution 71) was extensively discussed by the group, following the presentation of the contributions from Member States. The outcome of the discussions was reflected at the revised text, which was further consulted at the second public consultation. The group considered and discussed in-depth the text of the Vision and Mission, the Values, the Strategic Goals, the targets, the ITU results framework –with the definitions of the Objectives, Outcomes and Outputs (including the inputs from WTDC-17 on the ITU-D contribution), the Enablers, and the linkage with the WSIS Action Lines and the 2030 Agenda for Sustainable Development. The parts of the text in square brackets remained open to be re-discussed and confirmed at the 4th CWG-SFP meeting.
  5. The group also revised the text of the draft Annex 2 to Res. 71 (Situational Analysis).
  6. Regarding the Resolutions related to the strategic plan, the group took note of the proposal from the secretariat to combine Resolutions 71, 72 and 151, but agreed to maintain Res. 71 as separate Resolution, and to attempt to merge Resolutions 72 and 151. Proposals for revisions to Res. 191, as well as Res. 131 (on the basis of the importance to measure the targets in the ITU strategic plan), would also be further discussed in the 4th meeting of CWG-SFP.
  7. The Secretariat was requested to take into consideration the discussions and contributions, and to submit draft proposals for all the above-mentioned Resolutions to the 4th meeting of CWG-SFP.
  8. The group agreed to hold a second public consultation on the revised draft text of Annex 1 to Res. 71, including the texts in square brackets.

## Second Public Consultation of the CWG-SFP

* 1. The public consultation on the draft text of Annex 1 to Res. 71 (ITU Strategic Plan 2020-2023) took place from January 30 to March 16, 2018.
  2. 18 contributions were submitted by one (1) regional organization, four (4) Member States and regulatory authorities, five (5) civil society and international/national associations and organizations, three (3) private sector organizations and five (5) individuals.

## Fourth meeting of the CWG-SFP (16 April 2018)

* 1. The group re-confirmed its agreement to the proposal for Annex 3 to Res. 71 on the Glossary of Terms and Annex 2 to Res. 71 on the Situational Analysis), including modifications discussed during the meeting.
  2. With regard to the text of the draft ITU Strategic Plan 2020-2023 (Annex 1 to Res. 71), the group considered the contributions from Member States, as well as the comments received from RAG. The group also noted the contributions received from the public consultation process. CWG-SFP thoroughly reviewed and discussed all proposals related to all Sections of Annex 1 to Res. 71. The outcome of the discussions is reflected in the agreed draft text of Annex 1, which is submitted to Council for further review.
  3. Regarding the Strategic Targets, the group invited the Secretariat to elaborate any further proposals as information documents, for the consideration by the Member States at PP-18.
  4. The group also considered the preliminary proposal for the draft Financial Plan 2020-2023.
  5. The group requested that the secretariat review the preliminary allocation of resources presented for Appendix A to Annex 1, and align it with Table 3 of Annex 1 (Linkage of ITU objectives with the Strategic Goals).
  6. The outcomes of the work of the group are presented in detail in the sections below.

## Resolutions related to the Strategic Plan

* 1. In response to its previous request to the Secretariat to develop drafts modifications to Resolutions, the group received documents [CWG-SFP-4/7](https://www.itu.int/md/S18-CLCWGSFP4-C-0007/en) (Res. 71), [CWG-SFP-4/8](https://www.itu.int/md/S18-CLCWGSFP4-C-0008/en) (Res. 151 combined with Res. 72), and [CWG-SFP-4/9](https://www.itu.int/md/S18-CLCWGSFP4-C-0009/en) (Res. 191) with gratitude, and noted that administrations may consider these examples of amendments when elaborating their proposals to PP-18 on amendments to these resolutions.

## Outcomes of the work of CWG-SFP

* 1. The group is submitting to Council, for review and submission to the 2018 Plenipotentiary Conference, the following documents:
* A proposal for the draft text of the Annexes to Resolution 71:
  + Annex 1 – Draft ITU Strategic Plan 2020-2023 ([Addendum 1 to this report](https://www.itu.int/md/S18-CL-C-0064/en));
  + Annex 2 – Situational analysis ([Addendum 2 to this report](https://www.itu.int/md/S18-CL-C-0064/en));
  + Annex 3 – Glossary of terms ([Addendum 3 to this report](https://www.itu.int/md/S18-CL-C-0064/en)); and
  + Appendix A to Annex 1: Allocation of resources (linkage with the financial plan) ([Addendum 4 to this report](https://www.itu.int/md/S18-CL-C-0064/en));
* A draft proposal for the Financial Plan for 2020-2023 ([Addendum 5 to this report](https://www.itu.int/md/S18-CL-C-0064/en)).
  1. The Chair of the CWG-SFP thanked the ITU secretariat and all the delegations for their active participation in the meetings of the group and their constructive contributions, as well as all stakeholders who contributed to the work of this group through their inputs to the two public consultations.

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