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| **Council Working Group for Strategic and Financial Plans 2024-2027 Third meeting – 21 and 22 February 2022** |  |
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|  | **CWG-SFP-3/DT-02-E** |
| **18 February 2022** |
| **English only** |
| Contribution by the Chairman of CWG-SFP | |
| Temporary Document CONTRIBUTIONS RECEIVED FOR Draft annex 1, DRAFT ANNEX 2 AND MAIN TEXT OF resolution 71: DRAFT ITU strategic plan for 2024-2027  (Note: The TD includes written comments sent by China after the deadline for submission of contributions) | |
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Draft Annex 1 to Res. 71: ITU Strategic Plan 2024-2027

# Overview of ITU’s structure

1. Pursuant to the ITU Constitution and Convention, the Union comprises: a) the Plenipotentiary Conference, which is the supreme organ of the Union; b) the ITU Council, which acts on behalf of the Plenipotentiary Conference during the four years between plenipotentiary conferences; c) world conferences on international telecommunications; d) the Radiocommunication Sector (ITU-R), including world and regional radiocommunication conferences, radiocommunication assemblies and the Radio Regulations Board; e) the Telecommunication Standardization Sector (ITU-T), including world telecommunication standardization assemblies; f) the Telecommunication Development Sector (ITU-D), including world and regional telecommunication development conferences; and g) the General Secretariat. The three Bureaux serve as the secretariat to each respective Sector (the Radiocommunication Bureau – BR for ITU-R; the Telecommunication Standardization Bureau – TSB for ITU-T; and the Telecommunication Development Bureau – BDT for ITU-D).
2. As outlined in ITU’s basic texts, the ITU-R is responsible for ensuring the rational, equitable, efficient, and economical use of the radio-frequency spectrum by all radiocommunication services, including those using the geostationary-satellite or other satellite orbits, and for carrying out studies without limit of frequency range and adopting recommendations on radiocommunication matters.

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| **[USA-CAN-AUS proposal]** As outlined in ITU’s basic texts, the ITU-R is responsible for ensuring the rational, equitable, efficient, and economical use of the radio-frequency spectrum by all radiocommunication services, including those using satellite orbits, and for carrying out studies - and adopting recommendations on radiocommunication matters. |

1. The functions of the ITU-T are to fulfil the purposes of the Union relating to telecommunication standardization, bearing in mind the particular concerns of the developing countries. ITU-T studies technical, operating and tariff questions and adopts recommendations on them to standardize telecommunications globally.
2. The functions of ITU-D are to discharge the Union’s dual responsibility as a United Nations specialized agency and executing agency for implementing projects under the United Nations development system or other funding arrangements, to facilitate and enhance telecommunications development by offering, organizing and coordinating technical cooperation and assistance activities.

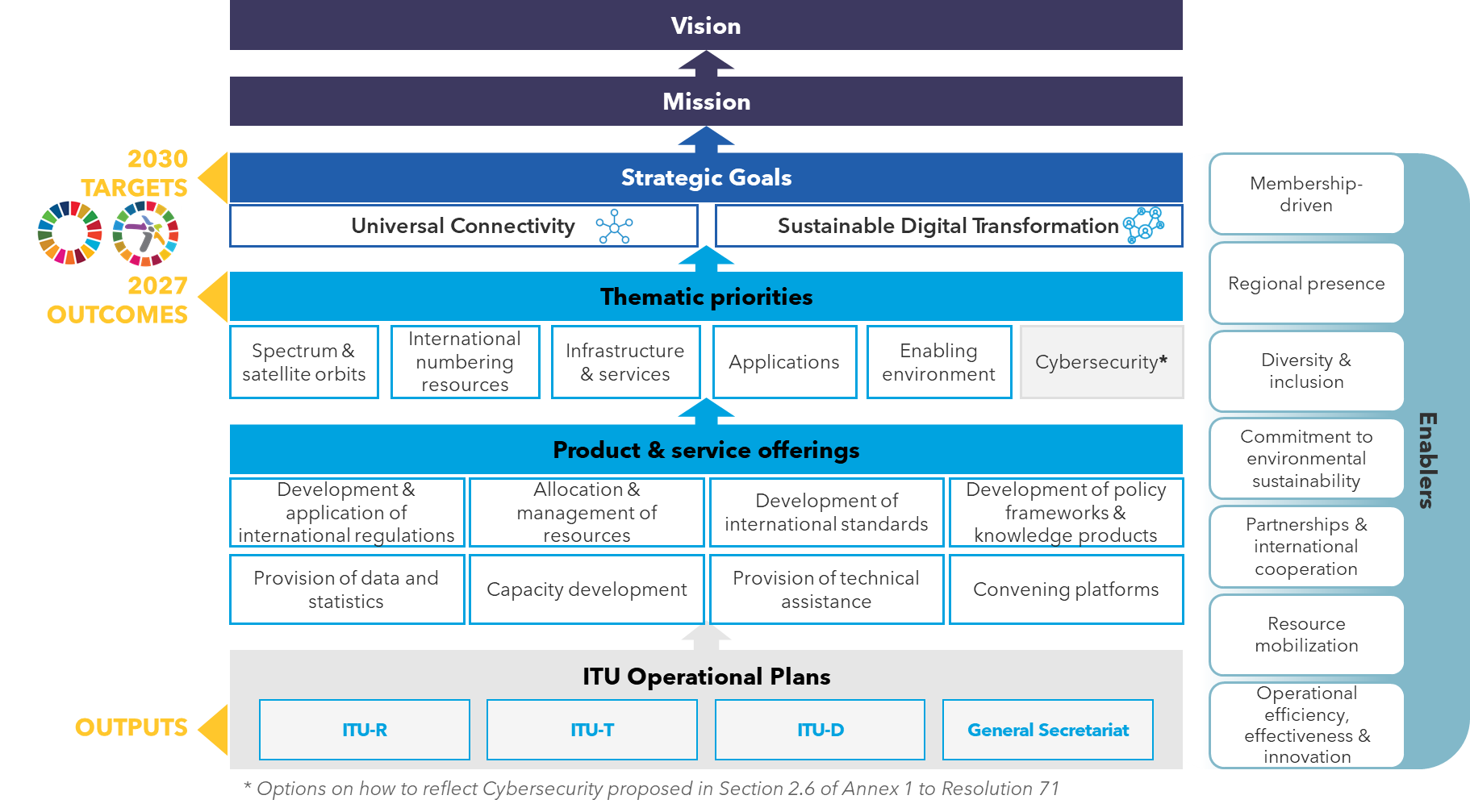
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| **[USA-CAN-AUS proposal]** The functions of ITU-D are to discharge the Union’s dual responsibility as a United Nations specialized agency and executing agency for implementing projects under the United Nations development system or other funding arrangements, to facilitate and enhance telecommunications development by offering, organizing and coordinating technical cooperation and assistance activities to close the digital divide. |

1. The ITU Sectors have complementary mandates and cooperate under the implementation of this strategic plan to fulfil the purposes of the Union.
2. The functions of the General Secretariat are to coordinate and report on the implementation of the strategic plan, and be responsible for the overall management of the Union’s resources. The General Secretariat aims at providing high-quality and efficient services to the membership of the Union.

# ITU Strategic Framework 2024-2027

* 1. Overall framework

1. The figure below outlines the key components of the strategic framework. These include: vision, mission, strategic goals and targets, thematic priorities and outcomes, product and service offerings, and enablers.



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| *Component of Strategic Plan* | *Definition* |
| Vision | The better world ITU wants to see |
| Mission | Main overall purposes of the Union, as per the basic texts of ITU |
| Strategic Goals | The Union's high-level goals, which enable the realization of its mission |
| Targets | The desired results the Union aims to achieve, to deliver its strategic goals, the 2030 Agenda and the WSIS Action Lines. |
| Thematic Priorities | Areas of work the Union focuses on, in which outcomes will be achieved to the meet strategic goals |
| Outcomes | Key results the Union aims to achieve under its thematic priorities |
| Product and Service Offerings | The range of ITU’s products and services that are deployed to support the Union’s work under its thematic priorities |
| Enablers | Ways of working that allow the Union to deliver on its goals and priorities more effectively and efficiently |

* 1. Vision

1. “An information society, empowered by the interconnected world, where telecommunications/information and communication technologies enable and accelerate social, economic and environmentally sustainable growth and development for everyone"

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| **[EU countries proposal]** *We support option 1 to keep the current version of ITU’s vision. The current drafting seems more precise, has no new concept that would need to be debated (such as “human progress”) and remains relevant for the 2024-2027 period.* |

* 1. Mission

1. “ITU’s mission is to promote, facilitate and foster affordable and universal access to telecommunication/information and communication technology networks, services and applications and their use for social, economic and environmentally sustainable growth and development”

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| **[EU countries proposal]** *We also support option 1 to maintain the current Mission Statement, as the two versions do not differ fundamentally, and “social, economic and environmentally sustainable growth and development” seems more precise than only “sustainable development”.* |

* 1. Strategic Goals

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| **[EU countries proposal]** *We strongly support the new drafting of the strategic goals that seem much more comprehensive and clearer, without overlaps between them. It is also fully in line with the 2030 Agenda for Sustainable Development.* |

1. The strategic goals of the Union are listed hereafter and support ITU's role in facilitating progress towards the implementation of the World Summit on the Information Society (WSIS) Action Lines and the 2030 Agenda for Sustainable Development.

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| **[PAR proposal]** *As a general remark, we consider that the International Telecommunication Union (ITU), as the United Nations specialized agency for telecommunications and information and communication technology, not only provides assistance to its membership but also contributes to the attainment of commitments undertaken by the United Nations system (such as the World Summit on the Information Society Action Lines and the Sustainable Development Goals, which have been included in the amended document). We therefore feel that this vision should be incorporated into the draft text.* |
| **[RUS proposal]** The strategic goals of the Union are listed hereafter and support ITU's realization of its mission and role in facilitating progress towards the implementation of the World Summit on the Information Society (WSIS) Action Lines and the 2030 Agenda for Sustainable Development. |

1. **Goal 1 – Universal Connectivity: Enable and foster universal access to affordable, high-quality and secure telecommunications/ICTs**. To advance universal connectivity, ITU will strive to enable accessible, affordable, high-quality, interoperable and secure telecommunication/ICT infrastructure, services, and applications. ITU will coordinate efforts to prevent and eliminate harmful interference to radiocommunication services, facilitate the worldwide standardization of telecommunications, and leverage existing and emerging digital technologies, connectivity solutions and business models to close the digital divide in access in all countries, regions and for all humanity.

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| **[USA-CAN-AUS proposal]** To advance universal connectivity, ITU will strive to enable accessible, affordable, high-quality, interoperable and secure telecommunication/ICT infrastructure, services, and applications. ITU will coordinate efforts to prevent and eliminate harmful interference to radiocommunication services, facilitate the worldwide standardization of telecommunications, and leverage existing and emerging technologies, connectivity solutions and business models to close the digital divide in access in all countries, regions and for all humanity. |
| **[RUS proposal]** To advance universal connectivity, ITU will make efforts to ensure universally accessible, affordable, high-quality, interoperable and secure telecommunication/ICT infrastructure, services, and applications. |

1. **Goal 2 – Sustainable Digital Transformation: Foster equitable and inclusive use of telecommunications/ICTs to empower people and societies for sustainable development**. By leveraging telecommunications/ICTs, ITU will strive to facilitate digital transformation to help build an inclusive digital society for sustainable development. ITU will thereby work to close the digital divide in the use of telecommunication/ICTs in all countries and for all peoples, including women and girls, youth, indigenous peoples, older persons and persons with disabilities. ITU will work to promote and enable digital transformation across industry sectors, to address the dual climate and environmental crisis, and to foster the advancement of science, sustainable exploration of Earth, space, and the use of their resources.

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| **[RUS proposal]** By leveraging telecommunications/ICTs, ITU will strive to facilitate digital transformation to help build an inclusive information society for sustainable development. ITU will thereby work to close the digital divide in the use of telecommunication/ICTs in all countries and for all peoples. ITU will work to promote and enable digital transformation across spheres of life and activity, to address the dual climate and environmental crisis, and to foster the advancement of science, sustainable exploration of Earth, space, and the use of their resources for the benefit of all. |
| **[CHI proposal]** **Goal 3 - Innovation: Promote innovation in telecommunications/ICTs to support the digital transformation of society.** The Union recognizes the crucial role of telecommunications/ICTs in the digital transformation of society. The ITU seeks to create an enabling environment for the development and deployment of new and emerging telecommunication/ICT services and technologies to advance sustainable development; promote affordable and secure connectivity in mobilizing new and emerging telecommunications/ICTs for sustainable development; foster digital literacy and skills for inclusive access; promote the use of new and emerging technologies and services to facilitate the use of telecommunications/ICTs for sustainable development.  **Goal 4 - Security: Manage cybersecurity issues resulting from the rapid growth of telecommunications/ICTs.** The Union focuses on enhancing the quality, reliability, sustainability and resilience of networks and systems as well as building confidence and security in the use of telecommunications/ICTs. Accordingly, the Union will work to make it possible to seize of opportunities presented by telecommunications/ICTs while working towards minimizing the negative impact of undesired collaterals. |

* 1. Targets for the Union’s Connect 2030 Agenda

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| **[ALG-EGY-KWT-ARS-UAE proposal]** *- ITU has a leading role in the WSIS process where, as a lead facilitator, it coordinates the multi-stakeholder implementation of the Geneva Plan of Action. Notably, ITU is the sole facilitator for three different WSIS action lines: C2 (Information and communication infrastructure); C5 (Building confidence and security in the use of ICTs); and C6 (Enabling environment).*  *- The draft Strategic plan for 2024-2027 as presented in Document CWG-SFP-3/4-E shows two strategic goals with associated targets, besides the six thematic priorities with associated outcomes. Nevertheless, the draft Strategic Plan does not provide clear mapping/linkage between the outcomes and targets on one side with the relevant WSIS Action Lines on the other side. Hence, it’s very challenging to decide wither the draft Strategic Plan for 2024-2027 is inclusive and cover ITU’s responsibilities without such mapping.*  *- It’s also desirable to harmonize and link all components of the draft Strategic Plan for 2024-2027 together (i.e. products and services, thematic priorities, …etc ).*  *- Most of the suggested targets in the draft Strategic concerned with connectivity and expanding the broadband coverage while not mentioning other important targets such those related to building confidence and security.*  *- The draft Strategic Plan should benefit form Draft annex 2 to resolution 71: Situational Analysis (Document CWG-SFP-3/5-E) by leveraging both strengths and opportunities and mitigating weakness and threats.*  *- It is also relevant, to include, along with references to WSIS and SDGs, other UN agendas, such as, UN Digital Cooperation and UN Our Common Agenda.* |

1. Targets represent the effect and long-term impact of ITU's work, providing an indication of progress towards achievement of the strategic goals of the Union, and ITU’s commitment to enabling the delivery of the WSIS Action lines and the 2030 Sustainable Development Goals. ITU will work collaboratively with the full range of other organizations and entities around the world committed to advancing the use of telecommunications/ICTs for a connected world by 2030.

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| **[EU countries proposal]** *We support the drafting of the targets for 2030, which orient ITU’s action towards enabling the delivery of the SDGs. We also support the use of SMART target indicators in the Results Framework and sub-indicators to refine measurement, which will reinforce accountability of ITU’s actions.* |
| **[African countries proposal] & [ALG-EGY-KWT-ARS-UAE proposal]** *We suggest to further* ***enhance*** *the proposed targets for Goal 1: Universal connectivity – by 2030, and further enhance the proposed targets for Goal 2: Sustainable digital transformation – by 2030. It is also suggested that the current proposed targets for Goal 2 are relevant to be included, as targets for Goal 1.* |

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| Targets for Goal 1: Universal connectivity – by 2030: |
| 1.1: Universal broadband coverage |
| 1.2: Broadband services to be affordable for all[[1]](#footnote-2) |
| 1.3: Broadband access to every household |
| Targets for Goal 2: Sustainable digital transformation – by 2030: |
| 2.1: Universal usage of Internet by individuals |
| 2.2: All digital gaps to be bridged (in particular gender, age, urban/rural) |
| 2.3: Universal usage of Internet by businesses |
| 2.4: Universal access to the Internet for all schools |
| 2.5: Majority of individuals to have digital skills |
| 2.6: Majority of individuals to be interacting with government services online |
| 2.7: Significantly improve ICTs contribution to climate action |

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| **[African countries proposal]**   |  | | --- | | Targets for Goal 1: Universal connectivity – by 2030: | |  | | 1.1: Affordable Broadband services for all  1.1.1. below 2% of monthly per capita minimum wage; | | 1.2: Secure digital infrastructures  1.2.1: Cyber security index (GCI) (target to be developed)  1.2.2: Proportion of cyber-attacks repelled by actions initiated by CERTS/CSIRTS/CIRTS (target to be developed); | | 1.3: Resilient digital infrastructures | | 1.4: Broadband services for all  1.4.1: Universal fixed broadband coverage of at Least 2Mbps/user | | 1.5: Broadband connectivity for education and other social and economic areas  1.5.1: broadband access for every adult/youth (% of connected/Country)  1.5.2: Broadband access for all schools /Universities  1.5.3: Broadband access for all health Centers (% of connected/ Country)  1.5.4: broadband access to MSMEs (% of connected/ Country) | | 1.6: All digital gaps to be bridged (in particular, countries, gender, age, urban/rural) | |  | | Targets for Goal 2: Sustainable digital transformation – by 2030: | | 2.1: Digital transformation strategy and its related policy and regulatory frameworks | | 2.2: Build Innovation and Entrepreneurship ecosystem in digital area | | 2.3: Promote digital finance and services | | 2.4: Adoption of digital technologies including emerging technologies | | 2.6 Promote the use of digital applications and services (e-health, e-Gov, etc..) | | 2.5: Develop Digital skills for all | | 2.6: Encourage investments and develop financing mechanisms | | 2.7: improve cyber security preparedness of countries, with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation | |

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| **[ALG-EGY-KWT-ARS-UAE proposal]**   |  | | --- | | Targets for Goal 1: Universal connectivity – by 2030: | | 1.1: Affordable, reliable or secure and resilient Broadband services for all | | 1.2: Broadband connectivity for education and other areas of life | | 1.3: All digital gaps to be bridged (in particular, countries, gender, age, urban/rural) | | Targets for Goal 2: Sustainable digital transformation – by 2030: | | 2.1: Digital transformation strategy | | 2.2: All digital gaps to be bridged (in particular gender, age, urban/rural) | | 2.2 Artificial intelligence strategy and readiness | | 2.3: Artificial intelligence usage in government, private sector, academia | | 2.4: Big Data usage in government, private sector, academia | | 2.5: Improved cybersecurity preparedness, with key capabilities: presence of strategy and policies, national computer incident/emergency response teams and legislation | |  | |  | |

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| **[USA-CAN-AUS proposal]**   |  | | --- | | Targets for Goal 1: Universal connectivity – by 2030: | | 1.1: Universal broadband coverage | | 1.2: Broadband services to be affordable for all | | 1.3: Broadband access to every household  1.4: Universal usage of Internet by individuals  1.5: All digital gaps to be bridged (in particular gender, age, urban/rural)  1.6: Universal usage of Internet by businesses  1.7: Universal access to the Internet for all schools | | Targets for Goal 2: Sustainable digital transformation – by 2030: | | 2.1: Majority of individuals to have digital skills | | 2.2: Majority of individuals to be interacting with government services online | | 2.3: Significantly improve telecommunication/ICTs contribution to climate action | |

## Thematic Priorities

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| **[EU countries proposal]** *Overall the thematic priorities seem to cover correctly the spectrum of activities of ITU.* |

1. The Sectors and General Secretariat will work together under six thematic priorities to deliver outcomes towards achieving the Union’s strategic goals. These thematic priorities and associated outcomes are described below.

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| **[USA-CAN-AUS proposal]** The Sectors and General Secretariat will work together under the ITU’s thematic priorities to deliver outcomes towards achieving the Union’s strategic goals. These thematic priorities and associated outcomes are described below |

Spectrum & Satellite orbits[[2]](#footnote-3)

1. Radio-frequency spectrum and associated satellite orbit resources are limited natural resources that must be used rationally, efficiently and economically, in conformity with the provisions of the Radio Regulations, so that countries or groups of countries may have equitable access to those orbits and frequencies, taking into account the special needs of the developing countries and the geographical situation of particular countries.
2. ITU’s work under this thematic priority seeks ways to promote flexibility for future expansion and new technological and scientific developments. In doing so, ITU coordinates efforts to prevent and eliminate harmful interference between radio stations of different countries and to improve the use of spectrum and satellite orbits by radiocommunication services.

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| **[USA-CAN-AUS proposal]** ITU’s work under this thematic priority seeks ways to promote flexibility in the Radio Regulations for future expansion and new technological and scientific developments. In doing so, ITU coordinates efforts to prevent and eliminate harmful interference between radiocommunication services; to facilitate the coordination ofradiocommunication stations and cooperation between different countries in border areas and to harmonize and efficiently manage the allocation and use of spectrum and satellite orbit resources. |

1. ITU’s work under Radio-frequency spectrum and associated satellite orbit resources is expected to deliver the following outcomes:
2. Radio-frequency spectrum and associated satellite orbital resources are efficiently and equitably allocated and used
3. Harmful interferences are avoided
4. Enhanced application of spectrum management principles and techniques
5. Advancement of radiowave propagation modeling and prediction

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| **[USA-CAN-AUS proposal]**  3. Enhanced application of spectrum management principles, techniques and best practices  4. Advancement of radiowave propagation modeling and prediction to facilitate efficient use of spectrum resources |

International numbering resources

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| **[USA-CAN-AUS proposal]**  International telecommunication numbering resources |

1. International numbering resources include numbers, names, addresses and identifiers, all of which are instrumental to the functioning of telecommunications/ICT services and applications. International numbering resources are essential to fixed and mobile interpersonal communications services, as well as to non-interpersonal machine-to-machine communications and Internet of Things (IoT) connectivity services.

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| **[USA-CAN-AUS proposal]** International telecommunication numbering resources include numbering, naming, addressing and identification resources, all of which are instrumental to the functioning of international telecommunications networks and services. International telecommunication numbering resources are essential to fixed and mobile interpersonal communications services, as well as to non-interpersonal machine-to-machine communications and Internet of Things (IoT) connectivity services. |

1. Management of these limited resources on a global level and in accordance with internationally agreed standards and procedures is vital, to respond to ever-growing demand from the telecommunications/ICT sector and other communities.

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| **[USA-CAN-AUS proposal]** Effective management of these limited resources on a global level is vital, to respond to ever-growing demand from the telecommunications/ICT sector and other communities. |

1. ITU has the unique responsibility to allocate and manage these resources and contributes to the optimum functioning of international telecommunication networks and services.

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| **[USA-CAN-AUS proposal]** ITU-T has the unique responsibility to allocate and manage these resources and contributes to the optimum functioning of international telecommunication networks and services. |

1. ITU’s work on international numbering resources is expected to deliver the following outcomes:
2. Efficient use of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures
3. Enhanced availability of international telecommunication services
4. Reduced misuse of numbering resources

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| **[USA-CAN-AUS proposal]** ITU-T’s work on international telecommunication numbering resources is expected to deliver the following outcomes:  1. Effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures  2. Enhanced availability of international telecommunication networks and services  3. Reduced misappropriation and misuse of international telecommunication numbering resources |

Infrastructure and services

1. Telecommunications and ICT infrastructure and services are the basis and integral components of the digital economy and society. The work in this Thematic Priority focuses on enabling worldwide connectivity and interoperability, improving performance, quality and affordability, and enhancing the sustainability of telecommunication/ICT infrastructure and services.The work shall also provide for greater compatibility and coexistance of different radio services free from harmful interference.

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| **[RUS proposal]** Telecommunications and ICT infrastructure and services are the basis and integral components of the digital economy and information society. |

1. To achieve this, the Union will work to foster the development of infrastructure and services, including through the development of international standards and new technologies for radiocommunication services and on how telecommunication networks operate and interwork, and by providing assistance to membership on new and emerging solutions.

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| **[USA-CAN-AUS proposal]** To achieve this, the Union will work to foster the development of infrastructure and services, including through the development of international standards and new technologies for radiocommunication services and on how telecommunication networks operate and interwork, and by providing assistance to membership on new and emerging telecommunications/ICT services, technologies and solutions. |
| **[RUS proposal]** To achieve this, the Union will work to foster the development of infrastructure and services, including through the development of international standards and new technologies for radiocommunication services and for the operation and interworking of telecommunication networks and by providing assistance to membership on new and emerging issues. |

1. ITU’s work under telecommunication/ICT Infrastructure and services is expected to deliver the following outcomes:
2. Enhanced access to fixed and mobile broadband services
3. Enhanced access to all radiocommunication services
4. Enhanced interoperability and performance of infrastructure and services

Applications

1. Widespread availability of ICT infrastructure and services has acted as a catalyst for uptake and innovation in applications improving people’s lives and empowering society for sustainable digital transformation, involving areas including, but not limited to, healthcare, education, banking, and the provision of public services to citizens.

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| **[USA-CAN-AUS proposal]** Widespread availability of telecommunication/ICT infrastructure and services has acted as a catalyst for uptake and innovation in related applications, improving people’s lives and empowering society for sustainable digital transformation. Telecommunication/ICT applications have shown great promise in areas including, but not limited to, healthcare, education, banking, and the provision of public services to citizens. |

1. ITU contributes to increasing availability, interoperability, scalability and impact of applications, including in underserved areas, by developing digital strategies and standards, and by providing technical assistance to meet the needs and requirements of ITU membership.

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| **[USA-CAN-AUS proposal]** ITU contributes to increasing the availability, interoperability, scalability and impact of telecommunication/ICT applications, including in underserved areas, by developing digital strategies and international standards, and by providing technical assistance to meet the needs and requirements of ITU membership. |

1. ITU’s work under Applications is expected to deliver the following outcomes:
2. Enhanced interoperability and performance of applications
3. Enhanced adoption and use of e-government applications
4. Enhanced adoption of digital applications

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| **[USA-CAN-AUS proposal]** ITU’s work under Applications is expected to deliver the following outcomes:  1. 2. Enhanced adoption and use of telecommunication/ICT applications, including for e-government  3. Increased deployment of telecommunication/ICT networks and services needed for such applications  4. Improved capacity to leverage telecommunications/ICT applications for sustainable development |

Enabling environment

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| **[African countries proposal] & [ALG-EGY-KWT-ARS-UAE proposal]** *We suggest including enabling innovation in telecommunications/ICT under this thematic priority. The ITU needs to play a key role in the development of an environment that is conducive to innovation, where new and emerging technologies contribute in the implementation of the WSIS outcomes and the 2030 Agenda for sustainable development, particularly at country level.* |

1. An enabling environment consists of an enabling policy and regulatory environment conducive to sustainable telecommunication/ICT development that encourages innovation, investment in infrastructure and ICTs and increases adoption of telecommunications/ICTs to reduce the digital divide and towards a more inclusive and equal digital society.

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| **[USA-CAN-AUS proposal]** An enabling environment is one that is conducive to innovation and sustainable telecommunication/ICT development, that encourages investment in infrastructure and ICTs, and that increases adoption of telecommunications/ICTs to reduce the digital divide and promote a more inclusive and equal digital society. |
| **[RUS proposal]** An enabling environment consists of an policy and regulatory environment conducive to sustainable telecommunication/ICT development that encourages innovation, investment in infrastructure and ICTs and increases adoption of telecommunications/ICTs to reduce the digital divide and towards a more inclusive and equal information society. |
| **[RUS proposal]** *It is noteworthy that “emerging” is often used in relation to technology in many formulations. “Innovation”, meanwhile, is extremely important and should be highlighted more, even though it is referred to more frequently than in the previous version of the document, see §§ 25, 28 and 69. Where possible, innovation should be given greater prominence in the draft strategic plan, as a key factor in delivering on ITU’s capabilities.* |

1. To foster the enabling environment, the Union will work to provide assistance to Member States on technical and organizational aspects in developing an innovative and meaningful environment, by establishing new partnerships and utilizing existing as well as new and emerging digital technologies, connectivity solutions and new business models, with a focus on digital inclusion and environmental sustainability.

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| **[USA-CAN-AUS proposal]** To foster the enabling environment, the Union will work to provide assistance to Member States on technical and organizational aspects in developing an innovative and meaningful environment, by establishing new partnerships and utilizing existing as well as new and emerging telecommunications/ICT services and technologies, connectivity solutions and new business models, with a focus on digital inclusion and environmental sustainability |

1. ITU’s role in creating an enabling environment also entails the promotion of active participation of the membership, in particular developing countries, in the definition and adoption of international telecommunication/ICT standards and regulations with a view to bridging the standardization gap and fostering equitable access to radio spectrum resources.

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| **[USA-CAN-AUS proposal]** ITU’s role in creating an enabling environment also entails the promotion of active participation of the membership, in particular developing countries, in the definition and adoption of international telecommunication/ICT standards with a view to bridging the standardization gap; in fostering equitable access to radio spectrum resources; and in developing best practices and capacity to close the digital divide. |
| **[RUS proposal]** ITU’s role in creating an enabling environment also entails the promotion of active participation of the membership, in particular developing countries, least developed countries, small island developing states, landlocked developing countries, and countries with economies in transition in the definition and adoption of international telecommunication/ICT standards and regulations with a view to bridging the standardization gap and fostering equitable access to radio spectrum, satellite orbit and other essential resources. |

1. ITU’s work under the Enabling environment Thematic Priority is expected to deliver the following outcomes:
2. Conducive policy and regulatory environment
3. Digitally skilled users
4. Enhanced digital inclusion[[3]](#footnote-4)
5. Enhanced ability of all countries, in particular developing countries to develop, access, implement and influence ITU’s international standards and regulations
6. Enhanced adoption of e-waste policies and strategies

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| **[USA-CAN-AUS proposal]** ITU’s work under the Enabling Environment Thematic Priority is expected to deliver the following outcomes:  1. Conducive policy and regulatory environment for innovation and investment  2. Digitally skilled users  3. Enhanced digital inclusion  4. Enhanced ability of all countries, in particular developing countries to develop and implement strategies, policies and practices for digital inclusion, access and use telecommunications/ICTs, implement and participate in the development of ITU’s international standards, recommendations and best practices  5. Enhanced adoption of policies and strategies for the environmentally sustainable use of telecommunications/ICTs |
| **[RUS proposal]** *Conducive policy and regulatory environment; …” more concrete information on how the conducive policy and regulatory environment will be measured/assessed (indicators/results) would be desirable.* |

[ Cybersecurity

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| **[African countries proposal]** *Cybersecurity program is at the heart of the transition to a digital society. It is a key pillar in ensuring a trusted and secure digital economy, giving confidence to all participants and allowing businesses to prosper and thrive. It already has well-established goals, indicators and outcomes that require continuous measurement unlike other ‘enablers’.*  *It builds on Objective 2 of the Buenos Aires Action Plan adopted at the 2017 World Telecommunication Development Conference, and related ITU conferences and Assemblies resolutions.* |
| **[African countries proposal] & [ALG-EGY-KWT-ARS-UAE proposal]** *As we have expressed during the 2nd meeting of CWG-SFP, that this thematic priority needs to be as, standalone. We believe that considering the digital transformation as a strategic goal, would be greatly rational to be followed by a standalone thematic priority on cybersecurity.*  *Moreover, considering the ITU as the UN organization for telecommunications/ICTs, the sole facilitator of the WSIS Action Line C5 on building confidence and security in the use of ICTs, the revised guidelines on the Global Cybersecurity Agenda (GCA) and the significant development of cybersecurity at the UN, where the ITU needs to contribute in a way or in another to the UN processes, are valid arguments, in keeping cybersecurity as a standalone thematic priority.*  *On §35, we suggest that the focus of the work the thematic priority on cybersecurity need to be within the ITU’s Global Cybersecurity Agenda (GCA), and its associated 5 pillars, namely; legal, technical, organizational, capacity building, cooperation.*  *Recognizing cybersecurity as one of three priority topics or goals and as a key element of the United Nations Secretary General’s digital roadmap, in which ITU is fully committed, reaffirms the relevance to consider the cybersecurity as a standalone thematic priority.* |
| **[RUS proposal]** *On the topic of cybersecurity, we support Option 1 – to reflect cybersecurity as a standalone thematic priority. This is in line, in particular, with the working priorities of the United Nations, see for example § 2.1 (3) of Documents CWG-SFP-2/3 and CWG-SFP-3/5: “… the UN Secretary-General’s strategies and priorities are increasingly focused on digital and cyber-security issues …”* |

***Option 1:*** *Reflect**Cybersecurity as a standalone Thematic Priority*

1. Building trust and confidence in telecommunications/ICTs are essential for their widespread adoption and use.
2. The focus of the work in this Thematic Priority is to assist member states on technical and organizational aspects on building confidence, trust and security in the use of telecommunications/ICTs. This Thematic Priority seeks to focus on enhancing the quality, reliability, resilience of networks and systems. In doing so, the Union will work to make it possible to seize opportunities presented by telecommunications/ICTs while working towards minimizing the negative impact of undesired collaterals.
3. ITU’s work under Cybersecurity is expected to deliver the following outcome:
4. Enhanced capacity of ITU membership to build trust and confidence in the use of ICTs
5. Enhanced knowledge, interoperability and performance with respect to secure telecommunication/ICT infrastructure, services and applications

***Option 2****: Reflect work under Cybersecurity as integrated / cross-cutting theme applied into the thematic priorities (under Infrastructure and services, Applications and Enabling Environment)*

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| **[EU countries proposal]** *We support option 2 to integrate cybersecurity outcomes under other Thematic Priorities such as Infrastructure, Applications or Enabling Environment. We feel it is important for ITU to focus its work on its core mandate, while attending to the needs of all its Members, especially developing countries, and avoid overlaps and develop better synergies with the work being done in other fora. Moreover we feel it is important that ITU does not have too many thematic priorities for the strategic plan to remain focused. In particular at this moment, it is highly important to prioritize and not to spread the scare resources over too many thematic priorities.* |
| **[USA-CAN-AUS proposal]** *We support Option 2: reflecting the ITU’s work on cybersecurity across the other thematic priorities.* |

***Infrastructure and services*** *(add outcome):*

*4. Increased capacity and capability to deploy secure and resilient ICT infrastructures and address cybersecurity related incidents as well as to adopt risk management practises*

*5. Enhanced knowledge, interoperability and performance with respect to secure telecommunciation/ICT infrastructure and services*

***Applications*** *(add outcome):*

*4. Enhanced capacity of ITU Membership to embed technical and procedural measures to deploy secure ICT applications*

*5. Enhanced knowledge, interoperability and performance with respect to secure applications*

***Enabling Environment*** *(add outcome):*

*6. Enhanced capacity of ITU membership to develop and implement cybersecurity related policies and strategies*

*7. Enhanced policy and strategic capacity of ITU membership to build mechanisms that promote cybersecurity commitments* **]**

## Product and service offerings

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| **[EU countries proposal]** *We support the proposed drafting of this section showcasing ITU’s combined value proposition and highlighting linkages across the full range of its products and services. The regrouping and reformulation of existing activities in order to highlight common areas of work while reflecting the specificity of existing sector offerings, seems in line with the request made by Member State to maximize synergies and avoid duplications and overlapping.* |

1. To achieve the outcomes under the Thematic Priorities, ITU deploys a range of products and services for its Members, UN agencies and other stakeholders; this range of products and services is presented below. Each Sector and the General Secretariat will provide more detailed information on how they will deploy these products and services in their respective operational plans.

Development and application of international regulations

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| **[USA-CAN-AUS proposal]**  **ITU Administrative Regulations** |

1. The international regulations are Administrative Regulations that regulate the use of telecommunications, and are binding on all Member States.

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| **[USA-CAN-AUS proposal]** The ITU Administrative Regulations regulate the use of telecommunications, and are binding on all Member States. |
| **[RUS proposal]** The international regulations are Administrative Regulations that regulate the use of telecommunications/ICTs, and are binding on all Member States. These regulations … (list) |

1. The foundation of international frequency management is the Radio Regulations (RR), the binding international treaty that contain several regulatory provisions and procedures which describe how the administrations from the 193 ITU Member States may acquire and exercise rights to use spectrum in the various frequency bands allocated for this purpose, and the corresponding obligations.

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| **[USA-CAN-AUS proposal]** The foundation of international frequency management is the Radio Regulations (RR), the binding international treaty that contains regulatory provisions and procedures which describe how the administrations from the 193 ITU Member States may exercise rights to use spectrum in the various frequency bands for the purpose in which they are allocated, and the corresponding obligations. |
| **[RUS proposal]** The foundation of international frequency management is the Radio Regulations (RR), the binding international treaty that contain several regulatory provisions and procedures which describe how the administrations from all ITU Member States may acquire and exercise rights to use spectrum in the various frequency bands allocated for this purpose, and the corresponding obligations. |

1. The Radio Regulations have the following objectives: to facilitate equitable access to and rational use of the natural resources of the radio-frequency spectrum and the geostationary-satellite orbit; to ensure the availability and protection from harmful interference of the frequencies provided for distress and safety purposes; to assist in the prevention and resolution of cases of harmful interference between the radio services of different administrations; to facilitate the efficient and effective operation of all radiocommunication services; to provide for and, where necessary, regulate new applications of radiocommunication technology.

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| **[USA-CAN-AUS proposal]** The Radio Regulations have the following objectives: to facilitate equitable access to and rational use of the natural resources of the radio-frequency spectrum and satellite orbits; to ensure the availability and protection from harmful interference of the frequencies provided for distress and safety purposes; to assist in the prevention and resolution of cases of harmful interference between the radio services of different administrations; to facilitate the efficient and effective operation of all radiocommunication services; to provide for and, where necessary, regulate new applications of radiocommunication technology. |

1. The Radio Regulations and Regional Agreements are updated by the World and Regional Radiocommunication Conferences, preceded by a period of technical and regulatory studies. Additionally, ITU continues to oversee the implementation and execution of these legal instruments, and develop enabling processes and associated software tools that facilitate their application by the ITU Member States.

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| **[USA-CAN-AUS proposal]** The Radio Regulations and Regional Agreements are updated by the World and Regional Radiocommunication Conferences, preceded by a period of supporting technical and regulatory studies. Additionally, ITU continues to oversee the implementation and execution of these legal instruments, and develop enabling processes and associated software tools that facilitate their application by the ITU Member States. |
| **[PAR proporsal]** *Paragraphs 37 to 39 reflect the objectives and the application of the Radio Regulations. However, this subsection makes no reference to the other Administrative Regulations provided for in article 4 of the Constitution of the Union, namely the International Telecommunication Regulations. While views on the topic diverge, as discussions in the Expert Group on the International Telecommunication Regulations during this review cycle have shown, the provisions of the Constitution cannot be ignored; the Secretariat should therefore propose text mentioning this instrument in the next revision.* |

Allocation & management of resources

1. ITU performs effective allocation of bands of the radio-frequency spectrum, the allotment of radio frequencies and the registration of radio-frequency assignments and, for space services, of any associated orbital position in the geostationary satellite orbit or of any associated characteristics of satellites in other orbits.

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| **[USA-CAN-AUS proposal]** ITU-R performs effective allocation of bands of the radio-frequency spectrum, the allotment of radio frequencies and the registration of radio-frequency assignments and, for space services, of any associated orbital position in the geostationary satellite orbit or of any associated characteristics of satellites in other orbits. |

1. At the same time ITU coordinates efforts to prevent and eliminate harmful interference between radio stations of different countries and to improve the use of spectrum and satellite orbits by radiocommunication services.

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| **[USA-CAN-AUS proposal]** At the same time ITU-R coordinates efforts to prevent and eliminate harmful interference between radio stations of different countries and to improve the use of spectrum and satellite orbits by radiocommunication services. |

1. ITU also ensures the effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU recommendations and procedures.

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| **[USA-CAN-AUS proposal]** ITU-T also ensures the effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU recommendations and procedures. |

Development of international standards

1. ITU assembles experts from around the world to develop international standards known as ITU-R and ITU-T Recommendations which act as defining elements for the global ICT infrastructure, services and applications.

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| **[USA-CAN-AUS proposal]** ITU assembles experts from around the world to develop international standards known as ITU-R and ITU-T Recommendations which act as defining elements for the global telecommunication/ICT infrastructure, services and applications. |

1. ITU carries out studies, without limit of frequency range, and adopts recommendations and reports on radiocommunication matters that provide for greater compatibility and coexistance of different radio services, more efficient and equitable use of the radio spectrum free from harmful interference, worldwide connectivity and interoperability, improved performance, quality, affordability and timeliness of service and overall system economy in telecommunications/ICTs.

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| **[USA-CAN-AUS proposal]** ITU-R carries out studies, , and adopts recommendations and reports on radiocommunication matters that provide for greater sharing and compatibility of different radio services, more efficient and equitable use of the radio spectrum free from harmful interference, worldwide connectivity and interoperability, improved performance, quality, affordability and timeliness of service and overall system economy in telecommunications/ICTs. |

1. ITU studies technical, operating and tariff questions and adopts recommendations on them with a view to standardizing telecommunications on a worldwide basis.

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| **[USA-CAN-AUS proposal]** ITU-T studies technical, operating and tariff questions and adopts recommendations on them with a view to standardizing telecommunications on a worldwide basis. |

1. The ITU work includes the establishment of technical standards for new and emerging telecommunications/ICTs, creating an enabling environment for their introduction and utilization.

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| **[USA-CAN-AUS proposal]** The ITU-T work includes the establishment of international technical standards for new and emerging telecommunications/ICTs, creating an enabling environment for their introduction and utilization. |

Development of policy frameworks and knowledge products

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| **[RUS proposal]** *It is proposed to swap the order of §§ 47 and 48 as in our opinion the tasks described in § 48 are of higher significance than those described in § 47.* |

1. ITU develops handbooks, technical reports and papers on telecommunication/ICT matters to assist ITU membership, through its study group process.
2. ITU assists its Member States in enabling digital transformation and building smart digital societies by developing and providing policy frameworks and good practice guidelines.

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| **[USA-CAN-AUS proposal]** ITU assists its Member States in promoting increased connectivity, closing digital divides, enabling digital transformation, and building smart digital societies by developing and providing policy frameworks and best practice guidelines. |

1. Good practices from Member States, the private sector, research and academia are collected and shared back with Member States.

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| **[USA-CAN-AUS proposal]** Best practices from Member States, the private sector, research and academia are collected and shared back with Member States. |

1. ITU provides knowledge exchange products and tools to enable inclusive dialogue and enhanced cooperation to help countries achieve a more inclusive digital society, and supports its membership in understanding and navigating the challenges and opportunities that come with digital transformation.

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| **[USA-CAN-AUS proposal]** ITU provides knowledge exchange products and tools to enable inclusive dialogue and enhanced cooperation to help countries achieve a more inclusive digital society, and supports its membership in understanding and navigating the challenges and opportunities that come with promoting connectivity and digital transformation. |

Provision of data and statistics

1. ITU collects and disseminates vital data and carries out world-class research to track and make sense of digital transformation globally. Through a range of tools and activities, ITU continuously supports Member States and other stakeholders at every step of the data life cycle, from setting standards and methods for data collection to promoting the use of data in decision-making.

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| **[USA-CAN-AUS proposal]** ITU collects and disseminates vital data and carries out world-class research to track and make sense of connectivity and digital transformation globally. Through a range of tools and activities, ITU supports Member States and other stakeholders throughout the data life cycle, from setting standards and methods for data collection to promoting the use of data in decision-making. |

1. Being responsible for the international statistical standards for ICT indicators, ITU regularly publishes the standards, the definitions, and the collection methods for over 200 indicators, which represent the ultimate reference for statisticians and economists seeking to measure digital development.

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| **[USA-CAN-AUS proposal]** Being responsible for the international statistical standards for telecommunication/ICT indicators, ITU regularly publishes the standards, the definitions, and the collection methods for over 200 indicators, which represent a key reference for statisticians and economists seeking to measure digital development. |

1. As the custodian of several Sustainable Development Goals indicators (4.4.1, 5.b.1, 9.c.1, 17.6.1 and 17.8.1) and responsible for monitoring them, ITU actively contributes to advancing the statistics agenda within the UN system.

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| **[USA-CAN-AUS proposal]** As the custodian agency for several Sustainable Development Goals indicators on connectivity and digital skills (4.4.1, 5.b.1, 9.c.1, 17.6.1 and 17.8.1), the ITU is responsible for monitoring these indicators and actively contributing to advancing the statistics agenda within the UN system. |

Capacity Development

1. ITU develops capacities of telecommunication/ICT professionals and knowledge resources, and works towards boosting digital literacy and skills of citizens. Through the capacity development programme, ITU aims at achieving a digitally competent society where all people use knowledge and skills on digital technologies to improve their livelihoods.

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| **[USA-CAN-AUS proposal]** ITU develops the capacity of telecommunication/ICT professionals and works towards boosting digital literacy and skills of citizens. Through its capacity development programme, ITU aims at achieving a digitally empowered society where all people use knowledge and skills on digital technologies to improve their livelihoods. |

1. ITU also develops the capacity and provides the tools for membership to engage and benefit from the activities of the Union. This enables them to exercise their rights and obligations under the Radio Regulations and Regional Agreements, and to develop, access, implement and influence ITU’s international standards with a view to bridging the standardization gap.

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| **[USA-CAN-AUS proposal]** ITU also develops the capacity and provides the tools for membership to engage and benefit from the activities of the Union. |

1. ITU also promotes, especially by means of partnership, the development, expansion and operation of telecommunication/ICT networks, services and applications, particularly in developing countries, taking into account the activities of other relevant bodies, by reinforcing capacity development.

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| **[USA-CAN-AUS proposal]** ITU also promotes, especially by means of partnership, the development, expansion and use of telecommunication/ICT networks, services and applications, particularly in developing countries, taking into account the activities of other relevant bodies, by reinforcing capacity development. |

Provision of technical assistance

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| **[PAR proposal]** *Reference should also be included to the assistance that ITU provides not only to the membership, but also to the United Nations in general and to other agencies of the United Nations system within its areas of expertise. Reference should be made, for example, to the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 in connection with priority given to telecommunication infrastructure. The text should also highlight the recommendations made by the Joint Inspection Unit in the report “Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action” (JIU/REP/2021/2) included in document CWG-FHR-15/2 of the Council Working Group on Financial and Human Resources.*  *The reference should be included in this subsection or, if this is not possible,* ***the Secretariat should be invited to draft a new subsection (which could be called “Cooperation with other agencies of the United Nations system”)****.* |

1. ITU promotes and offers technical assistance to Member States, in particular to developing countries[[4]](#footnote-5), and their regional organizations, in the field of telecommunications.

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| **[USA-CAN-AUS proposal]** ITU promotes and offers technical assistance to Member States, in particular to developing countries and LDCs, SIDS, and LLDCs and their regional organizations, in the field of telecommunications. |
| **[PAR proposal]** ITU promotes and offers technical assistance to Member States, in particular to developing countries, especially least developed countries (LDCs), small island developing States (SIDS), landlocked developing countries (LLDCs) and countries with economies in transition”, and their regional organizations, in the field of telecommunications. |

1. ITU offers tailor-made projects and solutions for multi-stakeholder needs, with recognized long-standing technical expertise in the telecommunitions/ICT field and comprehensive experience in project development, management, implementation, monitoring and evaluation, with a focus on results-based management. This also provides opportunities for public-private partnerships and a trusted platform to address development needs through the use of telecommunications/ICTs.
2. The ITU also provides assistance for the implementation of decisions of world and regional conferences, as well as support for spectrum coordination activities amongst ITU Members, and software tools to assist the administrations of developing countries to undertake their spectrum management responsibilities more effectively.

Convening platforms

1. ITU is uniquely positioned to bring together a wide-range of stakeholders as a convening platform in telecommunications/ICTs, to share experiences, knowledge, collaborate and identify means to bring affordable, safe, secure and trusted connectivity and online access and use to people everywhere.

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| **[USA-CAN-AUS proposal]** ITU is uniquely positioned to bring together a wide-range of stakeholders as a convening platform in telecommunications/ICTs, to share experiences, knowledge, collaborate and identify means to bring affordable, safe, secure and trusted connectivity and use to people everywhere. |

1. Through the platforms, ITU encourages international cooperation and partnerships for the growth of telecommunications/ICTs, especially with regional telecommunications organizations and with global and regional development financing institutions.

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| **[USA-CAN-AUS proposal]** Through its convening platforms, ITU encourages international cooperation and partnerships for the growth of telecommunications/ICTs, especially with regional telecommunications organizations and with global and regional development financing institutions. |

* 1. Enablers

1. Enablers are ITU’s ways of working that allow it to deliver on its goals and priorities more effectively and efficiently. They reflect the Union’s values of *efficiency*, *transparency and accountability*, *openness*, *universality and neutrality*, and *being people-centred, service-oriented and results-based*, and leverage its key strengths and address its weaknesses so that it can support its membership.

Membership-driven

1. ITU will continue to work as a membership-driven organization, to effectively support and reflect the needs of its diverse members. ITU recognizes the needs of all countries, in particular those of developing countries, least developed countries, small island developing states, landlocked developing countries, and countries with economies in transition as well as underserved and vulnerable populations, which should be prioritized and given due attention. ITU will also work to deepen its engagement with representatives of the telecommunications/ICTs and of other industry sectors, to demonstrate ITU’s value proposition in the context of the strategic goals.

Regional presence

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| **[African countries proposal]** *We have indicated through our comments on the questionnaire elaborated by the ITU secretariat regarding the ITU Strategic Plan, that reflecting the Regional presence in the strategic plan is key in bringing clarity, focus, results-oriented strategic plan.*  *We think that, there should be much emphasis on more substantive details and strategic aspects in §64 of section 2.8 related to the regional presence. We would further recommend to setup, per-regional office strategic planning, this can be translated further, in clear and concise Operational plans, where further emphasis need to be put upon LDCs, LLDCs, SIDS, countries with specific needs taking into consideration, the existing development patterns and characteristics of the African Region. This can also consider the actual proposed WTDC regional initiatives to be considered in the strategic planning of the regional presence.* |

1. As an extension of ITU as a whole, the regional presence plays a vital role in the achievement of ITU’s mission, enhancing the Union’s understanding of local contexts and its ability to respond to countries’ needs effectively. The regional presence will consolidate strategic planning at the level of each regional/area office, implementing programmes and initiatives that are consistent with and based on the Union’s strategic goals and thematic priorities. By cascading and applying the global targets and clarifying programme priorities at the regional level, ITU will also seek to enhance its overall global effectiveness and impact. The regional presence will strengthen ITU’s position as a shaper/doer and enhance UN cooperation, to build enhanced regional opportunities and thereby reach more countries and define clearer more impactful priorities for country-level engagements. Efforts will also be made to strengthen capacity at the regional level to ensure the ability of the regional and area offices to implement the programmes and engagements determined based on the Union's strategic goals and thematic priorities.

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| **[USA-CAN-AUS proposal]** As an extension of ITU as a whole, the regional presence plays a vital role in the achievement of ITU’s mission, enhancing the Union’s understanding of local contexts and its ability to respond to countries’ needs effectively. The regional presence will consolidate strategic planning at the level of each regional/area office, implementing programmes and initiatives that are consistent with and based on the Union’s strategic goals and thematic priorities. By applying the global targets and clarifying programme priorities at the regional level, ITU will also seek to enhance its overall global effectiveness and impact. The regional presence will strengthen ITU’s position as a shaper/doer and enhance UN cooperation, to build enhanced regional opportunities and thereby reach more countries and define clearer more impactful priorities for country-level engagements. Efforts will also be made to strengthen capacity at the regional level to ensure the ability of the regional and area offices to implement the programmes and engagements determined based on the Union's strategic goals and thematic priorities. |
| **[RUS proposal]** *64 a) As an extension of ITU as a whole, the regional presence plays a vital role in the achievement of ITU’s mission, enhancing the Union’s understanding of local contexts and its ability to respond to countries’ needs effectively. The regional presence will consolidate strategic planning at the level of each regional/area office, implementing programmes and initiatives that are consistent with and based on the Union’s strategic goals and thematic priorities.*  *64 b) By cascading and applying the global targets and clarifying programme priorities at the regional level, ITU will also seek to enhance its overall global effectiveness and impact to build enhanced regional opportunities and thereby reach more countries and define clearer more impactful priorities for country-level engagements.*  *64 с) The regional presence will strengthen ITU’s position as a shaper/doer and enhance UN cooperation.*  *64 d) Efforts will also be made to strengthen capacity at the regional level to ensure the ability of the regional and area offices to implement the programmes and engagements determined based on the Union's strategic goals and thematic priorities.* |

Diversity and inclusion

1. ITU remains committed to mainstreaming diversity and inclusion practices across its work, to ensure equality and promote the rights of marginalized groups. In the pursuit of its goals, ITU will work to bridge the digital divide and build an inclusive digital society, by fostering telecommunication/ICT access, affordability and use in all countries and for all peoples, including women and girls, youth, indigenous peoples, older persons and persons with disabilities and specific needs. Internally, ITU continues to cultivate an inclusive culture that promotes diversity among its workforce and members.

Commitment to environmental sustainability

1. ITU recognizes that telecommunications/ICTs come along with risks, challenges and opportunities for the environment. ITU is committed to helping use digital technologies for monitoring, mitigating and adapting to climate change, facilitating digital solutions for energy efficiency and reduced carbon emissions and protecting human health and the environment from e-waste. ITU will apply an environmental lens across its work to promote sustainable digital transformation, while at the same time continuing to address cilmate change from within and systematically integrate environmental sustainability considerations across its operations in line with the Strategy for Sustainability Management in the UN System 2020-2030.

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| **[USA-CAN-AUS proposal]** ITU recognizes that telecommunications/ICTs come along with risks, challenges and opportunities for the environment. ITU is committed to helping use telecommunications/ICTs for monitoring, mitigating and adapting to climate change, facilitating digital solutions for energy efficiency and reduced carbon emissions and protecting human health and the environment from e-waste. ITU will apply an environmental lens across its work to promote sustainable digital transformation, while at the same time continuing to address climate change from within and systematically integrate environmental sustainability considerations across its operations in line with the Strategy for Sustainability Management in the UN System 2020-2030. |

Partnerships & International cooperation

1. To increase global collaboration towards its mission, ITU continues to strengthen partnerships among its members and other stakeholders. In doing so, ITU can leverage its diverse membership and multilateral convening power to foster cooperation among governments & regulators, private sector and academic community. ITU also recognizes the importance of cultivating strategic partnerships with UN agencies and other organizations, including standardization bodies, to enhance cooperation across the telecommunication/ICT sector towards the delivery of the WSIS Action Lines and 2030 SDGs.

Resource mobilization

1. Accelerated resource mobilization efforts and increased financing are critical to achieving the goals of the Union and enhancing ITU support for the membership. ITU, therefore, recognizes the need to identify the most effective ways to mobilize extrabudgetary resources, build its resource mobilization capacity and enhance its current fundraising strategy while leveraging partner inputs to complement these efforts.

Operational efficiency, effectiveness and innovation

1. Enhancing operational efficiency and effectiveness enables ITU to respond to changes in the telecommunication/ICT landscape and evolving membership needs. ITU, therefore, aims to improve internal processes and accelerate decision-making by addressing operational inefficiencies, duplication and perceived bureaucracy, reflecting the values of transparency and accountability. ITU also recognizes the need to build operational effectiveness, by increasing cross-functional synergies, encouraging internal innovation, providing consistent guidance on the organization’s scope and developing a stronger performance and talent management approach. To this end, the organization will be implementing a culture and skills transformation plan that will strengthen organizational openness, to be based on 4 main tracks: strategic planning, digital transformation, innovation and people management.

# ITU Results Framework

*[To be incorporated in the draft strategic plan after the endorsement of the strategic goals and thematic priorities].*

# Appendix A. Allocation of resources (linkage with the financial plan)

*[To be incorporated in the draft strategic plan after the endorsement of the strategic goals and thematic priorities].*

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Draft Annex 2 to Res. 71: Situational Analysis

1. ITU as a part of the United Nations System
2. ITU is the United Nations specialized agency for telecommunication/ICTs. ITU allocates global radio spectrum and associated satellite orbit resources, develops technical standards that ensure networks and technologies seamlessly interconnect, and strives to improve access to and use of telecommunication/ICTs to underserved communities worldwide. ITU is committed to connecting all the world's people – wherever they live and whatever their means, leaving no one behind. ITU's work aims to protect and support everyone's fundamental right to communicate.

**[RUS proposal]** ITU is the United Nations specialized agency for telecommunication/information and communication technologies (ICTs). ITU allocates global radio spectrum and associated satellite orbit resources, …

1. ITU has been based on the partnership of diverse members since its inception in 1865. It is therefore unique in the UN system, as it brings together 193 Member States, over 900 private sector companies, universities, and civil society organizations, that work together to harness the power of telecommunication/ICT to promote universal and affordable connectivity for all.
2. Developments since the ITU 2018 Plenipotentiary Conference
   1. Developments at the UN System
3. **Digital transformation and cooperation have become one of the top priorities across the United Nations**. The rapid advancement of digital technologies is transforming economic and social activities globally. In response, digital transformation has been considered as a top priority across the UN system, especially to support the achievement of the Sustainable Development Goals (SDGs). Notably, the UN Secretary-General’s strategies and priorities are increasingly focused on digital and cyber-security issues, the number of resolutions on digital technologies in the UN General Assembly and other UN entities has grown, while many UN entities have launched digital transformation strategies and initiatives for their programmes, funds and internal processes. Digital-themed UN conferences and international days are also becoming more frequent. In particular, the UN Secretary-General outlined his vision of an open, free and secure digital future for all in the ‘Roadmap for Digital Cooperation’, released in June 2020.[[5]](#footnote-6) This was reinforced through a set of recommendations, responding to the commitments made by Member States in the Declaration on the Commemoration of the 75th anniversary of the United Nations[[6]](#footnote-7), in his recent report ‘Our Common Agenda’, released in September 2021.[[7]](#footnote-8)
4. These evolutions in the UN system may create parallel work-streams and related inefficiencies across UN entities whose work overlaps with ITU’s mandate in areas of telecommunications/ICTs, such as universal connectivity. They may also hinder ITU’s value added in supporting digital transformation across its membership. However, these developments can also create opportunities to enhance ITU’s unique role as a leading organization in the telecommunication/ICT landscape. In particular, ITU can collaborate and participate across UN agencies’ workstreams, to increase synergies, knowledge-sharing and generate new and increased funding, as well as support for telecommunication/ICTs initiatives at global, regional and local levels. For example, ITU has already been part of the UN workstreams to lead the implementation of the Secretary-General’s Roadmap for Digital Cooperation, as well as to support the UN-wide effort to put forward ‘Our Common Agenda’. Overall, this will enable ITU to fulfil its programmatic, operational and management mandates in a more coherent and coordinated manner within the UN system, and ensure that its priorities are strengthened and reflected in UN system-wide related work, outputs and agenda settings.

**[African countries proposal] & [ALG-EGY-KWT-ARS-UAE proposal]** *Regarding the developments since the ITU 2018 plenipotentiary conference, we would like to include development related to the UN Digital cooperation Agenda and its associated roadmap, UN Our Common Agenda, in which we believe that they contain several areas where ITU can get engaged in, but also, it opens up a range of opportunities for joint partnerships with different organizations. This can be reflected also in the SWOT analysis.*

1. **The UN development system reform involves a set of far-reaching changes to support Member States in achieving the Sustainable Development Goals**. The 2030 Agenda resulted in bold changes to the UN Development System (UNDS), including the development of a new generation of UN Country Teams, focused on Common Country Analysis (CCA) and a strategic ‘UN Sustainable Development Cooperation Framework’ (UNSDCF) led by independent and empowered UN Resident Coordinators (RC).[[8]](#footnote-9) The UNSDCF, in particular, underscores the UNDS’s collective commitment to help countries address SDG priorities and gaps; it also enhances the accountability of UN Country Teams and host governments, to collectively deliver development results. To do this, the UN system employs CCA further to conduct independent, impartial and collective analyses of countries’ progress, opportunities and challenges in delivering their commitments to the 2030 Agenda, UN norms and standards and the principles of the UN Charter, as reflected in the Cooperation Framework Guiding Principles. The UNDS has also enhanced and promoted common business operations, through the mutual recognition of policy and procedure best practices.[[9]](#footnote-10) This allows UN entities to adopt each other’s policies, procedures, system contracts and related operational mechanisms to deliver their mandates, without further evaluation, checks or approvals.
2. To ensure the UN system works for ITU, the Union can continue to engage with the reformed UNDS, especially with the new RC system. In particular, the Union can work to raise awareness among RCs on ITU’s mandate and functions, by involving them in meetings and consultations with the membership. It can also further leverage ITU’s Regional Presence and support these offices on engagements with RCs, in CCAs and UNSDCF. Moreover, to enhance its involvement in the CCA and other UN Periodic Reviews, the ITU can provide telecommunication/ICT-related guidelines or data for specific countries or regions. Meanwhile, ITU can continue to build on its existing role in the UN system. The organization is a signatory to the UNSCDF and has worked closely with the UN Development Coordination Office (DCO) to provide an offer to RCs and has participated in virtual briefings organized with DCO. ITU Regional Directors are also regularly updated on new developments, including updated guidance on RC-UN agency engagement, such as the revised Management and Accountability Framework that was recently published with national, regional and global chapters.

**[RUS proposal]** To ensure the UN system works for ITU, the Union can continue to engage with the reformed UNDS, especially with the new Resident Coordinator (RC) system. In particular, the Union…

2.2 Developments in the Telecommunications and ICTs landscape

1. **COVID-19 demonstrated the critical role of telecommunications and ICTs in connecting societies and accelerating digital transformation**. The COVID-19 crisis created unprecedented demand for communication networks. As a result of global lockdowns and the rise of teleworking, distance learning, remote entertainment and telemedicine, internet traffic has risen by 30%.[[10]](#footnote-11) Consumers have also become more reliant on digital tools, with 74% of global users reporting significant increases in their internet usage during COVID-19 lockdowns.[[11]](#footnote-12) To meet these evolving consumer needs, new technologies are scaling rapidly. 5G network rollouts have continued unabated and enabled faster connectivity across longer distances. From March 2020 an average of eight new 5G networks have launched monthly, up from six for the same period in 2019.[[12]](#footnote-13) IT infrastructure is also evolving and becoming more democratized. Cloud internet traffic doubled 2019 volume during the pandemic.[[13]](#footnote-14) Meanwhile, the IoT, quantum computing and AI are becoming more sophisticated and widespread. These technologies have the potential to improve operational efficiency, accelerate automation and unlock new capabilities.[[14]](#footnote-15) The COVID-19 crisis has demonstrated that emerging technologies are essential to the functioning of our society, economy, and provide critical infrastructure. As digitalization advances, ensuring equitable and sustainable development is increasingly pressing.
2. **However, the socioeconomic impacts of the pandemic have left vulnerable communities behind.** The pandemic has widened differences in telecommunication/ICT investments and infrastructure development between countries. In developed countries, telecommunication/ICTs capital investment has increased to accommodate rising internet traffic and led to an expansion of 5G and optical fiber infrastructure. In developing countries, capital investment and expenditures per capita have fallen, while the deployment of 4G and 5G coverage is lagging. 5G currently reaches 3% of the population in Latin America and 0% in Africa. Thus, with the rapid pace of digitalization after COVID-19, those without affordable connectivity risk being left further behind. In 2021, some 2.9 billion people remain offline, 96 per cent of whom live in developing countries.[[15]](#footnote-16) In the UN-designated Least Developed Countries (LDCs) in particular, affordability and lack of literacy and digital skills remain significant barriers to the adoption of digital tools. There are almost six times more people in the usage gap than the coverage gap, and while handset affordability has improved, over 50% of LDCs fall short of international affordability targets.[[16]](#footnote-17) As more services are delivered online, the most vulnerable in society will have increasingly limited access to education, medicine, government services, e-commerce and communication tools.
3. **Meanwhile, as the climate crisis intensifies, it is increasingly urgent for the telecommunication/ICT sector to advance progress towards the WSIS Action Lines and 2030 Agenda for Sustainable Development**. Human influence has warmed the climate at an unprecedented rate in the last 2000 years. Meanwhile, the rapid advancement and deployment of telecommunications/ICTs globally has led to an increase in greenhouse gas (GHG) emissions, energy consumption and electronic waste. According to recent estimates, the telecommunication/ICT sector accounts for 3-4% of global CO2 emissions, about twice that of civil aviation. With global data traffic expected to grow around 60% per year, the industry’s share is expected to grow further.[[17]](#footnote-18) However, while the sector requires energy resources, telecommunications/ICTs also offer new opportunities to mitigate and adapt to climate change. For example, telecommunication/ICT play a crucial role in monitoring and analyzing short- and long-term climate trends, enabling disaster risk reduction and management and raising awareness to help protect the environment and reduce GHG emissions. In this context, as 2030 approaches, it is increasingly pressing to leverage the power of telecommunications/ICTs to drive sustainable development and accelerate progress towards the WSIS Action Lines and Sustainable Development Goals.
4. **To respond to these challenges and unlock the potential of digitalization, ITU has the opportunity to play a vital role in bridging the digital divide and enabling sustainable digital transformation.** ITU’s diverse membership is uniquely positioned to address digital inequalities. In particular, governments and regulators in developing countries can launch initiatives targeted at reversing declining capital spending and stimulating investments to enable network roll-out. They can also collaborate to reduce demand-side barriers to connectivity, through efforts to enhance affordability, digital literacy, local content development and adoption of mobile broadband. As an organization, ITU can continue to serve as a platform to drive responsive technical and regulatory action and encourage collaboration between regulators and industry. ITU could also further harness data to enhance digital regulation, by building analytics capabilities, adopting data-driven tools in decision-making and providing regulators with regulatory solutions to respond to changes in the telecommunications/ICTs landscape.[[18]](#footnote-19) Finally, to support the achievement of the SDGs, ITU can continue to play a crucial role in helping members leverage the power of telecommunications/ICTs to promote sustainability, tackle the climate crisis and reduce the environmental footprint of the sector. In particular, ITU’s work could contribute in addressing rising energy consumption, greenhouse gas (GHG) emissions, and e-waste generation through the application of an environmental lens across its work.
   1. Progress on ITU’s Targets of the 2020-2023 Strategic Plan
5. The 2020-2023 ITU Strategic Plan contained five strategic goals (Growth, Inclusiveness, Sustainability, Innovation and Partnership) measured through 24 targets contributing to the achievement of the Connect 2030 Agenda.
6. **Uptake of the Internet has accelerated during the pandemic.** An estimated 4.9 billion people are using the Internet in 2021[[19]](#footnote-20), meaning that roughly 63 per cent of the world’s population is online – an increase of 17 per cent – with almost 800 million people estimated to have come online since 2019. Internet penetration increased more than 20 per cent on average in Africa, in Asia and the Pacific, and in the UN-designated Least Developed Countries (LDCs).
7. **Growth has been necessarily much weaker in developed economies, given that Internet use is already almost universal,** at more than 90 per cent. This growth differential has contributed to a modest narrowing of the divide between the world’s most and least-connected countries: for example, the divide between developed economies and the LDCs went from 66 percentage points in 2017 to 63 percentage points in 2021.
8. **Broadband subscriptions pick up in 2021**: Following a small decline in 2020, the penetration of mobile cellular subscriptions worldwide rose again in 2021, reaching a record 110 subscriptions per 100 inhabitants. Mobile subscriptions with broadband capability (3G or better) followed the same trend, reaching 83 subscriptions per 100 people.
9. **The urban-rural gap, though less severe in developed countries, remains a major challenge for digital connectivity in the rest of the world**. Globally, people in urban areas are twice as likely to use the Internet than those in rural areas (76 per cent urban compared to 39 per cent rural). In developed economies, the urban-rural gap appears negligible in terms of Internet usage (with 89 per cent of people in urban areas having used the Internet in the last three months, compared to 85 per cent in rural areas), whereas in developing countries, people in urban areas are twice as likely to use the Internet as those in rural areas (72 per cent urban compared to 34 per cent rural). In the LDCs, urban dwellers are almost four times as likely to use the Internet as people living in rural areas (47 per cent urban compared to 13 per cent rural).
10. **The digital gender divide is also narrowing globally, but large gaps remain in poorer countries.** In the developed world, the digital gender divide has been virtually eliminated (89 per cent of men and 88 per cent of women online) but wide gaps remain in Least Developed Countries (31 per cent of men compared to just 19 per cent of women) and in Landlocked Developing Countries (38 per cent of men compared to 27 per cent of women).
11. **A generational gap is evident across all world regions.** On average, 71 per cent of the world’s population aged 15-24 is using the Internet, compared with 57 per cent of all other age groups. This generational gap is reflected across all regions. It is most pronounced in the LDCs, where 34 per cent of young people are connected, compared with only 22 per cent of the rest of the population. Greater uptake among young people bodes well for connectivity and development. In the LDCs, for example, half of the population is less than 20 years old, suggesting that local labour markets will become progressively more connected and technology-savvy as the younger generation enters the workforce.
12. **Monitoring the world’s evolving digital divide.** ITU figures also point to a glaring gap between digital network availability versus actual connection. While 95 per cent of people in the world could theoretically access a 3G or 4G mobile broadband network, billions of them do not connect.
13. **Affordability of devices and services remains a major barrier.** The widely accepted target for affordable broadband connectivity in developing countries sets the cost of an entry-level mobile broadband package at 2 per cent of gross national income (GNI) per capita. Yet in some of the world’s poorest nations, getting online can cost a staggering 20 per cent or more of per capita GNI.
14. **Lack of digital skills and an appreciation of the benefits of an online connection is another bottleneck,** compounded by a lack of content in local languages, as well as by interfaces that demand literacy and numeracy skills that many people do not possess.
    1. Assessing ITU’s value proposition and its organizational effectiveness
15. Several projects and initiatives undertaken in the last strategic planning cycle reviewed ITU’s capabilities and provided recommendations on how to further improve its value proposition to its membership and advice to ITU management on enhancing organizational effectiveness. These included the Review of ITU’s Regional Presence, the Culture & Skills Project and informal consultations with members during the strategic planning process.
16. In particular, feedback gathered from the membership underscored the need to establish clear areas of impact and leverage synergies across ITU Sectors. To enhance ITU’s membership offering, it was also suggested providing members with a catalogue of services. Finally, it reinforced the need to improve internal management through results-based management and enhance transparency and accountability.
17. The Culture & Skills project report emphasized the need for ITU to reform its organizational culture, by fostering cross-functional collaboration, bottom-up innovation and responsiveness to changes in the telecommunication/ICT landscape. It also highlighted the need to tackle process inefficiencies, duplication and perceived bureaucracy that lead to reactive and slow decision-making. Other areas of improvement regarding culture included providing staff with clearer ownership and accountability through performance-driven talent management, while also reinforcing inspirational leadership by minimizing organizational hierarchy.
18. Finally, in terms of regional presence, the Review of ITU Regional Presence recommended that ITU further integrate its regional and global planning instruments to enhance the alignment and focus of regional programmes and initiatives. Specifically, it emphasized the need to clarify regional mandates and responsibilities, to ensure ITU’s regional presence represents the ITU as a whole, aligns with the organization’s vision and mission, and takes a leading role in coordinating specific activities.
    1. Summary of ITU’s Strengths, Weaknesses, Opportunities and Threats (SWOT)
19. 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.
20. 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

**[RUS proposal]**

- 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 federal structure of ITU, 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

**[RUS proposal]**

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

**[RUS proposal]**

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- The existence of two spheres of management at the Union, an internal one (the General Secretariat) and an external one that is embodied in the action of the independent Member States in accordance with the mandate of ITU; this can slow down the decision-making processes

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

**[RUS proposal]**

- Duplication of activities resulting from a lack of coordination of Sector activities, for example, which can reduce potential synergies and operational efficiencies within the General Secretariat

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

**[RUS proposal]**

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- Limited resource mobilization capacity, constraining the organization’s ability to enhance support for its members

**[RUS proposal]**

- 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

**[RUS proposal]**

- 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

**[ALG-EGY-KWT-ARS-UAE proposal] & [African countries proposal]**

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

**[ALG-EGY-KWT-ARS-UAE proposal]**

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

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

**[ALG-EGY-KWT-ARS-UAE proposal]**

- 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

**[ALG-EGY-KWT-ARS-UAE proposal] & [African countries proposal]**

-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

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

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

**[ALG-EGY-KWT-ARS-UAE proposal]**

- Insufficient funding - risk of imbalance to the financial plan

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**MOD**

RESOLUTION 71 (Rev. bucharest, 2022)

**Strategic plan for the Union for 2024-2027**

The Plenipotentiary Conference of the International Telecommunication Union (Bucharest, 2022),

*considering*

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

**[ALG-EGY-KWT-ARS-UAE proposal]** a) the articles and provisions of the ITU Constitution and ITU Convention relating to strategic policies and plans;

1. Article 19 of the Convention, on the participation of Sector Members in the Union's activities;

**[ALG-EGY-KWT-ARS-UAE proposal]**

*c)* Resolution 25[[20]](#footnote-21)1 of the Plenipotentiary Conference, which resolves, among other things, to strengthen the functions of the regional offices so that they can play a part in implementation of the ITU strategic plan, programmes and projects, and regional initiatives;

**[ALG-EGY-KWT-ARS-UAE proposal]** Resolution 25 (Rev. Dubai, 2018) of the Plenipotentiary Conference, which provides, inter alia, for the strengthening of the functions of the regional offices so that they shall actively engage in the implementation of the strategic plan for the Union for the four-year period, in particular with respect to the four strategic goals, all sectoral and inter-Sectoral objectives and following up on the accomplishment of the strategic targets;;

*d)* Resolution 48 of the Plenipotentiary Conference, which resolves, among other things, that human resources management and development in ITU should continue to be compatible with the mission, values, goals and activities of the Union and the United Nations common system;

**[ALG-EGY-KWT-ARS-UAE proposal]** Resolution 48 (Rev. Dubai, 2018) of the Plenipotentiary Conference, which, inter alia, instructs the Secretary-General to prepare and implement, with the assistance of the Coordination Committee, and in collaboration with the regional offices, a four-year HRSP aligned with the ITU strategic and financial plans;;

*d)* Resolution 70 of the Plenipotentiary Conference, which resolves to incorporate the gender perspective in the implementation of the strategic and financial plans as well as in the operational plans of the Sectors and the General Secretariat;

**[ALG-EGY-KWT-ARS-UAE proposal]** Resolution 70 (Rev. Dubai, 2018) of this conference, which resolves to incorporate the gender perspective in the implementation of the strategic and financial plans for 2024-2027 as well as in the operational plans of the Sectors and the General Secretariat;

*e)* Resolution 151 of the Plenipotentiary Conference, which resolves 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;

**[ALG-EGY-KWT-ARS-UAE proposal]** e) Resolution 151 (Rev. Dubai, 2018) of the Plenipotentiary Conference, which provides, inter alia, for the preparation of coordinated and consolidated operational plans reflecting the linkages with the strategic and financial plans of the Union as set out in Resolution 71 (Rev. Dubai, 2018);

*h)* Resolution 191 of the Plenipotentiary Conference, which instructs the Secretary-Generalto continue enhancing a coordination and cooperation strategy for effective and efficient efforts in areas of mutual interest to the three ITU Sectors and the General Secretariat, in order to avoid duplication of effort and optimize the use of resources of the Union;

*i)* Resolution 200 of the Plenipotentiary Conference, which emphasizesthe role of ITU as a United Nations specialized agency to support Member States and to contribute towards the worldwide efforts to achieve the Sustainable Development Goals,

**[ALG-EGY-KWT-ARS-UAE proposal]** i)Resolution 200 (Rev. Dubai, 2018) of the Plenipotentiary Conference, which resolves, inter alia, to endorse the high-level strategic goals and targets set out in the strategic plan of the Union and global broadband targets, inspiring and inviting all stakeholders and entities to work together to implement the Connect 2030 Agenda, contributing to the implementation of the 2030 Agenda for Sustainable Development,

*considering further*

United Nations General Assembly (UNGA) Resolutions 75/233 of 21 December 2020, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 72/279 of 31 May 2018, on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and 74/297 of 11 August 2020, on progress in the implementation of Resolution 71/243,

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| **[ALG-EGY-KWT-ARS-UAE proposal]**   1. United Nations General Assembly (UNGA) Resolutions 75/233 of 21 December 2020, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 72/279 of 31 May 2018, on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and 74/297 of 11 August 2020 on progress in the implementation of Resolution 71/243; 2. that, in the declaration adopted by the General Assembly on the commemoration of the seventy-fifth anniversary of the United Nations on 21 September 2020 (UNGA Resolution 75/1), Member States acknowledged the importance of technology as a major global issue and undertook to improve digital cooperation in order to maximize the benefits of digital technologies while reducing their risks; 3. that the Common Agenda of the Secretary-General of the United Nations, which was developed in response to the UN75 Declaration, identifies the digital space as a priority and expresses the need to “protect the online space and strengthen its governance”, |

*noting*

*a)* 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;

*b)* the glossary of terms presented in Annex 3 to this resolution,

*recognizing*

*a)* the experience gained in implementing the previous strategic plans for the Union;

*b)* the persistent digital divide and ITU’s role in expanding connectivity worldwide and in the use of telecommunications/ICTs for social, economic and environmentally sustainable development, particularly in the context of the spread of COVID-19;

*c)* the recommendations relevant to strategic planning and risk management in the United Nations Joint Inspection Unit (JIU) report on review of management and administration in ITU;

*d)* 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 with the reallocation of the resources of the financial plan to the various Sectors through the thematic priorities and the strategic goals, as presented in the appendix А to Annex 1 to this resolution,

**[ALG-EGY-KWT-ARS-UAE proposal]** *d)* 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, through the thematic priorities and goals and targets of the strategic plan, as presented in the appendix to Annex 1 to this resolution,

*e)* outputs of the Council Working Group on Financial and Human Resources (CWG-FHR) on the accountability framework to further strengthen the Union’s accountability mechanisms and internal controls,

*resolves*

to adopt the strategic plan contained in Annex 1 to this resolution,

*instructs the Secretary-General and the Directors of the Bureaux*

1. to continue improving the ITU results framework for monitoring the implementation of the strategic plan of the Union, following the principles of results-based management and results-based budgeting;

**[ALG-EGY-KWT-ARS-UAE proposal]** 1 to optimize the ITU results framework for the implementation of the strategic plan of the Union, following the principles of results-based management and results-based budgeting;

1. 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 well as the work of the Sectors;

**[ALG-EGY-KWT-ARS-UAE proposal]** 2 to coordinate the implementation of the strategic plan, ensuring coherence between the strategic plan, the financial plan, the operational plans, the biennial budgets and the activities of the Sectors,

**[ALG-EGY-KWT-ARS-UAE proposal]** 3 to report annually to the ITU Council on the implementation of the strategic plan and on the performance of the Union towards the achievement of its goals and objectives;

4 to strengthen the role of the Union in implementing the follow-up and review of outcomes of the relevant agendas of the Secretary-General of the United Nations, in particular the Common Agenda and the Digital Agenda of the Secretary-General of the United Nations;

3 to assist the ITU Council in making adjustments to these plans in line with its mandate and in the light of changes in the telecommunication/ICT environment and/or as a result of the performance evaluation and the risk-management framework, in particular by:

i) making all necessary modifications 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;

ii) ensuring the linkage between the strategic plan, including the human resources strategic plan, and the financial and operational plans in ITU;

**[ALG-EGY-KWT-ARS-UAE proposal]** 5 to recommend to the Council adjustments to the plan in the light of changes in the telecommunication/ICT environment and/or as a result of the performance evaluation and the risk-management framework, in particular by:

i) 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;

ii) ensuring the linkage between the strategic, financial and operational plans in ITU, and developing the corresponding human resources strategic plan;

4 to report annually to the Council on the implementation of the strategic plan and on the performance of the Union towards the achievement of its goals;

**[ALG-EGY-KWT-ARS-UAE proposal]** ~~4 to report annually to the Council on the implementation of the strategic plan and on the performance of the Union towards the achievement of its goals;~~

5 to distribute these reports to all Member States, after consideration by the Council, urging them to circulate the reports to Sector Members, as well as to those entities and organizations referred to in No. 235 of the Convention which have participated in the implementation of the plans;

**[ALG-EGY-KWT-ARS-UAE proposal]** 5 to distribute these reports to all Member States, after consideration by the Council, urging them to circulate the reports to Sector Members, as well as to those entities and organizations referred to in No. 235 of the Convention which have participated in the implementation;

6 to continue to engage with the United Nations, other telecommunication/ICT organizations and Member States,

**[ALG-EGY-KWT-ARS-UAE proposal]** 6 to continue to engage with the United Nations entities related to telecommunications/information and communication technologies and Member,

*instructs the ITU Council*

1 to oversee the development and implementation of the strategic plan, and when necessary adjust the strategic plan, on the basis of the Secretary-General's reports, taking into account No. 61A (10 *bis*) of Article 4 of the Convention[[21]](#footnote-22)2;

**[ALG-EGY-KWT-ARS-UAE proposal]** 1 to oversee outcomes of the development and implementation of the strategic plan, and when necessary adjust it, on the basis of the Secretary-General's reports, taking into account No. 61A (10 bis) of Article 4 of the Convention;

2 to present an assessment of the results of the strategic plan to the next plenipotentiary conference, along with a proposed draft strategic plan for the next quadrennial period;

**[ALG-EGY-KWT-ARS-UAE proposal]** 2 to present an assessment of the results of the strategic plan to the next plenipotentiary conference, along with a proposed draft strategic plan for the next period for adoption;

3 to take appropriate action to support the implementation of UNGA Resolutions, relevant to the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

**[ALG-EGY-KWT-ARS-UAE proposal]** 3 to take appropriate action to support the implementation of the relevant UNGA resolutions;

4 to ensure that the rolling operational plans from the General Secretariat and the three Sectors approved annually by the Council are fully aligned and compliant with this resolution and its annexes and with the financial plan for the Union approved in Decision 5 (Rev. Bucharest, 2022),

**[ALG-EGY-KWT-ARS-UAE proposal]** 4 to ensure that the rolling operational plans from the General Secretariat and the three Sectors approved annually by the Council are fully aligned and compliant with this resolution and its annexes and with the financial plan for the Union approved in Decision 5 (Rev. Dubai, 2018) of this conference,

*invites the Member States*

to contribute national and regional insights on policy, regulatory and operational matters in the domain of telecommunications/ICTs 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, keeping in mind the values and principles of “One ITU”;

− 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,

***[ALG-EGY-KWT-ARS-UAE proposal]*** *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,

*invites Sector Members*

to communicate their views on the strategic plan of the Union through their relevant Sectors in accordance with the procedures in force at ITU.

**[ALG-EGY-KWT-ARS-UAE proposal]** to communicate their views on the strategic plan of the Union through their relevant Sectors.

1. Broadband services to cost no more than 2% of average monthly income [↑](#footnote-ref-2)
2. Radio-frequency spectrum and, for space services, any associated satellite orbital resources [↑](#footnote-ref-3)
3. Including women and girls, youth, indigenous people, older persons and persons with disabilities and specific needs [↑](#footnote-ref-4)
4. Including least developed countries, small island developing states, landlocked developing countries and countries with economies in transition [↑](#footnote-ref-5)
5. [United Nations](https://www.un.org/en/content/digital-cooperation-roadmap/), June 2020 (<https://undocs.org/A/74/821>) [↑](#footnote-ref-6)
6. [A/RES/75/1 - E - A/RES/75/1 -Desktop (undocs.org)](https://undocs.org/A/RES/75/1) [↑](#footnote-ref-7)
7. [United Nations](https://www.un.org/en/content/common-agenda-report/), September 2021 [↑](#footnote-ref-8)
8. [UNSG](https://unsdg.un.org/2030-agenda/cooperation-framework), June 2019 [↑](#footnote-ref-9)
9. [UN](https://undocs.org/en/A/RES/71/243), February 1 2017 [↑](#footnote-ref-10)
10. [ITU Publication](https://www.itu.int/pub/D-PREF-EF.COV_ECO_IMPACT_B-2021), June 2021 [↑](#footnote-ref-11)
11. [Ericsson](https://www.ericsson.com/en/blog/2020/4/networks-adapting-data-traffic-new-normal), April 2020 [↑](#footnote-ref-12)
12. [GSMA Intelligence](https://data.gsmaintelligence.com/api-web/v2/research-file-download?id=58621970&file=141220-Global-Mobile-Trends.pdf), December 2020 [↑](#footnote-ref-13)
13. [Deloitte](https://www2.deloitte.com/content/dam/insights/articles/US93838_TMT_Predictions_2021/93838_TMT-predictions-2021-infographic.pdf), December 2020 [↑](#footnote-ref-14)
14. [McKinsey](https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/the-top-trends-in-tech), June 2021 [↑](#footnote-ref-15)
15. [ITU Publication](https://www.itu.int/pub/D-PREF-EF.COV_ECO_IMPACT_B-2021), June 2021 [↑](#footnote-ref-16)
16. [GSMA Intelligence](https://data.gsmaintelligence.com/api-web/v2/research-file-download?id=58621970&file=141220-Global-Mobile-Trends.pdf), December 2020 [↑](#footnote-ref-17)
17. [BCG](https://www.bcg.com/en-gb/publications/2021/building-sustainable-telecommunications-companies), June 2021 [↑](#footnote-ref-18)
18. [ITU Publication](https://www.itu.int/pub/D-PREF-EF.COV_ECO_IMPACT_B-2021), June 2021 [↑](#footnote-ref-19)
19. [ITU Publication](https://www.itu.int/en/ITU-D/Statistics/Documents/facts/FactsFigures2021.pdf), 2021 edition of Measuring Digital Development: Facts and figures, November 2021 [↑](#footnote-ref-20)
20. 1 Hereinafter a reference to a resolution/decision without specifying date and place of its adoption is considered as a reference to the most recent version of that resolution/decision, unless otherwise specified. [↑](#footnote-ref-21)
21. 2 "While at all times respecting the financial limits as adopted by the Plenipotentiary Conference, the Council may, as necessary, review and update the strategic plan which forms the basis of the corresponding operational plans and inform the Member States and Sector Members accordingly." [↑](#footnote-ref-22)