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| **Council Working Group for Strategic and Financial Plans 2024-2027 First meeting – Virtual, 29-30 September 2021** |  |
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|  | **CWG-SFP-1/12-E** |
| **30 September 2021** |
| **Original: English** |
| Contribution by the CWG-SFP Chair | |
| principles/guidelines for the development of the draft strategic plan for 2024–2027 | |

## Simplification and clarity

| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
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| Online consultation: | - More **clarity** (in terms of linkages between the elements of the framework and linkage with the financial plan) and a **simplification of the different elements** is proposed by several contributions - **Moving away from focusing on the numerous activities** is also proposed - **Consolidating priorities** is another proposal | [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011/en) | - Request the secretariat to provide inputs and assess them at the upcoming virtual consultation, on how to simplify and clarify the strategic framework, reviewing the linkages and the different elements of the draft Strategic and Financial Plans, to better reflect the strategic priorities of the organization |
| Recs. / Findings: | *(McKinsey Report on Culture & Skills)* **c.1- Strengthen operationalization of goal setting mechanism, ensuring link to strategic objectives and consequence management** *Option for consideration:* - CWG-SFP to Consider simplification and clarification of the new strategic framework to enable granularity and cascading down of strategic goals/objectives to the objectives of teams and individuals.  *(PwC Report on Regional Presence)* **1.2. Sharpen the programmatic focus 1.2.1. Develop a consistent strategic framework across the Organization 1.2.2. Clarify programme priorities at global level** *Option for consideration:* - The CWG-SPF to clarify and simplify the strategic framework while better connecting the Goals and Targets, and the thematic priorities, at the global and regional levels. | [CWG-SFP-1/5](https://www.itu.int/md/S21-CWGSFP1-C-0005/en) |

## Focus

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| MS contributions: | *Contribution from the Russian Federation:* - The strategic plan **should not be too long or overly detailed**, which would not only make it difficult to read and analyse and to monitor its implementation but also put the primary areas of ITU’s activities on the same footing as secondary ones and ultimately overstretch resources. Unfunded activities and objectives should not be included in the ITU strategic plan. | [CWG-SFP-1/8](https://www.itu.int/md/S21-CWGSFP1-C-0008/en) | - Request the secretariat to present inputs on how: i) to keep the strategic plan at a high level, while recognizing the role and mandate of the ITU Sectors, ii) based on the strategic priorities, to identify the main topics/themes of work, considering cross-cutting themes -where possible, aiming to reinforce synergies across the Sectors |
| Online consultation: | - Strategic plan **not entirely focused** on the main goals, **excessive in volume** and **overloaded with details** - **Need to focus** on core mission and scope - Strategic plan **to remain high-level** | [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011/en) |
| Recs. / Findings: | *(McKinsey Report on Culture & Skills)* **a. Consider reviewing and better connecting the ITU’s and the Sectors’ mandates a.1 - Initiate process to review ITU and each sector mandate – inviting views from external entities** *Option A for consideration:* - The CWG-SFP takes into consideration the recommendations while developing the ITU strategic plan 2024-2027 / - New strategic framework to aim to better connect the Sectors’ mandate with the ITU mandate / - Views from all stakeholders to be invited (e.g. via public consultations) *Option B for consideration:* - Member States to consider any other process to review ITU and each Sector’s mandate and instruct the secretariat for any further action **a.2 - Accelerate effort to identify and make use of cross-sectorial synergies** *Option for consideration:* - The new strategic framework identifies common strategic priorities / themes / areas of work - The development of the priorities / themes takes into consideration an analysis and mapping of themes and areas of work to identify synergies **b. Consider reviewing ITU’s organizational structure and operating model / b.1 – Review end-to-end organizational design to ensure best fit to deliver mandate and eliminate inefficiencies** *Option A for consideration:* - Within the new strategic plan, CWG-SFP takes into consideration the recommendations and identifies options for proposed changes *Option B for consideration:* - Member States to consider a dedicated process for governance and organizational review (defining high level scope and an org./governance review team) b.2 – Start building agile teams around cross-cutting topics *Option for consideration:* - CWG-SFP to identify the list of cross-cutting topics/themes - CWG-SFP to consider ways to reinforce cross-cutting topics in the new strategic planning framework | [CWG-SFP-1/5](https://www.itu.int/md/S21-CWGSFP1-C-0005/en) |

## One ITU

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| Online consultation: | - Agreement on the **significant importance for the One ITU concept** to keep guiding ongoing work (perhaps with further clarification on the concept) - New strategic plan needs to **enhance cooperation between the 3 Sectors**, considering **efficiencies** and **synergies** - A proposal to **allocate resources flexibly** rather than running the Sectors separately | [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011/en) | - Request the secretariat to further develop inputs to clarify and strengthen the concept of One ITU, and CWG-SFP to then further consider it for the development of the strategic plan - Request the secretariat to leverage cross-sectoral strategic priorities/themes/areas of work and reflect the One ITU concept, while recognizing the contribution of the ITU Sectors, being able to articulate the products and services ITU can provide as an organization - Request the secretariat to clarify and consider whether there are possibilities on a more flexible allocation of resources across Sectors |
| Recs. / Findings: | *(McKinsey Report on Culture & Skills)*  **a.2 - Accelerate effort to identify and make use of cross-sectorial synergies** a.2.1 Define the right governance for the team in charge with the initiative / a.2.2 Run analysis of existing activities and initiatives to identify duplicates and low-performing activities / a.2.3 Discuss potential collaborations for duplicated activities/initiatives and cancellation of low-performing ones with leadership and respective project team and define actions / a.2.4 Create transparency around duplications of activities to ensure these are taken into account before launching new activity/initiatives, e.g., in approval process / a.2.5 Refresh analysis on a regular basis, e.g., at the beginning of each strategic planning cycle *Option for consideration:* - The new strategic framework identifies common strategic priorities/themes/areas of work - The development of the priorities / themes takes into consideration an analysis and mapping of themes and areas of work to identify synergies. **b.2 - Start building agile teams around cross-cutting topics** *(Option for consideration for b.2)*- CWG-SFP to identify the list of cross-cutting topics/themes - CWG-SFP to consider ways to reinforce cross-cutting topics in the new strategic planning framework  *(PwC Report on Regional Presence)*  **1.3. Define priorities for UNCT engagement** 1.3.1. Prioritise country-level engagements with the 131 UNCTs that will initiate Common Country Assessments in the next 3 years 1.3.2. Explore potential partnership with UNDP in the context of the Accelerator Labs initiative *Option for consideration:* - The CWG-SFP to consider the ability of the regional presence to reflect the ITU as a whole (One ITU), as well as part of the UN family to strengthen partnerships on thematic priorities when developing the Strategic Plan 2024-2027.  *(Dalberg)*  - CWG-SFP to consider ways to build synergies across ITU events  *(Developments at the UN level)*  - The need for a “One ITU” approach clearly articulating the strengths, services, products, and initiatives that ITU can provide, their importance, and the added value that ITU brings with these services | [CWG-SFP-1/5](https://www.itu.int/md/S21-CWGSFP1-C-0005/en)  [CWG-SFP-1/7](https://www.itu.int/md/S21-CWGSFP1-C-0007/en) |

## Vision / Mission

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| MS contributions: | *Contribution from the Russian Federation:* (...) In this regard, we propose the following formulation for the ITU Mission for the planning period: “Facilitating and broadening peaceful relations, international cooperation and economic and social development of peoples by means of efficient and universally accessible telecommunication services and by ensuring ITU’s leading role in this direction.” | [CWG-SFP-1/8](https://www.itu.int/md/S21-CWGSFP1-C-0008/en) | - Request the secretariat to collect further inputs from members of CWG-SFP, in view of potentially adjusting the wording, in line with ITU’s scope and mandate, taking into consideration the persistent digital divide and ITU’s role to expand connectivity worldwide and the use of telecommunications/ICTs for social, economic and environmentally sustainable development |
| Online consultation: | - Views expressed that **the changing international/digital landscape** and **the impact of COVID-19 require revisiting the Vision/Mission**  - Views that the Vision and Mission **should remain high-level** and that **it is already formulated in a way to adapt to an evolving environment** | [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011/en) |

## Goals

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| MS contributions: | *Contribution from the Russian Federation:* - The five strategic goals in the ITU Strategic Plan for 2020–2023 can be retained in the ITU Strategic Plan for 2024–2027, which, among other things, will ensure continuity in ITU’s activities in the long term. | [CWG-SFP-1/8](https://www.itu.int/md/S21-CWGSFP1-C-0008/en) | - Taking into consideration the results of the Online Consultation and the contributions to the CWG-SFP, to request the secretariat to collect further inputs from members and further analyse the possibility and implications of keeping, adjusting or grouping the current goals, taking into account the ongoing discussions related to the Vision and Mission, and keeping in mind the Constitution and Convention of the ITU |
| MS contributions: | *Contribution from China:* - Consider including leveraging existing high-level international meeting platforms to promote global consensus on digital governance in the "inter-sectoral objectives" of the ITU Strategic Plan for 2024-2027. | [CWG-SFP-1/9](https://www.itu.int/md/S21-CWGSFP1-C-0009/en) |
| MS contributions: | *Contribution from China:* - Consider including make better use of ICTs to help prevent, control, and recover from PHEICs in the Strategic Goals of the ITU Strategic Plan for 2024-2027. | [CWG-SFP-1/10](https://www.itu.int/md/S21-CWGSFP1-C-0010/en) |
| Online consultation: | Overall findings: - Views supporting that **current goals remain relevant**, and are **a good foundation/basis**, therefore **no need for change** - Views proposing ne**ed to assess the current goals** and **align in the fast-changing environment** - Views proposing **goals to be revisited and possibly some merged** | [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011/en) |
| Recs. / Findings: | *Option for consideration:* - Goals 4 and 5 (Innovation and Partnership) are more means than ends, and gathering data for their targets has shown to be very difficult | [CWG-SFP-1/4](https://www.itu.int/md/S21-CWGSFP1-C-0004/en) |

## Targets

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| MS contributions: | *Contribution from the Russian Federation:* - The “Targets of the Union” (as products of the long-term impact of ITU’s work on all aspects of society) may serve as an indication of progress towards achievement of the strategic goals of the Union, but they must at the same time be linked to the SDGs, in accordance with Resolution 71 (Rev. Dubai, 2018). The purpose of such targets is to provide direction for where the Union should focus its attention and to materialize the ITU vision for an interconnected world. In this regard, Section 3 of the current ITU strategic plan should be significantly shortened or removed altogether as it is overly dense, and the relevant information could be covered under “Targets.” | [CWG-SFP-1/8](https://www.itu.int/md/S21-CWGSFP1-C-0008/en) | - Request the secretariat to present inputs to review the current set of Targets, according to the lessons learned, in particular:  - Targets to be SMART (specific, measurable, action-oriented, realistic, time-bound)  - Targets to account for regional and developmental gaps |
| Recs. / Findings: | *Options for consideration:* - New Targets can only be added if a reliable source(s) of data exists or if there are plans to start measuring them in the near future - Targets need to be SMART (to be meaningful) - As setting up now (mid 2021) targets for 2024-27, targets should be realistic (not very conservative, still not unachievable) - Targets should use data from ITU (STATs Regulatory survey, etc.) or recognized sources - Targets should account for regional and developmental differences – overall, world averages should be avoided - Targets and KPIs to reflect RBM principles in that they should ultimately be impact driven, as opposed to output/action led. *(see also below the topic of Regional Presence and the recommendation to have targets at the Regional level)* | [CWG-SFP-1/4](https://www.itu.int/md/S21-CWGSFP1-C-0004/en) |

## Regional Presence

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| MS contributions: | *Contribution from the Russian Federation:* - The ITU strategic plan would benefit from better reflecting the role of the regional presence as one of the most important functions of ITU. The regional presence helps to better assess the problems and needs of the regions and assist in addressing them. The main objectives and areas of these activities should be included in the strategic plan as part of “working as One ITU” and not only as Sector objectives. To that end, it is necessary, first and foremost, to resolve the matter of changing the administrative subordination for the regional/area offices. When preparing the corresponding points of the plan, the opinions of the regional telecommunication organizations should be taken into account (See PP Res. 58 (Rev. Busan, 2014) and 25 (Rev. Dubai, 2018)). | [CWG-SFP-1/8](https://www.itu.int/md/S21-CWGSFP1-C-0008/en) | - Agree that the role of the ITU regional presence should be reflected in the new strategic plan - Follow-up on the ongoing discussions among Member States and incorporate conclusions on the role of ITU's regional presence in the new strategic plan, keeping in mind the Constitution and Convention of the ITU |
| Online consultation: | Overall findings: - Ongoing **Review following the PwC Report** is **still under discussion** - Need to **clarify role and mandate** for the regional offices - Need for **regional presence to reflect the overall Strategic Goals** - Importance of **collaboration with the UN at regional level** - Some proposals suggest the need to **further strengthen with financial resources** - Other proposals suggest **more authority to be given to the General Secretariat, not only the Development Sector** / or **envisage transferring regional/area offices under the auspices of the General Secretariat** (in line with the One ITU concept) | [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011/en) |
| Recs. / Findings: | *(PwC Report on Regional Presence)* **1.1. Strengthen ITU’s positioning as a shaper/doer:** 1.1.1. Spell out the mandate, role and expected contribution from the regional presence *Option for consideration:* - The CWG-SFP to take into consideration the recommendation to integrate the regional presence while developing the Strategic Plan 2024-2027 **1.4. Consolidate strategic planning at the level of each field office** 1.4.1. Develop a results framework aligned with Regional Initiatives 1.4.3. Consolidate regional targets in the preparation of the next Strategic Plan *Option for consideration:* - The CWG-SFP to take into consideration regional targets while developing the Strategic Plan 2024-2027 (UN development) - The necessity of enhancing ITU-UN (including ITU Regional Offices and UNCT) ties, to more accurately reflect the critical role of ICTs in the UN development system, so as to support countries in addressing key SDGs priorities and gaps | CWG-SFP-1/5  [CWG-SFP-1/7](https://www.itu.int/md/S21-CWGSFP1-C-0007/en) |

## Linkage with Financial Plan

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| Online consultation: | - Agreement on the **need to further improve methodologies for full implementation of RBM/RBB**:  - There should be a **direct linkage of the strategic priorities** identified **and the allocation of financial and human resources**  - **No elements should remain unfunded** or without being measured - **Importance of implementation of all Recs. of** internal and external **oversight bodies** - **Challenge of different cycles of Sectors** preventing synchronization | [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011/en) | - Request the secretariat to take into account the following principles, when designing the linkage of the financial with the strategic plans:  a. Direct linkage between the strategic priorities, including cross-cutting themes, and the allocation of financial and human resources   b. No elements should remain unfunded (see also request for clarification above on whether there are possibilities for a more flexible allocation of resources across Sectors) |
| Recs. / Findings: | *(McKinsey Report on Culture & Skills)* - ITU transformation plan proposed based on 9 structural initiatives - **Consider transformation plan resource requirements** in the 2024-27 Financial Plan | [CWG-SFP-1/5](https://www.itu.int/md/S21-CWGSFP1-C-0005/en) |

## Developments at the UN level

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| Recs. / Findings: | *Option for consideration:* - The **UN-wide work on digital technologies** and **how ITU’s strategies can step into the gaps and opportunities** this presents - That **digitalization becomes one of the top priorities across the UN System**, creating **possible parallel tracks with ITU’s mandates** in the technical realm (e.g., universal connectivity) while at the same time **bringing opportunities to strengthen ITU’s role** as an ICT leader within the UN System and beyond (e.g., in the context of the following element presented by the Task Force for HLCM consideration and guidance​) - Continue to **strengthen and build synergies across the UN system**, through joint initiatives promoting ICTs as enabling tools to support the 2030 Agenda, including efforts to address climate change. - The necessity of **enhancing ITU-UN** (including ITU Regional Offices and UNCT) **ties**, to more accurately reflect the critical role of ICTs in the UN development system, so as to support countries in addressing key SDGs priorities and gaps. | [CWG-SFP-1/7](https://www.itu.int/md/S21-CWGSFP1-C-0007/en) | - Request the secretariat to provide updates on the ongoing discussions at the UN level - Request the secretariat to submit inputs to better reflect the role of the ITU within the UN system (taking into consideration the 2030 Agenda, and ITU's contribution to the SDGs and the WSIS process) |

## ITU Results-framework

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| **Input source** | **Inputs** | **CWG-SFP doc.** | **CWG-SFP Guidance** |
| MS contributions: | *Contribution from the Russian Federation:* - Issues related to the **drafting of Sectoral and intersectoral outcomes remain complex and require further consideration**. A lack of precision in their formulation and a **lack of clear correspondence between outcomes and indicators** for assessing actual implementation of the strategic plan make it difficult for Member States to adequately assess the degree of implementation of the strategic plan. Consequently, in accordance with Resolution 151 (Rev. Dubai, 2018) of the Plenipotentiary Conference, it is **necessary “to continue to develop a comprehensive ITU results framework to support implementation of the strategic, financial and operational plans and budget** and increase the capability of the Union's **membership to assess progress in the achievement** of ITU goals. | [CWG-SFP-1/8](https://www.itu.int/md/S21-CWGSFP1-C-0008/en) | - Request the Secretariat to continue to develop the ITU results framework taking into account proposals by the membership and considering the need to support implementation of the strategic, financial and operational plans and budget and increase the capability of the membership to assess progress in the achievement of ITU goals |

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