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**Proposed draft combined resolutionS 71, 72 and 151**

RESOLUTION 71 (Rev. DUBAI, 2018)

Strategic plan for the Union for 2020-2023

[Sources: Res 71, Res 72, Res 151]

The Plenipotentiary Conference of the International Telecommunication Union (Dubai, 2018),

considering

the provisions of the ITU Constitution and ITU Convention relating to strategic policies and plans;

noting

the challenges faced by the Union in achieving its purposes in the constantly changing telecommunication/information and communication technology (ICT) environment as well as the context for the development and implementation of the strategic plan, as outlined in Annex 2 to this resolution,

recognizing

*a)* the experience gained in implementing the strategic plan for the Union for 2016-2019;

*b)* that the role of the regional presence in achieving “One ITU” should be mainstreamed in the Strategic Plan of the Union, and that the Council should ensure that this role is appropriately cascaded down into the operational plans of each Sector;

*c)* that the effective linkage between the strategic plan and the financial plan, which is detailed in Annex 1 to Decision 5 (Rev. Dubai, 2018) of this conference, can be achieved through reallocation of the resources of the financial plan to the various Sectors, and then to the goals and objectives of the strategic plan, as presented in the Appendix to Annex 1 to this resolution,

*emphasizing*

*a)* that operational and financial plans for ITU should set out the goals, objectives and outputs of the Union, and the associated resources, and could be effectively utilized, *inter alia*:

– to monitor progress in the implementation of the strategic plan of the Union;

– to enhance the capacity of the membership to evaluate, using performance indicators, the impact of the work of the Union;

– to improve the efficiency;

– to ensure transparency, particularly in the application of cost recovery;

– to promote complementarity between ITU and other relevant international and regional telecommunication organizations;

*b)* that effective and specific oversight mechanisms are required in order to enable the ITU Council adequately to audit progress in linking the strategic, operational and financial planning and to assess the implementation of the strategic plan;

emphasizing

that the purpose of RBB and RBM is to ensure that high-priority activities are adequately resourced in order to achieve planned results,

resolves

to adopt the Strategic plan for the Union for 2020-2023, annexed to this resolution,

instructs the Secretary-General in coordination with the Coordination Committee

1 to further develop the ITU results framework for the strategic plan of the Union for 2020-2023, following the principles of results-based budgeting (RBB) and result-based management (RBM);

2 to coordinate the implementation of the strategic plan, ensuring coherence between the strategic plan, the financial plan, the operational plans and the biennial budgets; [as per CS 74A & CV 86A]

3 to annually report to the ITU Council on the implementation of the strategic plan for 2020-2023 and on the performance of the Union towards the achievement of its goals and objectives;

4 to recommend to the ITU Council possible adjustments to the plan in view of changes in the telecommunication/ICT environment and/or as a result of the performance evaluation, and the risk management framework, making all modifications necessary to ensure that the strategic plan facilitates the accomplishment of ITU's goals and objectives, taking account of proposals by the Sector advisory groups, decisions by conferences and by assemblies of the Sectors, and changes in the strategic focus of the Union's activities, within the financial limits established by the Plenipotentiary Conference, ensuring the linkage between the strategic, financial and operational plans;

5 to assist Member States in preparing estimates of the costs of their proposals to all conferences and assemblies of the Union, if so requested;

6 to provide to conferences and assemblies the necessary information in order to allow a reasonable estimate of the financial implications of their decisions to be made, taking into account the provisions of Article 34 of the ITU Convention;

instructs the Council

1 to oversee further development of the ITU results framework, including the adoption of the related indicators that will enable to better measure the effectiveness and efficiency of the implementation of the strategic plan ;

2 to monitor the implementation of the strategic plan for 2020-2023, and when necessary adjust the strategic plan, on the basis of the Secretary-General's reports;

3 to present an assessment of the results of the strategic plan for 2020-2023 to the next plenipotentiary conference, along with a proposed strategic plan for the period 2024-2027,

4 to evaluate progress in linking the strategic, financial and operational functions and in implementing operational planning;

invites the Member States

to contribute national and regional insights on policy, regulatory and operational matters to the strategic planning process undertaken by the Union in the period before the next plenipotentiary conference, in order to:

− strengthen the effectiveness of the Union in fulfilling its purposes as set out in the instruments of the Union, by cooperating in the implementation of the strategic plan;

− assist the Union in meeting the changing expectations of all its constituents as national structures for the provision of telecommunication/ICT services continue to evolve,

urges Member States

to liaise with the secretariat at an early stage in developing proposals with financial implications so that the work plan and associated resource requirements can be identified and, to the greatest extent practicable, included in such proposals;

invites Sector Members

to communicate their views on the strategic plan of the Union through their relevant Sectors and the corresponding advisory groups.