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| Contribution by Nigeria (Federal Republic of), and Tanzania (United Republic of) |
| DEVELOPMENT OF A COMPREHENSIVE CASCADING STRATEGY FOR ITU'S STRATEGIC AND FINANCIAL PLANS 2028-2031 |
| **Purpose**As the ITU commences the development of its Strategic and Financial Plans for the 2028-2031 cycle, we recognize the critical importance of ensuring its effective alignment and implementation across all levels of the organization’s operations. While the existing implementation frameworks for the implementation of ITU’s Strategic and Financial Plans are functional, they would be more effective if cascaded down through the various organizational levels and operational activities in a more systematic and documented approach to ensure a clear alignment between high-level strategic objectives and day-to-day operational activities.This contribution invites the CWG-SFP to consider integrating elements of the proposed cascading strategy into its 2028-2031 strategic and financial plan framework.**Action required**The Council Working Group for strategic and financial plans 2028-2031 is invited to **consider** this document.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References**[*Council Resolution 1428 (C24)*](https://www.itu.int/md/S24-CL-C-0139/en) |

1. **INTRODUCTION:**

The effectiveness of the ITU's Strategic and Financial Plans depends significantly on how well the Union's strategic objectives cascade through the various organizational levels and operational activities. While the current implementation frameworks are functional, a more systematic and documented approach is needed to ensure:

* Clear alignment between high-level strategic objectives and day-to-day operational activities
* Measurable outcomes at each organizational level
* Enhanced accountability mechanisms
* Improved resource allocation efficiency
* Better coordination between the three ITU sectors

The absence of a comprehensive, documented strategy to cascade the ITU strategic plan to all tiers of the Union's staff contributes to the following challenges:

a) **Strategic Alignment**: Potential gaps between strategic objectives and operational implementation

b) **Performance Measurement**: Difficulty in tracking progress from strategic goals to operational outcomes

c) **Resource Optimization**: Sub-optimal allocation of financial and human resources

d) **Coordination**: Limited integration between different ITU sectors and regional offices

e) **Accountability**: Unclear responsibility chains for strategic objective delivery.

f) **Fragmented Communication:** Reduced collaboration and knowledge sharing.

**2. PROPOSAL**

A proposal respectfully requests the ITU Secretariat to develop and document a comprehensive strategic management plan for the 2028-2031 cycle which will:

* Highlight the desired outcomes/strategic results
* Specify strategic ITU objectives, priorities and initiatives
* Define actions that will be carried out to achieve the objectives
* State the key performance indicators to measure effectiveness of the Strategic and Financial Plan and ITU's organizational performance

We propose a four-tier cascading strategy that utilizes a mapping system to systematically break down ITU's strategic goals into smaller, actionable tasks for teams and subsequently individuals, ensuring that every staff member of ITU works towards the same overarching objectives. The mapping will visually present the ITU's overall priorities in a manner that is easily understood by all cadres of staff, showing a logical, step-by-step connection between strategic objectives in the form of a cause-and-effect chain. This approach will align individual and team goals with the Union's strategic plan, enhancing communication, collaboration, and accountability throughout ITU.

This approach has proven useful in improving organizational performance and efficiency, resource utilization, and aligning individual performance to organizational outcomes.

***Fig. 1.1 Cascading Map***

**3. PROPOSED STRATEGY COMPONENTS**

The cascading strategy should include a hierarchy mapping, key performance indicators (KPIs) for each tier, coordination mechanisms, resource allocation methodology aligned with strategic priorities as well as implementation timelines.

**Strategic Hierarchy Mapping**

There should be a clear articulation of how ITU’s strategic objectives/ priorities translate to sector-specific objectives, departmental objectives and individual performance.

It is recommended that ITU's strategic objectives/priorities be mapped as Tier 1 and depict how each sector's objectives (mapped as Tier 2) support a strategic objective/priority in ITU's overall Tier 1 strategy map. Departments within the respective Bureaus will have their objectives mapped as Tier 3 and should support the achievement of the Tier 2 priorities/objectives. Individuals within the respective departments will have their objectives mapped as Tier 4, and achievement of their individual objectives should support the achievement of the Tier 3 (departmental) goals.

The performance of Tier 1 strategic priorities reflects the collective efforts of all supporting Bureaux. When a strategic priority shows improvement, it demonstrates strong alignment and effective performance across related Tier 2, 3, and 4 objectives. Conversely, if a Tier 1 objective is underperforming, it presents an opportunity to examine and strengthen specific underlying objectives. This underscores the importance of synergy and collaboration across all units and departments to ensure the ITU delivers on its strategic goals efficiently and cohesively.

**4. EXPECTED BENEFITS**

We believe that proper implementation of such a comprehensive cascading strategy would enable the ITU to:

* Enhance its strategic focus
* Achieve improved resource utilization, operational efficiency and cost-effectiveness
* Strengthen its accountability and transparency
* Better coordinate across its sectors and regions

This would consequently accelerate achievement of ITU's strategic priorities, strengthen digital inclusion initiatives, and enhance the Union's ability to contribute to the UN Sustainable Development Goals.

It would also present Member States with:

* A clearer understanding of ITU strategic priorities
* Enhanced capacity to align national initiatives with ITU objectives
* Strengthened participation in ITU activities.

**5. RESOURCE IMPLICATIONS**

While we acknowledge that developing such a comprehensive strategy requires resources, we believe that this can be achieved using existing internal human resources without the need for engagement of external consultancy. We therefore propose that a dedicated project team within the ITU Secretariat partner with the Inter-Sectoral Task Force and the BDT to conduct this task.

**6. CONCLUSION AND RECOMMENDATIONS**

We strongly believe that a detailed framework encompassing a comprehensive cascading strategy is essential for optimizing the ITU Strategic and Financial Plans 2028-2031 and therefore encourages the Council Working Group on Strategic and Financial Plans to:

1. Develop a detailed cascading framework and integrate it with the 2028 – 2031 ITU’s Strategic and Financial Plans.
2. Upon completion of item 1 above; endorse the proposal for ITU to develop a comprehensive cascading strategy for the Union;
3. Request the Secretariat to present a progress report at the next Council Working Group meeting.

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