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| **Council 2022Geneva, 21-31 March 2022** |  |
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| **Agenda item: PL 3.1** | **Revision 2 to Document C22/27-E** |
| **25 March 2022** |
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| Chairman of the Council Working Group for Strategic and Financial Plans 2024-2027 (CWG-SFP) |
| REPORT of the Council Working Group for Strategic and Financial Plans 2024-2027 (CWG-SFP) |

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| SummaryThis document summarizes the work by the Council Working Group for Strategic and Financial Plans 2024-2027 (CWG-SFP), including the results of the four meetings held from September 2021 to March 2022.The draft Strategic Plan and the proposed draft amendments to Res.71 are included as Annexes 1 to 4 to this Report.Action requiredThe Council is invited to **review** the proposed draft Strategic and Financial Plans for 2024-2027, along with the proposed draft text of the body of Res.71, and to **forward** them to the 2022 Plenipotentiary Conference (PP‑22).\_\_\_\_\_\_\_\_\_\_\_\_References[*Resolution 71*](https://www.itu.int/en/council/Documents/basic-texts/RES-071-E.pdf) *(Rev. Dubai, 2018), Council* [*Resolution 1404*](https://www.itu.int/md/S21-CL-C-0095/en) *(2021)* |

## Introduction

* 1. The 2021 ITU Council adopted [Resolution 1404](https://www.itu.int/md/S21-CL-C-0095/en) establishing the Council Working Group to develop the draft ITU Strategic and Financial plans for 2024-2027 (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 is chaired by Mr. Frederic Sauvage (France) with the following Vice-Chairs: Mr. Dominic Ooko (Kenya), Ms. Michele Wu-Bailey (United States), Ms. Sameera Belal (Kuwait), Mr. Chunfei Zhang (China), Ms. Natalia Reznikova (Russian Federation), and Mr. Oli Bird (United Kingdom).
	3. The secretariat support to the work of the group is provided by the Strategy and Planning Division of the Strategic Planning and Membership Department of the General Secretariat (GS/SPM/SPD), while the secretariat’s inputs to the process have been developed with the coordination of the three Bureaux and the General Secretariat, via the cross-sectoral Strategic Planning Working Group (SP-WG), under the leadership of the Director of BR, Mr. Mario Maniewicz, who chaired this group.
	4. The CWG-SFP held three virtual meetings and a virtual consultation between September 2021 and February 2022. The consolidated summary report of these meetings and the outcomes of the work of the group are presented in this report.
	5. In addition to the formal meetings, the group also conducted the following consultations and considered their inputs during its discussions:
* Informal Consultation of the CWG-SFP Chairman on the ITU Strategy (August 2021)
* Study Groups’ Survey on the ITU Strategy 2024-27 (Aug-Sept 2021), where all 19 ITU Study Group Chairpersons participated
	1. Presentations and consultations with Sector advisory groups took place since the initiation of the strategic planning process, including the participation of the Chair of the CWG-SFP in the relevant advisory groups meetings, with the aim to facilitate the gathering of inputs from all three Sector advisory groups.
1. **First (virtual) meeting of the CWG-SFP (29-30 September 2021)**
	1. During its first meeting, the group discussed and agreed on the process for the development of the ITU Strategic and Financial Plans for 2024-2027 and the schedule of its meetings.
	2. Input documents for preparing the Situational Analysis to be included as Annex 2 of Resolution 71 were presented by the secretariat, together with the results of the Informal Consultation of the CWG-SFP Chairman on the ITU Strategy (document [CWG-SFP-1/11](https://www.itu.int/md/S21-CWGSFP1-C-0011)), and the results of the Study Groups’ Survey on the ITU Strategy 2024-27(document [CWG-SFP-1/INF-6](https://www.itu.int/md/S21-CWGSFP1-INF-0006)).
	3. The group finally agreed on the following set of principles and guidelines to be followed when developing the draft Strategic and Financial Plans for 2024-2027 (document [CWG-SFP-1/12](https://www.itu.int/md/S21-CWGSFP1-C-0012/en)):

*Principles:*

* **Simplification and clarity:** Provide inputs on how to simplify and clarify the strategic framework.
* **Focus:** Provide inputs on: a) how to keep the strategic plan at a high level, and b) identify main themes of work that reinforce synergies across the Sectors.
* **One ITU:** Provide inputs to clarify and strengthen the concept of One ITU in the strategic plan.
* **Regional presence:** Provide inputs on how to incorporate the role of ITU’s regional presence in the strategic plan.
* **Linkage with Financial Plan:** Consider the following principles: a) direct linkage between the strategic priorities and the allocation of financial & human resources, and b) no elements should remain unfunded.
* **Developments at the UN level:** Provide updates on the ongoing discussions at the UN level & inputs to better reflect the role of the ITU within the UN system.

*Guidelines:*

* **Vision/Mission:** Collect further inputs in view of potentially adjusting the wording of the vision and mission, respectively.
* **Goals:** Provide inputs on the possibility and implications of keeping, adjusting or grouping the current goals.
* **ITU results framework:** Continue to develop the ITU results framework.
* **Targets:** Provide inputs to review the current set of targets.
1. **Virtual Consultation of the CWG-SFP (2-3 November 2021)**
	1. In the process of drafting the new ITU Strategic Plan for the period 2024-2027, a two-day virtual consultation took place within the activities of the CWG-SFP.
	2. Based on the principles and guidelines defined by the CWG-SFP during its 1st meeting, and the inputs received from the membership, the consultant Dalberg moderated the 2-day session and presented potential adjustments to the strategic framework to develop the draft strategic and financial plans to be discussed at the CWG-SFP 2nd meeting.
2. **Second (virtual) meeting of the CWG-SFP (13-14 January 2022)**
	1. During the 2nd meeting, the group discussed thoroughly the proposed draft ITU strategic framework for 2024-2027, as introduced by the secretariat, based on the principles and guidelines agreed by the CWG-SFP, and the results of the virtual consultation.
	2. The group discussed on the Strategic Plan to be Annex 1; the Situational Analysis to be Annex 2; and the Glossary of Terms to be Annex 3, of Resolution 71.
	3. The main text of Resolution 71 was also discussed based on contributions received.
	4. The group agreed to hold an additional CWG-SFP meeting on the 21st and 22nd of February, so as to advance the work, by focusing on specific contributions to the draft text of the Strategic Plan.
	5. The group also agreed that the 3rd meeting should be followed by a joint meeting with the Council Working Group on Financial and Human Resources (CWG-FHR) to address the linkage between the Strategic and Financial Plans for 2024-2027, as Appendix 1 of Resolution 71.
3. **Third (virtual) meeting of the CWG-SFP (21-22 February 2022)**
	1. The group confirmed the framework for the new Strategic Plan for 2024-2027.
	2. The draft text of the ITU Strategic Plan for 2024-2027 (Annex 1 to Resolution 71) was extensively discussed, considering the contributions from Member States. Agreement was reached on the framework, including the following components: vision and mission, two goals, cross-sector thematic priorities, product and service offerings and enablers. Some text within this components was agreed to be kept in square brackets, as reflected in Annex 1, as Member States required more time to discuss and reach consensus on those issues.
	3. The group also revised the text of the draft Annex 2 to Resolution 71 (Situational Analysis). Some text was agreed to be kept in square brackets, as reflected in Annex 2, as Member States also required more time to discuss and reach consensus on those issues.
	4. The group reviewed and confirmed its agreement on the draft Annex 3 to Resolution 71, the proposed Glossary of Terms.
	5. Regarding the main text of Resolution 71, the group agreed to create an informal drafting group to work remotely and to consolidate all contributions received, and to present a consolidated text to the 4th meeting of CGW-SFP to be held on the 20th of March.
	6. The group also agreed on the following guidelines to review the targets and further develop the Results Framework to be presented to the 4th meeting of the CWG-SFP:
* **Ensure continuity:** Rely on current Targets and Indicators as much as possible.
* **Follow best practice:** Review the proposed targets based on best practice in setting targets (i.e. define targets that are Specific, Measurable, Achievable, Realistic, Relevant and Timely).
* **Assess data availability:** Assess how to incorporate new proposals for targets, by exploring availability of data.
* **Link with the Strategic Goals or Outcomes:** *a)* Assign targets/indicators according to the definition of the Strategic Goals; and *b)* assign indicators to the appropriate level, i.e., assign to related Outcomes if more appropriate.
1. **Joint meeting with the Council Working Group on Financial and Human Resources (CWG-FHR)**
	1. The group held a joint meeting with the CWG-FHR on Sunday 20 March and discussed the draft Financial Plan and the preliminary allocation of resources for the 2024-2027 period (linkage between the Strategic and Financial Plan).
	2. A preliminary version of Appendix A to Annex 1 (Allocation of resources/linkage with the financial plan) has been introduced; this Appendix will be revised after the adoption of the Financial Plan for 2024-2027 at the ITU Plenipotentiary Conference 2022.
2. **Fourth meeting of the CWG-SFP (20 March 2022 / continuation on 24 March 2022)**
	1. The group held its final meeting following the joint session with CWG-FHR, and before as well as during the 2022 Session of Council on Sunday 20 March, with continuation on Thursday 24 March.
	2. The group considered the contributions received for this meeting, in particular the contribution of the Radiocommunications Advisory Group (RAG) and the document on the Targets and the Results Framework.
	3. The group agreed on the draft text for Annex 1 to Resolution 71 (ITU Strategic Plan 2024-2027), presented to Council as Revision 1 to Annex 1 of this report. In Annex 1, only the reflection of the topic of Cybersecurity is still kept into square brackets for further consideration by Member States.
	4. The group also agreed on the Results Framework to be included in Annex 1, consisting of a set of targets and target indicators for the two Strategic Goals, and outcomes and outcome indicators for each of the Thematic Priorities.
	5. Related to the Results Framework, in particular on the set of proposed targets, a number of proposals had been submitted to be considered for the strategic plan. Following the assessment of those proposals according to the guidelines provided by the group at its 3rd meeting, a number of them were not included in the draft strategic plan, due to the lack of indicators and data currently available in the ITU statistical dataset.
	6. The group highlighted that Council, as per the provisions of Article 4/61A of the ITU Convention, may as necessary, review and update the strategic plan, in particular by amending the Targets and Indicators, following the consideration of the annual report on the implementation of the Union’s Strategic Plan, which is presented on a yearly basis by the secretariat.
	7. The group also highlighted the importance of other elements within the ITU strategic management framework, such as the Risk management framework and the corresponding Risk Register, as well as the Accountability Framework, which have been taken into consideration in the development of the draft Strategic Plan, and should be further considered, when monitoring and evaluating the implementation of the ITU Strategic Plan for 2024-2027.
	8. Finally, the group agreed on a draft text on Annex 2 to Resolution 71 (Situational Analysis) as presented in this report as Revision 2 to Annex 2. The group discussed thoroughly the importance of the SWOT analysis, and whether it would be necessary for this text to be included within Annex 2 of the Resolution, and finally decided to keep that section included in the CWG-SFP Chair’s Report, so that future work can make a reference to this, but not to include within the draft Annexes of Resolution 71.
	9. The group also discussed and endorsed proposed amendments to the main text of Res. 71 for Member States consideration. All proposed amendments were endorsed by the group, apart from point *c)* in *considering further* of the resolution, which remains in square brackets.
3. **Outcomes of the work of CWG-SFP**
	1. The group is submitting to Council, for review and submission to the 2022 Plenipotentiary Conference, the following documents:
* A proposal for the draft text of the Annexes to Resolution 71:
	+ Annex 1 – Draft ITU Strategic Plan 2024-2027 ([Annex 1 to this report](https://www.itu.int/md/S22-CL-C-0027/en)), revised after the 4th CWG-SFP meeting;
	+ Annex 2 – Situational analysis ([Annex 2 to this report](https://www.itu.int/md/S22-CL-C-0027/en)), revised after the 4th CWG-SFP meeting; and
	+ Annex 3 – Glossary of terms ([Annex 3 to this report](https://www.itu.int/md/S22-CL-C-0027/en)).
* A proposal for the draft main text of Res.71 for Member States consideration when preparing their contributions for PP-22 ([Annex 4 to this report](https://www.itu.int/md/S22-CL-C-0027/en));
	1. The group also includes as an Appendix A to this Report, the results of the discussions on the SWOT analysis, which had been considered for the development of the new strategic plan. Some of that text has been retained in square brackets, as it had not reached consensus during the discussions of the group. As agreed by the group, this Appendix will not be part of the draft Resolution 71, but considered as reference for future work.
	2. 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 virtual consultations.

**Appendix A: Summary of ITU’s Strengths, Weaknesses, Opportunities and Threats (SWOT)**

1. To respond to the rapid changes in the digital landscape, it will be vital for ITU to leverage its existing strengths as the leading UN Agency focused on telecommunications/ICTs and clearly demonstrate its critical role in enhancing the access and use of these technologies for sustainable development. ITU will also strive to leverage both internal and external opportunities, to reinforce the added value of ITU’s services, products and initiatives. However, to build and maintain its vital role in the telecommunication and ICTs sector, the Union must also focus on remedying its weaknesses as an organization and responding to emerging threats. ITU has identified, analysed and assessed the strategic risks during the strategic planning process (as part of the organization’s overall risk management framework), which are further reflected in this analysis.
2. Further details on the strengths, weaknesses, opportunities and threats (SWOT) for ITU are included in the tables below.

Strengths

- Targeted focus on telecommunications/ICTs and more than 150-year history, giving ITU a unique position in the UN system

- Leading role in enabling the use of and access to telecommunication/ICT resources globally, through regulations and standards of universal applicability

- Trusted global and neutral platform, with a recognized brand and credibility in the international community to facilitate SDGs and WSIS action lines

- Comprehensive and diverse membership that includes governments and regulators, the private sector and academia, providing a unique platform for multilateral discussions and enabling partnerships with stakeholders across the telecommunication/ICT sector

- A diverse range of sector mandates that facilitate comprehensive and complementary actions to deliver on ITU’s mission

- Strong technical capacities of staff and membership, especially within core competencies

- The diversity of the mandates of the Sectors of ITU, which allows for a broad collaboration within the Union that contributes to the achievement of its mission (on condition that the possibilities of utilizing the synergies of all ITU Sectors are realized)

- The structure of the Union, particularly ITU’s Sectors, which makes it possible to meet the diverse needs of the membership in an optimum manner within the framework of ITU’s mandate and Sector specialization (by making use of the regional presence function, increased delegation to the staff of authority and the corresponding responsibility and accountability on the basis of performance-driven talent management, and so on)

Weaknesses

[- Inefficiencies and bureaucracy, leading to reactive and slow processes]

[- Complex governing structure, limiting organizational agility and quick decision-making]

[- Siloed approach with limited cross-functional collaboration that impedes potential synergies and operational efficiencies]

[- Risk-averse organizational culture and processes, constraining innovation, and bottom-up entrepreneurship]

- Limited resource mobilization capacity, constraining the organization’s capabilities due to the nature of Member State funding resulting from constraints on the size of the contributory unit, variations in Member State commitments in choosing the class of contribution, and the arrears incurred by the membership before the Union

[- ITU is an organization within the United Nations system that is directed by independent Member States, and this can lead to the blurring and dilution of its core competencies, diminishing its value to the ITU membership

- Limited possibilities for a rapid re-orientation of the domain of activity, because of the relatively slow procedure for changing the mandate (the Constitution and Convention of ITU) and the inherent characteristics of an international organization]

- Regional and area offices are relatively distant from the operational mainstream

- Unclear mandate of regional and area offices leading to inefficient service delivery to members and a value proposition for stakeholders

- Significant decrease on the revenue side while additional demands are being made on the expense side

[- The current Telecom events business model is not financially viable and the event's value proposition shows clear signs of weakness]

Opportunities

- Increased contributions of telecommunications and ICTs to sustainable development, enhancing ITU’s role in achieving the SDGs

- Acceleration of digitalization and digital transformation driven by the impacts of COVID-19, reinforcing the importance of ITU’s programmes and platform

- Deepened engagement with new technologies and stakeholder groups, such as youth, women and marginalized communities to garner diverse perspectives on the challenges and opportunities of digitalization

- Growth of membership and partnership opportunities, with the rapid development of new companies and organizations in the telecommunication/ICT landscape due to digital transformation

- Expansion of system-wide UN digital programming, empowering ITU to leverage its unique expertise and position itself as the leading telecommunications/ICTs enabler of other UN agencies’ activities, including the development related to the UN Digital cooperation Agenda and its associated roadmap, UN Our Common Agenda, bringing opportunities for joint partnerships with different organizations

- Utilizing the competitive advantages of the ITU, including its products and service, to increase the revenue of the Union or developing additional new financial mechanisms

- A more targeted use of the ITU’s regional presence could improve programming and results delivery

Threats

- The telecommunication/ICT landscape and development needs may evolve too quickly for ITU to effectively adapt its programming and capacities, and uphold its value proposition

- The COVID-19 induced global economic slow-down and threats to strong, balanced and sustained growth may limit ITU's resources and ability to deliver its strategic goals

- In the rapidly changing landscape, Member states, industry leaders, other UN agencies and international organizations may capture a greater share of new opportunities in regulation within the mandate, standard-setting and funding, which may render some of ITU’s activities less relevant

- Divergent guidance around the specific scope of ITU’s work leading to stretching resources too thin, which risks diluting ITU’s impact

-The ability to compete and remain relevant at the international and regional levels is of great concern

[- Other UN organizations are stepping up their engagement on digital cooperation and ICT]

- Issues, where they can deploy capabilities that could exceed ITU's capabilities at the regional level

- Low UN-wide engagement, coordination and collaboration in joint strategic planning

- Insufficient funding - risk of imbalance to the financial plan

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