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|  | **Document CWG-SFP-3/11** |
| **25 August 2025** |
| **English only** |
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| Contribution by China (People’s Republic of) |
| COMMENTS ON THE ITU STRATEGIC AND FINANCIAL PLANS 2028-2031 |
| **Purpose**This contribution provides comments on the documents for strategic and financial plans 2028-2031 by the secretariat.**Action required**The Council Working Group for strategic and financial plans 2028-2031 is invited to **consider** this document.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References***Strategic plan for the Union for 2024-2027(*[*RESOLUTION 71*](https://www.itu.int/dms_pub/itu-s/opb/conf/S-CONF-ACTF-2022-PDF-E.pdf)*); Establishment of the Council Working Group for strategic and financial plans for 2028-2031(*[*RESOLUTION 1428*](https://www.itu.int/md/S24-CL-C-0139/en)*); PROVISIONAL Summary record of the eighth and last Plenary meeting(*[*C25/114*](https://www.itu.int/md/S25-CL-C-0114/en)*); Situational analysis for the ITU strategic and financial plans 2028-2031(*[*CWG-SFP-3/3*](https://www.itu.int/md/S25-CWGSFP3-C-0003/en)*); ITU strategic and financial plans: glossary of terms(*[*CWG-SFP-3/4*](https://www.itu.int/md/S25-CWGSFP3-C-0004/en)*); Linking ITU strategic, financial and operational plans(*[*CWG-SFP-3/6*](https://www.itu.int/md/S25-CWGSFP3-C-0006/en)*); Initial draft performance indicators for Strategic Plan 2028-2031(C*[*WG-SFP-3/7*](https://www.itu.int/md/S25-CWGSFP3-C-0007/en)*)* |

1. **Background**

ITU is the United Nations (UN) specialized agency for telecommunications/information and communication technologies (ICTs), plays a crucial role in allocating global radio-frequency spectrum and associated satellite-orbit resources, developing technical standards that ensure networks and technologies seamlessly interconnect, and striving to improve access to and use of telecommunications/ICTs for 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. The comprehensiveness and forward-looking nature of the ITU strategic and financial plans 2028–2031 are crucial, laying a scientific and pragmatic foundation for the organization’s planning and operations in the next cycle.

In August 2025, the draft series of documents for strategic and financial plans 2028–2031 released by the Secretary-General, are useful for CWG-SFP discussions. However, there is still some room for improvement in terms of the logic of drafting, linking strategic, financial and operational plans, and situational analysis. Amid the rapidly evolving global ICT landscape, addressing these points would facilitate the Union in balancing the organization’s limited resources and the growing demands of Member States.

1. **Proposals**

We encourage more ITU Member States to actively participate in discussions, adhere to the Constitution and Convention of ITU, and relevant resolutions of the 2022 Plenipotentiary Conference, jointly refine the contents, and complete the draft strategic and financial plans in a timely and efficient manner to ensure the ITU moves in the right direction. To this end, we propose the following recommendations:

* **Regarding the logic of drafting.** Since the strategic plans provide overarching guidance for the ITU’s work in the next cycle, the drafting process should first clarify the vision, mission, strategic goals, and thematic priorities, with primary focus on discussing the substantive content of the strategic plans before addressing glossary of terms and performance indicators. Furthermore, given the highly specialized nature of ITU’s work and the relatively independent responsibilities of its three Bureaux, it is recommended to consider previous experience by having each Bureau propose its own performance indicators for CWG-SFP to review. Alternatively, the General Secretariat could collaborate with the three Bureaux to draft performance indicators, for CWG-SFP discussion and for CWG-SFP to solicit feedback from the Advisory Groups through liaison letter
* **Regarding the linkage between the strategic, financial and operational plans (**[**CWG-SFP-3/6**](https://www.itu.int/md/S25-CWGSFP3-C-0006/en)**)**.The strategic plans 2028–2031 adopt a results-based management (RBM) framework to set out the organization’s strategic goals and objectives. Given current financial constraints, greater focus must be placed to ensure that resource allocation supports ITU’s priorities. ITU Member States have repeatedly requested the secretariat to clearly articulate the connection between outputs and thematic priorities, towards the end of strengthening the alignment among the strategic, financial and operational plans. We propose that, building upon previous experience, CWG-SFP should clearly specify the outputs, thereby better facilitating subsequent monitoring and evaluation work.
* **Regarding the situational analysis (**[**CWG-SFP-3/3**](https://www.itu.int/md/S25-CWGSFP3-C-0003/en)**)**. According to Resolution 71 that was approved by the 2022 Plenipotentiary Conference, “the SWOT analysis will be considered and reflected in the organization’s overall risk-management framework”. A comprehensive understanding of ITU’s overall risk profile is essential for conducting a SWOT analysis. During previous Council sessions, ITU Member States expressed concerns about various organizational risks, including those associated with the new Headquarters building project, ASHI liabilities, and challenges facing ITU as the global lead agency for global digital development. Furthermore, the 2025 Council session ([C25/114](https://www.itu.int/md/S25-CL-C-0114/en)) requested the secretariat to provide to CWG-FHR and CWG-SFP a complete list of risks. Accordingly, we propose that the secretariat submit to CWG-SFP a consolidated list of all organizational risks identified by ITU Member States from 2023 to 2025, which should then serve as the foundation for the SWOT analysis.

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