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|  | **Document CWG-SFP-3/7** |
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| **English only** |
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| Report by the Secretary-General |
| INITIAL DRAFT PERFORMANCE INDICATORS FOR STRATEGIC PLAN 2028-2031 |
| **Purpose**The purpose of this document is to outline suggested performance indicators for Impact and Outcome level that fit the Results-Based Management (RBM) principles guiding the formulation of the draft Strategic and Financial Plans 2028-2031. **Action required**The Council Working Group for strategic and financial plans 2028-2031 is invited to **consider** the suggested performance indicators.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References** [*CWG-SFP website*](https://www.itu.int/en/council/CWG-SFP-2028-2031/Pages/default.aspx)*;* [*Resolution 1428 (C24)*](https://www.itu.int/md/S24-CL-C-0139/en) |

# 1 Introduction

Following the RBM training session offered to the Council Working Group for strategic and financial plans (CWG-SFP) in February 2025, the Secretariat’s Project Team for Strategic and Financial Plans was instructed to develop recommendations to improve the RBM framework of ITU’s Strategic, Operational and Financial Plans according to these principles.

# 2 Principles applied in assessment of previous Indicators

The list of performance indicators from the current ITU Strategic and Financial Plans 2024-2027 were assessed according to the following RBM principles:

1 Indicators were appropriate for their placement within the results chain, specifically:

*a)* Impact Indicators focus on changes to people’s lives achieved as an end result of ITU’s work and influence;

*b)* Outcome Indicators are appropriate for measuring changes in institutional and behavioural capacities of the Membership; and

2 Indicators align with SMART principles (Specific, Measurable, Achievable, Relevant, Time-Bound).

Some indicators listed at the Outcome level in the current ITU Strategic and Financial Plans 2024-2027 did not fit the definition of Outcome but, instead, measure Outputs or Activities rather than results. While these indicators are useful to measure the volume of effort and Output productivity of the Secretariat, their appropriate placement within the results chain for Activity and Output Indicators is at the Operational Planning level rather than as expected results (Outcomes or Impacts) at the Strategic Planning level.

Additionally, some performance indicators do not have a means of verification or source of data to calculate measurements. In order to fully apply an RBM framework, all performance indicators will need a reliable data source and means of verification to measure actual results.

# 3 Proposed impact and outcome indicators

The tables below summarize the list of Impact indicators for ITU overall, as well as lists of Outcome Indicators that could be linked to the specialized Outputs of each Bureau. All Outcome indicators to be included in the final Strategic Plan for 2028-2031 must have a defined data source. For those Outcome indicators which do not have a data source for verification, either:

1 they should be removed from the final Strategic Plan for 2028-2031 as they are not measurable; or

2 resources will be required to build out the system and process to collect, validate and manage data for new Outcome indicators.

Table 1

Draft impact indicators and data sources

|  |  |  |
| --- | --- | --- |
| Impact-level Indicator | Goal | Data source |
| Percentage of the world population covered by broadband services | Universal Connectivity | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Cost of entry-level broadband services in developing countries as percentage of monthly GNI per capita | Universal Connectivity | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of households with access to the Internet (by level of development; urban/ rural) | Universal Connectivity | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of individuals using a smart telephone | Universal Connectivity | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of individuals who own a smart telephone | Universal Connectivity | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of schools with entry-level Internet service (at least 500 MB per month) | Universal Connectivity | [UNESCO](https://databrowser.uis.unesco.org/browser/EDUCATION/UIS-SDG4Monitoring/t4.a/i4.a.1/IG-SCHBSP?highlightGroupId=IG-SCHBSP&highlightId=SCHBSP.1.WWATA) |
| Percentage of individuals using the Internet (urban/rural; aggregated by region, level of development) | Universal Connectivity | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of individuals using the Internet (by gender, age and urban/rural) | Sustainable Digital Transformation | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of businesses using the Internet (total and by size) | Sustainable Digital Transformation | [UNCTAD](https://unctad.org/news/unctad-data-highlights-need-strengthen-business-ict-statistics) |
| Global e-waste recycling rate | Sustainable Digital Transformation | [Global E-waste Monitor](https://www.itu.int/en/ITU-D/Environment/Pages/Publications/The-Global-E-waste-Monitor-2024.aspx) |

Table 2

Draft Outcome Indicators and Data Sources

| Outcome-level Indicator | Data source |
| --- | --- |
| Number of countries having notified frequency assignments to space stations for recording in the MIFR | MIFR |
| Number of countries which have notified frequency assignments to space stations for recording in the MIFR in the last four-year period | MIFR |
| Number of countries having notified frequency assignments to earth stations recorded in the MIFR | MIFR |
| Number of countries having notified frequency assignments to earth stations recorded in the MIFR in the last four-year period | MIFR |
| Number of countries having terrestrial assignments recorded in the MIFR | MIFR |
| Number of countries having terrestrial assignments recorded in the MIFR in the last four-year period | MIFR |
| Percentage of spectrum assigned to satellite networks that is free from reported harmful interference | MIFR + BR internal database (SIRRS) |
| Number of cases of harmful interference (space services) reported to the BR in the last four-year period | BR internal database (SIRRS) |
| Number of cases of harmful interference (terrestrial services) reported to the BR in the last four-year period | BR internal database |
| Number of operational GNSS satellites (constellations/GSO systems/all satellites) | MIFR |
| Number of devices with GNSS embedded Rx (billions) | [GNSS and EO Market Report | EU Agency for the Space Programme](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.euspa.europa.eu%2Feu-space-programme%2Feu-space-market-and-users%2Fgnss-and-eo-market-report&data=05%7C02%7Cjeremy.barnes%40itu.int%7C448ad3cdc3884385a7ba08ddc85e95a6%7C23e464d704e64b87913c24bd89219fd3%7C0%7C0%7C638887030748927869%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWUsIlYiOiIwLjAuMDAwMCIsIlAiOiJXaW4zMiIsIkFOIjoiTWFpbCIsIldUIjoyfQ%3D%3D%7C0%7C%7C%7C&sdata=kt0PRkcW65G9MGY8vSKdnKjVxbYX28YsYH2zSeIwKJA%3D&reserved=0)) |
| Number of Earth exploration satellites (constellations/GSO systems/all satellites) | MIFR |
| Number of countries operating Earth exploration satellites | MIFR |
| Number of countries with a national emergency telecommunication plan as part of their national and local disaster risk reduction strategies | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Number of least developed countries (LDCs), land-locked developing countries (LLDCs), and small island developing states (SIDS) with broadband plans | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of countries with available data where at least 90 per cent of the population is covered by 3G network or higher (Disaggregated LDCs, LLDCs, SIDS) | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of digitally skilled users (by level: basic skills, standard skills and advanced skills) | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Number of Member States increasing commitment to cybersecurity measured through the Global Cybersecurity Index (GCI). | [Global Cybersecurity Index](https://www.itu.int/en/ITU-D/Cybersecurity/pages/global-cybersecurity-index.aspx) |
| Population covered by at least a 4G mobile network | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Fixed broadband (percentage of total): >10 Mbit/s | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Number of countries with a WEEE policy, legislation or regulation | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Number of countries advancing to the next generation of regulation (G1-G4) and/or to a higher level of preparedness for the digital transformation (G5). | [ICT Regulatory Tracker](https://app.gen5.digital/tracker/about), [G5 Benchmark](https://app.gen5.digital/benchmark/metrics) |
| Percentage of Member States that submitted valid data no older than two years for at least 80 per cent of the indicators of the ITU World Telecommunication Indicators short questionnaire | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of Member States submitting valid data no older than three years for at least 80 per cent of the indicators for the ITU’s household questionnaire | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of Member States that submitted valid location (rural/urban), gender and age disaggregated data no older than three years for the indicator ‘share of individuals using the Internet | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Percentage of Member States that submitted valid data no older than three years for at least five of the information and communication technologies (ICTs) skills listed in the questionnaire | [ITU DataHub](https://datahub.itu.int/indicators/) |
| Number of ITU-T standards referenced by papers published in high standing academic publications. | Member surveys; publication analysis/research |
| Level of satisfaction by Members on interoperability and performance of telecommunications/ICTs | Member surveys |
| Economic impact of top ten ITU technology standards | Member surveys and publications/market & trend analysis |
| Number of Member States having agencies responsible for new and emerging technologies that ITU-T addresses | Member surveys |
| Number of ITU-T standards adopted as national standards or referenced in national/regional regulations | Member surveys |
| Effective allocation and management of international telecommunication numbering, naming, addressing and identification (NNAI) resources in accordance with ITU-T recommendations and procedures | Member surveys; Operational Bulletin |
| Enhanced availability of international telecommunication networks and services | Member surveys |
| Increased membership and participation of targeted industry thought leaders | CRM |
| Rate of resource allocation to support costs vs technical Outputs | SAP/ERP |
| Satisfaction rates with ITU outputs, services and experiences | Member surveys |

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