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|  | **Document CWG-SFP-2/10** |
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| Contribution by China (People’s Republic of), and Cuba |
| SUGGESTIONS ON THE DEVELOPMENT OF STRATEGIC AND FINANCIAL PLANS OF ITU FOR 2028-2031 |
| **Purpose**This contribution provides suggestions for further improving the development of the strategic and financial plans for 2028-2031, in order to implement the decisions of the 2024 Session of ITU Council.**Action required**The Council Working Group for strategic and financial plans 2028-2031 is invited to **consider** this contribution and **take appropriate action**. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References***PP Resolution 71 (Rev. Bucharest 2022), PP Resolution 151 (Rev. Bucharest 2022), Council Resolution 1428 (C24); Documents* [*CWG-SFP-2*](https://www.itu.int/md/S25-CWGSFP2-C-0002/en)*,* [*C24/49*](https://www.itu.int/md/S24-CL-C-0049/en)*, CWG-SFP-1/7* |

# 1 Background

Plenipotentiary Conference Resolution 151 (Rev. Bucharest, 2022) “Improvement of results-based management in ITU” resolves that, “the Secretary-General and the Directors of the three Bureaux should 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”. In September 2024, the liaison statement of TSAG to CWG-SFP (Doc. [CWG-SFP-1/7](https://www.itu.int/md/S24-CWGSFP1-C-0007/en)) stated that “the current version of the Strategic Plan 2024-2027 does not address the issue of linkage of the strategic and operational plans in its narrative text”. The [Corporate Risk Register](https://council.itu.int/2024/wp-content/uploads/sites/4/2024/11/Summary-Tables-Signficant-Financial-Risks-Oct-2024-plus-previous-Summary.pdf) (Doc. [C24/49](https://www.itu.int/md/S24-CL-C-0049/en)) examined the risks faced by the ITU, and categorized 12 of them as strategic risks. It also recognized that “there is a substantial risk that the current strategic plan does not fully translate into or inform the formulation of actionable objectives and workplans across the General Secretariat and Bureaux to support the activities of the Union”. In December 2024, the CWG-SFP conducted an online consultation (Doc. [CWG-SFP-2/2](https://www.itu.int/md/S25-CWGSFP2-C-0002/en)), and widely collected members' opinions on ITU's strengths, weaknesses, risks, and opportunities.

# 2 Discussion

1 As the UN's specialized agency for information and communication technology (ICT), ITU has a mission in promoting, facilitating and fostering 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. The ITU's strategic and financial plans for 2028-2031 should give a clear roadmap for the Union to achieve its mission in the new round of scientific and technological revolution and industrial transformation, and align with major international processes, with the aim to leverage ICTs to contribute to the achievement of the United Nations Sustainable Development Goals.

2 Strategic Plan 2024-2027 does not provide a complete analysis of ITU's strengths, weaknesses, opportunities, and threats (SWOT). Such an analysis is crucial for clarifying the organization's strategic positioning, formulating strategic directions, optimizing resource allocation, and fostering innovation and organizational change. It is an indispensable component of strategic and financial planning.

3 It is necessary to strengthen the linkage of the strategic, financial and operational plans. This not only enhances the effectiveness of resource utilization and promotes the implementation of overall strategic goals, but also facilitates the integration of Bureaux priorities into strategic and financial plans and strengthens collaboration within the Union.

# 3 Proposal

The following issues should be considered in the formulation of strategic and financial plans 2028-2031:

1 The strategic and financial plans should incorporate such topics as key thematic priorities, which include: rational, equitable, efficient and economical use of the radio-frequency spectrum and associated satellite-orbit resources; ICT standardization; cybersecurity and resilience; innovation and application of emerging technologies; and digitalization and green transition, with the aim to comply with ITU’s mandates and better capture the latest innovation trends.

2 It is necessary to add a comprehensive SWOT analysis in the situational analysis section, which could help members having a clearer understanding of the opportunities and challenges in the next cycle.

3 To strengthen the linkage of the strategic and financial plans, the Advisory Groups of three Bureaux are expected to actively engage in the development of strategic and financial plans, identifying their respective priorities for the 2028-2031 period and proposing corresponding budgetary allocations. The analysis should serve as a key reference for the development of the strategic and financial plans for 2028-2031.

4 To establish correspondence groups based on the core elements of the planning framework with clear Terms of Reference to facilitate the discussion and development of the strategic and financial plan. The outcomes of these discussions should be submitted to the CWG-SFP for review.

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