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**REPORT OF THE COUNCIL WORKING GROUP
FOR STRATEGIC AND FINANCIAL PLANS 2028-2031 (CWG-SFP)**

DRAFT ANNEX 1 TO RESOLUTION 71: ITU STRATEGIC PLAN FOR 2028-2031

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ANNEX 1 TO RESOLUTION 71 (REV. ~~BUCHAREST, 2022~~[DOHA, 2026](#))

ITU strategic plan for ~~2024-2027~~[2028-2031](#)

1 Overview of ITU's structure

1 Pursuant to the ITU Constitution and ITU 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 in the interval between plenipotentiary conferences; c) world conferences on international telecommunications; d) the ITU Radiocommunication Sector (ITU-R), including world and regional radiocommunication conferences, radiocommunication assemblies, the Radio Regulations Board, the radiocommunication study groups and advisory group, and the Radiocommunication Bureau (BR); e) the ITU Telecommunication Standardization Sector (ITU-T), including world telecommunication standardization assemblies, the telecommunication standardization study groups and advisory group, and the Telecommunication Standardization Bureau (TSB); f) the ITU Telecommunication Development Sector (ITU-D), including world and regional telecommunication development conferences, the telecommunication development study groups and advisory group and the Telecommunication Development Bureau (BDT); and g) the General Secretariat. The three Bureaux serve as the secretariat to each respective Sector.

2 As outlined in ITU's basic instruments, 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.

3 The functions of ITU-T are to fulfil the purposes of the Union relating to telecommunication standardization, bearing in mind the particular concerns of developing countries¹, by studying technical, operating and tariff questions and adopting recommendations on them with a view to standardizing telecommunications on a worldwide basis.

4 The functions of ITU-D include discharging 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 so as to facilitate and enhance telecommunication development by offering, organizing and coordinating technical cooperation and assistance activities, to close the digital divide.

5 The ITU Sectors have complementary mandates and cooperate under the implementation of this strategic plan to fulfil the purposes of the Union.

¹ These include the least developed countries ([LDCs](#)), small island developing states ([SIDS](#)), landlocked developing countries ([LLDCs](#)) and countries with economies in transition.

6 The functions of the General Secretariat include coordinating and reporting on the implementation of the strategic plan and being responsible for the overall management of the Union's resources. The General Secretariat aims to provide high-quality and efficient services to the membership of the Union.

7 The three Bureaux, including the Regional Offices, and the General Secretariat aim to enhance coordination, cooperation, and coherence among themselves, with focus on achieving ITU mission more effectively and efficiently by avoiding duplication of efforts, maximizing synergies, and implementing the strategic plan of the Union to advance the organization's goals and objectives in the ever-evolving global telecommunications/ICTs landscape. The ITU, as a UN specialized agency, will consider new areas of work, based on its core mandate, added value and available resources.

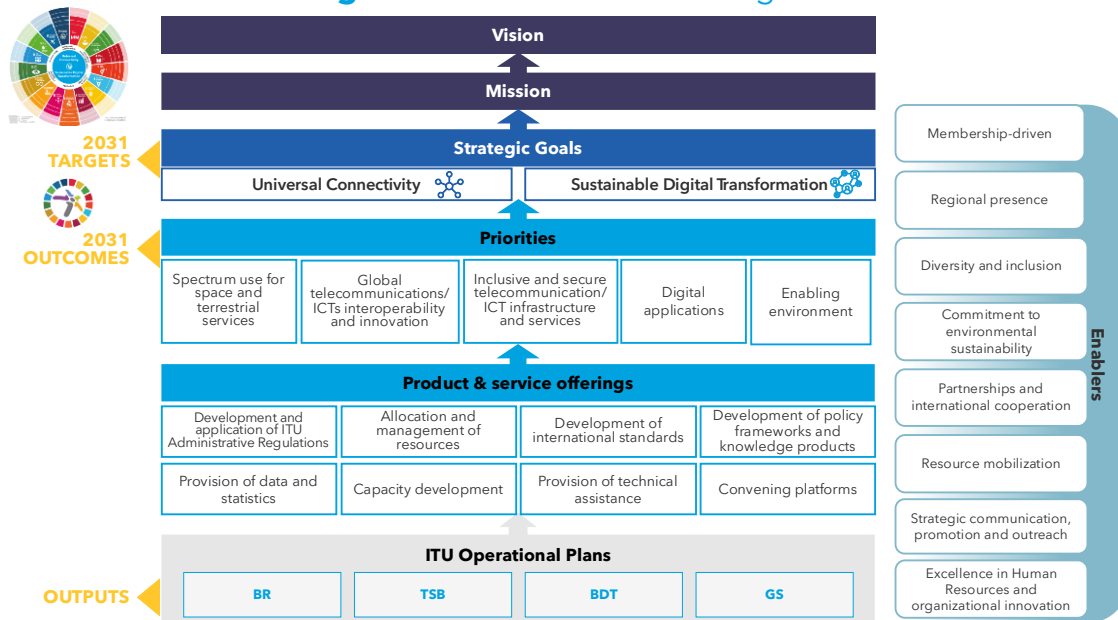
2 ITU strategic framework for ~~2024-2027~~2028-2031

2.1 Overall framework

~~78~~ 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.



ITU Strategic Plan 2028-2031: Strategic Framework



Components of strategic plan	Definition
Vision	The better world ITU wants to see.
Mission	Main overall purposes of the Union, as per the basic instruments 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 in order to deliver on its strategic goals, the 2030 Agenda for Sustainable Development and the World Summit on the Information Society action lines.
Thematic priorities	Areas of work that the Union focuses on and in which outcomes will be achieved to meet the 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.
Operational plan and Sectors' priorities	The operational plan is prepared on a yearly basis by each Bureau, in consultation with the relevant advisory group, and by the General Secretariat, in accordance with the strategic and financial plans. It contains the detailed plan for the subsequent year and a forecast for the following three-year period for each Sector and the General Secretariat. The Council reviews and approves the four-year rolling operational plans.

2.2 Vision

~~89~~ "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."

[CWG-SFP Chair: "A connected world that accelerates social and economic growth and shapes a sustainable future."]

[USA: "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~~social and economic prosperity for everyone."]

2.3 Mission

~~910~~ "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."

[CWG-SFP Chair: "ITU's mission is to promote, facilitate and foster affordable and ~~universal~~trusted access to telecommunication/information and communication technology networks, digital services and applications and their use for social, and economic ~~and environmentally sustainable growth and development~~prosperity."]

[USA: "ITU's mission is to promote, facilitate and foster affordable and universal access to and use of telecommunication/information and communication technology networks, services and applications ~~and their use for social, economic and environmentally sustainable growth and development~~."]

2.4 Strategic goals

~~1011~~ 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 vision of the World Summit on the Information Society (WSIS) ~~action lines~~, the objective and commitments of the Global Digital Compact and the 2030 Agenda for Sustainable Development.

~~1112~~ **Goal 1 – Universal Connectivity: Enable and foster universal access to affordable, high-quality and secure telecommunications/ICTs.** To advance universal connectivity, ITU will make efforts to achieve universally accessible, affordable, high-quality, interoperable, resilient and secure telecommunication/information and communication technology (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.

~~1213~~ **Goal 2 – Sustainable Digital Transformation: Foster equitable and inclusive use of telecommunications/ICTs to empower people and societies for sustainable development.** By leveraging telecommunications/information and communication technologies (ICTs), ITU will strive to facilitate digital transformation to help build an inclusive society and economy for sustainable development. ITU will thereby work to close the digital divide in the use of telecommunications/ICTs in all countries and for all peoples, including women and girls, youth, indigenous peoples, older persons, persons with disabilities and persons with specific needs. 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 and space, and the use of their resources for the benefit of all.

2.5 ~~Targets for the Union's Connect 2030 Agenda~~

~~13~~¹⁴ The 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 implementation of the WSIS action lines and achieving the Sustainable Development Goals (SDGs) [and the objective and commitments of the Global Digital Compact](#). 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~~²⁰³¹.

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: Ownership of and access to Internet-enabled devices
1.5: Access to the Internet for all schools
1.6: Improved cybersecurity preparedness of countries (with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation)
1.7: Universal access to the Internet by all individuals
Targets for Goal 2: Sustainable Digital Transformation — by 2030:
2.1: All digital gaps to be bridged (in particular gender, age and urban/rural)
2.2: Majority of individuals to have digital skills
2.3: Universal usage of Internet services by businesses
2.4: Majority of individuals accessing government services online
2.5: Significant improvement of ICTs' contribution to climate and environment action
{China: }
Targets for Goal 1: Universal Connectivity – by 2031:
1.1: Universal broadband coverage
1.2: Affordable connectivity for all
1.3: Universal access to Internet-enabled devices
1.4: Improved cybersecurity preparedness of countries
1.5: Resilient networks
1.6: Avoidance of harmful interference
1.7: Interoperability standards impact
Targets for Goal 2: Sustainable Digital Transformation – by 2031:
2.1: Universal Internet use (all gaps)

2.2: Digital skills for all
2.3: Universal Internet access in schools
2.4: Universal business/industry use of the Internet
2.5: ICT environmental impact
2.6: Inclusive digital innovation
2.7: Space for development

2.6 ~~Thematic priorities~~[Priorities](#)

~~14~~[15](#) The Sectors and General Secretariat will work together under ITU's ~~thematic~~ priorities to deliver outcomes towards achieving the Union's strategic goals. These ~~thematic-priorities and associated outcomes~~ are described below.

Spectrum use for space and terrestrial services

~~15~~[16](#) The 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 developing countries and the geographical situation of particular countries.

~~16~~[17](#) ITU activities under this ~~thematic~~ priority are focused on improving the use of the radio-frequency spectrum for radiocommunication services and of the geostationary-satellite and other satellite orbits, while coordinating efforts to prevent and resolve harmful interference between radio stations of different countries and facilitating the efficient and effective operation of all radiocommunication services. ITU also carries out studies and develops recommendations on radiocommunication technologies and systems facilitating more efficient use of spectrum/orbit resources.

~~17~~ — ITU's work under spectrum use for space and terrestrial services is expected to deliver the following outcomes:-

- ~~1) — Radio-frequency spectrum and orbit resources are used efficiently, economically, rationally and equitably.~~
- ~~2) — Avoidance of causing harmful interference.~~
- ~~3) — Enhanced application of ITU-R recommendations, including those dealing with propagation modelling, used for efficient spectrum management, as well as for sharing and compatibility.~~

~~International telecommunication numbering resources~~

[Global telecommunications/ICTs Interoperability and Innovation](#)

~~18~~[18](#) [ITU focuses on strengthening the global ecosystem of telecommunications/ICTs through the development, adoption, and implementation of international standards that ensure interoperability, compatibility, and innovation.](#)

[19](#) One key pillar of this priority is the development of international standards that ensure interoperable and interconnected telecommunication/ICT networks and services worldwide. By fostering membership participation in the standardization process—especially from developing countries—this priority aims to create a level playing field that accelerates infrastructure

development, enhances global connectivity, embraces new and emerging telecommunication/ICTs, and reduces costs through economies of scale.

20 The other key pillar of this priority is the effective allocation and management of international telecommunication numbering~~resources include numbering~~, naming, addressing and identification (NNAI) resources, ~~all of which~~ are instrumental to the functioning of ~~international telecommunication/global~~ ICT networks and services. ~~—and applications. International telecommunication numbering~~ These resources are essential ~~to not only for~~ fixed and mobile interpersonal communications, ~~services, as well as~~ but also for ~~to~~ non-interpersonal services such as machine-to-machine (M2M) communications and Internet of Things (IoT) connectivity ~~services. As demand for these services continues to grow, the effective administration of international NNAI resources becomes increasingly critical.~~

~~19—Effective management of these limited resources on a global level is vital in order to respond to ever growing demand from the telecommunication/ICT sector and other communities.~~

~~20—ITU has the unique responsibility to allocate and manage these resources and contributes to the optimum functioning of international telecommunication networks and services.~~

~~21—ITU's work under international telecommunication numbering resources is expected to deliver the following outcomes:~~

~~1) —Effective allocation and management of international telecommunication numbering, naming, addressing and identification (NNAI) resources in accordance with ITU-T recommendations and procedures.~~

~~2) —Enhanced availability of international telecommunication networks and services.~~

~~3) —Reduced misappropriation and misuse of numbering, naming, addressing and identification (NNAI) resources.~~ **Inclusive and secure telecommunication/ICT infrastructure and services**

~~22~~21 Inclusive and secure telecommunication/ICT infrastructure and services are the fundamental and integral components of digital transformation. An important aspect of this ~~thematic~~ priority is to focus on inclusive and worldwide connectivity by way of enabling interoperability, improving performance, resilience, quality and affordability and enhancing sustainability of telecommunication/ICT infrastructure and services. Another important element of this ~~thematic~~ priority is the promotion of inclusion, digital literacy and skills.

~~23~~22 The work under this priority shall also provide for greater compatibility and coexistence of different radio services free from harmful interference.

~~24~~23 Building confidence and security in telecommunications/ICTs is essential for their widespread adoption and use.

~~25~~24 Another important aspect of this ~~thematic~~ priority is to assist Member States in technical and organizational aspects of building confidence and security in the use of telecommunications/ICTs by way of, *inter alia*, enhancing the quality, reliability and resilience of networks and systems with minimal negative impacts.

~~26~~25 To achieve this, the Union will work to foster the development of inclusive and secure telecommunication/ICT infrastructure and services, including through the development of international standards and new technologies for radiocommunication and telecommunication services and for the operation and interworking of telecommunication networks, and by providing assistance to and building capacities of the membership on new and emerging telecommunication/ICT

services and technologies [[such as Artificial Intelligence \(AI\) and Quantum Information Technology \(QIT\)](#)].

~~27 — ITU's work under inclusive and secure telecommunication/ICT infrastructure and services is expected to deliver the following outcomes:~~

- ~~1) — Enhanced connectivity and access for all to fixed and mobile broadband services.~~
- ~~2) — Enhanced use of radiocommunication services.~~
- ~~3) — Enhanced digital skills and literacy.~~
- ~~4) — Enhanced knowledge of the ITU membership on interoperability and performance with respect to inclusive and secure telecommunication/ICT infrastructure, services and applications.~~
- ~~5) — Enhanced capacity of the ITU membership to deploy inclusive, secure and resilient telecommunication/ICT infrastructures, to address cybersecurity related incidents, to build confidence and security in the use of telecommunications/ICTs, and to adopt risk management practices.~~
- ~~6) — Enhanced utilization of ITU's unique partnerships for capacity building and training on digital skills and public awareness of cybersecurity issues.~~
- ~~7) — Assisting the ITU membership in developing their national cybersecurity strategies.~~
- ~~8) — Assisting the ITU membership in implementing international standards that are relevant to this thematic priority.~~

Digital applications

~~28~~²⁶ Widespread availability of telecommunication/ICT infrastructure and services has acted as a catalyst for uptake and innovation in related digital applications, improving people's lives and empowering society for sustainable digital transformation. Telecommunication/ICT applications and fostering their development through ICT entrepreneurship and increased ICT innovation in the ICT ecosystem have shown great promise in areas including, but not limited to, health care, education, banking and the provision of public services to citizens.

~~29~~²⁷ 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, [for telecommunications/ICTs \[and digital public infrastructure\]](#), by strengthening ICT-centric innovation ecosystems and entrepreneurship through development of strategies, initiatives and support for institutional and human capacity building, and by providing technical assistance to meet the needs and requirements of the ITU membership.

~~30 — ITU's work under digital applications is expected to deliver the following outcomes:~~

- ~~1) — Enhanced interoperability and performance of telecommunication/ICT applications.~~
- ~~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 telecommunication/ICT-centric innovation and entrepreneurship for sustainable development.~~

Enabling environment

~~34~~²⁸ An enabling environment consists of a policy and regulatory environment conducive to sustainable telecommunication/ICT development that encourages innovation and investment in infrastructure and ICTs and that increases adoption of telecommunications/ICTs to reduce the digital divide and promote a more inclusive and equal society.

~~32~~²⁹ To foster an 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, telecommunication/ICT services and technologies, connectivity solutions and new business models, with a focus on digital inclusion and environmental sustainability.

~~33~~³⁰ ITU's role in creating an enabling environment also entails the promotion of active participation of the membership, in particular developing countries, ~~including least developed countries (LDCs), small island developing states (SIDS), landlocked developing countries (LLDCs), 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; the fostering of equitable access to radio-frequency spectrum, satellite-orbit and other essential resources; and the development of best practices and capacity to close the digital divide.

³¹ Such an enabling environment should adopt human-centric and risk informed approaches to digital transformation and new and emerging telecommunications/ICTs.

~~34~~ — ITU's work under enabling environment is expected to deliver the following outcomes:

- ~~1) — Conducive policy and regulatory environment for innovation and investment to drive social and economic growth.~~
- ~~2) — Digitally skilled users.~~
- ~~3) — Enhanced digital inclusion².~~
- ~~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, best practices and regulations.~~
- ~~5) — Enhanced adoption of policies and strategies for the environmentally sustainable use of telecommunications/ICTs.~~

2.7 Product and service offerings

~~35~~³² To achieve ~~the~~ outcomes under the ~~thematic~~ priorities, ITU deploys a range of products and services for its members, United Nations 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 the ITU Administrative Regulations

~~36~~³³ The ITU Administrative Regulations, which complement the Constitution and Convention, regulate the use of telecommunications/ICTs and are binding on all Member States.

^{2,3} — ~~Including women and girls, youth, indigenous peoples, older persons, persons with disabilities and persons with specific needs.~~

~~37~~34 The foundation of international frequency management is the Radio Regulations, the binding international treaty that contains regulatory provisions and procedures which describe how the administrations from all ITU Member States may exercise rights to use the radio-frequency spectrum in the various frequency bands for the purpose for which they are allocated, and the corresponding obligations.

~~38~~35 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 and other 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.

~~39~~36 The Radio Regulations and regional agreements are updated by 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 to develop enabling processes and associated software tools that facilitate their application by ITU Member States.

~~40~~37 The International Telecommunication Regulations (ITRs) and the Radio Regulations comprise the Administrative Regulations, and as such complement the Constitution and Convention. The ITRs establish general principles which relate to the provision and operation of international telecommunication services offered to the public. The World Conference on International Telecommunications may partially or in exceptional cases completely revise the ITRs.

Allocation and management of resources

~~41~~38 ITU ~~performs effective allocation of~~allocates bands of the radio-frequency spectrum, ~~the allotment of~~allots radio frequencies and ~~the registration~~registers 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.

~~42~~39 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.

~~43~~40 ITU 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

~~44~~41 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 global telecommunication/ICT infrastructure, services and applications.

~~45~~42 ITU carries out studies and adopts recommendations and reports on radiocommunication and telecommunication/ICT matters that provide for greater sharing and compatibility of different radio services, more rational, equitable, efficient and economical ~~and equitable~~ use of the radio-frequency spectrum free from harmful interference, worldwide connectivity and interoperability, improved performance, quality, affordability, timeliness of service and overall system economy in telecommunications/ICTs.

~~46~~⁴³ ITU studies technical, operating and tariff questions and adopts recommendations on them with a view to standardizing telecommunications/[ICTs](#) on a worldwide basis.

~~47~~⁴⁴ ITU's 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

~~48~~⁴⁵ ITU assists its Member States in promoting increased connectivity, closing digital divides, enabling digital transformation and building smart societies by developing and providing policy frameworks and best-practice guidelines.

~~49~~⁴⁶ ITU develops handbooks, technical reports and papers on telecommunication/ICT matters to assist the ITU membership, through its study group process.

~~50~~⁴⁷ Best practices from Member States, the private sector, research [institutions](#) and academia are collected and shared back with Member States.

~~51~~⁴⁸ ITU provides knowledge-exchange products and tools to enable inclusive dialogue and enhanced cooperation to help countries achieve a more inclusive 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

~~52~~⁴⁹ 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 lifecycle, from setting standards and methods for data collection to promoting the use of data in decision-making.

~~53~~⁵⁰ Being responsible for the international statistical standards for telecommunication/ICT indicators, ITU regularly publishes standards, definitions and collection methods for over 200 indicators, which represent a key reference for statisticians and economists seeking to measure digital development.

~~54~~⁵¹ As the custodian agency for several SDG indicators on connectivity and digital skills (4.4.1, 5.b.1, 9.c.1, 17.6.1 and 17.8.1), ITU is responsible for monitoring these indicators and actively contributing to advancing the statistics agenda within the United Nations system.

Capacity development

~~55~~⁵² 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 to achieve a society where all people use knowledge and skills on digital technologies to improve their livelihoods. [The ITU Academy provides professional training courses covering topics relevant to the ITU membership.](#)

~~56~~⁵³ ITU also develops capacity and provides tools for the membership to engage in and benefit from the activities of the Union. This enables them to exercise their rights and obligations under the Radio Regulations, ITRs and regional agreements, and to develop, access, implement and influence ITU's international standards with a view to bridging the standardization gap.

~~57~~⁵⁴ 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

~~58~~⁵⁵ ITU promotes and offers technical assistance to Member States, in particular to developing countries, including LDCs, SIDS, LLDCs and countries with economies in transition, and regional telecommunication organizations, in the field of telecommunications.

~~59~~⁵⁶ ITU offers ~~tailor-made~~ projects and solutions for multistakeholder needs, ~~with~~ leveraging recognized long-standing technical expertise in the telecommunication/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 development.

~~60~~⁵⁷ ITU also provides assistance for the implementation of decisions of world and regional conferences/assemblies, as well as support for radio-frequency spectrum coordination activities among ITU members, and software tools to assist the administrations of developing countries to undertake their spectrum-management responsibilities more effectively.

~~61~~⁵⁸ In addition, ITU collaborates and cooperates with other United Nations bodies/agencies within the framework of their respective mandates.

Convening platforms

~~62~~⁵⁹ ITU is uniquely positioned to bring together a wide range of stakeholders as a convening neutral and technical platform in telecommunications/ICTs, to share experiences and knowledge, collaborate and identify means to bring affordable, safe, secure, ~~and~~ [trusted] and resilient connectivity and use to people everywhere.

~~63~~⁶⁰ Through its convening platforms, ITU encourages international cooperation and partnerships for the growth of telecommunications/ICTs, especially with regional telecommunication organizations and with global and regional development financing institutions.

2.8 Enablers

~~64~~⁶¹ 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~~ Enablers leverage ~~its~~ ITU's key strengths and address its weaknesses so that it can support its membership.

Membership-driven

~~65~~⁶² 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, including LDCs, SIDS, LLDCs 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 telecommunication/ICT and other industry sectors, to demonstrate ITU's value proposition in the context of the strategic goals.

Regional presence

~~66~~⁶³ 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 priorities, [including the Regional Initiatives](#).

~~67~~⁶⁴ 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.

~~68~~⁶⁵ The regional presence will strengthen ITU's position as a shaper/doer and enhance United Nations cooperation, to build enhanced regional opportunities and thereby reach more countries and define clearer, more impactful priorities for country-level engagements.

~~69~~⁶⁶ 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 Regional Initiatives and linked to](#) the Union's strategic goals and priorities.

Diversity and inclusion

~~70~~⁶⁷ 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 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, persons with disabilities and persons with specific needs. Internally, ITU continues to cultivate an inclusive culture that promotes diversity among its workforce and members.

Commitment to environmental sustainability

~~71~~⁶⁸ ITU recognizes that telecommunications/ICTs come with risks, challenges and opportunities for the environment. ITU is committed to helping to 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 integrating environmental sustainability considerations across its operations in line with the Strategy for sustainability management in the United Nations system, 2020-2030.

Partnerships and international cooperation

~~72~~⁶⁹ 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 [and broad](#) membership and multilateral convening power to foster cooperation among governments and regulators, the private sector and the academic community. ITU also recognizes the importance of cultivating strategic partnerships with United Nations agencies and other organizations, including standardization bodies [and open-source communities](#), to enhance cooperation across the telecommunication/ICT sector towards the delivery of [many international initiatives such as the WSIS action lines](#), ~~and the achievement of~~ SDGs, [and GDC, and reduce duplication of efforts](#).

Resource mobilization

~~73~~70 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.

~~74~~71 ITU will develop long-term financial commitment frameworks in order to effectively plan, programme and deliver on projects and enhance predictability of resource flows.

Strategic communication, promotion and outreach

72 ITU will strengthen its strategic communication, promotion and outreach capabilities to effectively support the delivery of its mission, enhance the visibility, understanding and impact of its work, and demonstrate the value of ITU activities, outputs and outcomes to its membership and stakeholders. Effective communication is essential to promote the adoption and implementation of ITU standards, regulations, policies, best practices and development initiatives, and to support informed participation by the membership.

Excellence in human resources and organizational innovation

~~75~~73 Enhancing operational efficiency and effectiveness enables ITU to respond to changes in the telecommunication/ICT landscape and evolving membership needs taking account of limited financial resources. ITU will continue to implement measures, ~~therefore, aims~~ to improve ~~internal processes service delivery, and~~ accelerate internal decision-making and strengthen transparency, accountability and oversight by updating policies, streamlining processes, and implementing new digital and AI-enabled systems~~addressing operational inefficiencies, duplication and perceived bureaucracy, reflecting the values of transparency and accountability~~. ITU has also ~~recognizes the need to build strengthened~~ operational effectiveness, by increasing cross-functional synergies, internally and within the UN system, encouraging internal learning and innovation, ~~providing consistent guidance on the organization's scope~~ and developing a stronger performance- and talent-management approach. The greatest resource of ITU is a skilled, motivated and dedicated workforce of the highest competence and integrity, geographically diverse and gender balanced, empowered to achieve ITU's mission and strategic priorities through a commitment to managing results. ~~The main focus of the organization is on modernizing ITU's human capacity, processes, procedures and tools, as well as on integration and harmonization with the United Nations common system and the values of the international civil service. To this end, ITU will be implementing a culture and skills transformation plan that will strengthen organizational openness, agility and efficiency, to be based on four main tracks: strategic planning, digital transformation, innovation and human resources management. ITU's transformation efforts will continue towards building a culture of continuous learning and innovation and adaptive change, recognizing that emerging technologies will reshape tasks, roles, tools, workflows and organizational culture. ITU will therefore invest in modern, flexible and scalable digital capabilities to enhance efficiency, effectiveness and participation across its core delivery mechanisms, including study groups. ITU will also continue to work towards implementation of results- based management principles, to make most efficient and effective use of limited financial resources and help improve prioritization of activities that adhere to ITU's core mission and deliver greatest impact and value. In doing so, ITU will become increasingly efficient, resilient and agile to deliver on its strategic objectives.~~

2.9 Strategic risk management

~~76~~⁷⁴ Bearing in mind the prevailing challenges, evolutions and transformations that have the most potential to impact on ITU activities during the period of the strategic plan, a list of strategic risks with corresponding mitigation measures has been identified by the Council. ITU will further analyse, assess and evaluate these strategic risks as part of the ITU Risk-Management Framework, to be reviewed annually by the Council.

Appendix A: ITU results framework²

A Strategic goals and targets

Goal	Targets	Target indicators
Universal Connectivity	1.1: Universal broadband coverage	Percentage of the world population covered by broadband services (SDG indicator 9.c.1 – ITU is custodian agency) – <u>Population covered by mobile networks (at least 2G, at least 3G at least 4G*, at least 5G), by rural/urban location</u> – <u>Fixed broadband subscriptions per 100 people**</u> * <u>SDG indicator 9.c.1</u> ** <u>SDG Indicator 17.6.1</u>
	1.2: Broadband services to be a Affordable <u>connectivity</u> for all	Cost of entry-level broadband services in developing countries as percentage of monthly gross national income (GNI) per capita – <u>Fixed-broadband Internet basket, % of GNI per capita</u> – <u>Data-only mobile broadband basket, % of GNI per capita</u>
	1.3: Broadband access to every household	Percentage of households with access to the Internet (by level of development; urban/rural)
	1.43: Ownership of and <u>Universal</u> access to Internet-enabled devices	– Percentage of individuals using a smart telephone <u>Individuals who own a mobile cellular telephone, %, by sex*</u> Percentage of individuals who own a smart telephone * <u>SDG indicator 5.c.1</u>
	1.5: Access to the Internet for all schools	Percentage of schools with entry-level Internet service (at least 500-MB per month)

² The ITU Operational Plan will give effect to this Strategic Plan by translating its goals and outcomes into outputs ITU commits to deliver, supported by the organizational enablers underpinning that delivery. It will also define the detailed performance indicators and implementation mechanisms, including those related to organizational efficiency and effectiveness, through which progress will be tracked and reported to Member States.

	1.64: Improved cybersecurity preparedness of countries- (with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation)	– Increased commitment measured through the pillars of the Global Cybersecurity Index (GCI)
	1.7: Universal access to the Internet by all individuals	Percentage of individuals using the Internet (by urban/rural; aggregated by region, level of development) (SDG indicator 17.8.1—ITU is custodian agency)
	<u>1.5: Resilient networks</u>	[– <u>National regulatory frameworks for quality of service</u> – <u>National regulatory frameworks for quality of experience</u>]
	<u>1.6: Avoidance of harmful interference</u>	– <u>Number of cases of harmful interference (to frequency assignments pertaining to space services) reported to the BR in the one year of the reporting period</u> – <u>Number of cases of harmful interference (to frequency assignments pertaining to space services) reported to the BR that are pending resolution</u> – <u>Number of cases of harmful interference (to assignments pertaining to terrestrial services) reported to the BR in the one year of the reporting period</u> – <u>Number of cases of harmful interference (to assignments pertaining to terrestrial services) reported to the BR that are pending resolution</u> – <u>Number of cases which BR has taken appropriate actions with relevant procedure (e.g. in accordance with RR provisions 15.41, 15.42, etc.)</u>
	<u>1.7: Interoperability standards impact</u>	[– <u>Number of ITU-T Recommendations listed in the scope of accreditation of testing laboratories recognized by ITU</u> – <u>Number of ITU-T standards adopted in products or services, as reported by ITU membership</u>]

Goal	Targets	Target indicators
Sustainable Digital Transformation	2.1: All digital gaps to be bridged (in particular gender, age and urban/rural)	Percentage of individuals using the Internet (by gender, age and urban/rural)
	<u>2.1: Universal Internet use (all gaps)</u>	Percentage of individuals using the Internet (by urban/rural; aggregated by region, level of development) (Individuals using the Internet, %*, by sex, by location, by age *SDG indicator 17.8.1 –ITU is custodian agency)
	2.2: Majority of individuals to have d <u>Digital skills for all</u>	Percentage of youth and adults with ICT skills (by type of skill) (SDG-indicator 4.4.1 – ITU is custodian agency) <u>Individuals with ICT skills, by skill level, by skill area</u>
	<u>2.3: Universal Internet access in schools</u>	<u>Schools connected to the Internet, %, by education level</u>
	2.34: Universal usage <u>business/industry use -of the Internet</u> services by businesses	Percentage of businesses using the Internet (total and by size) <u>Business Internet use, by company size</u>
	2.4: Majority of individuals accessing government services online	Percentage of population interacting with government services-online
	2.5: Significant improvement of ICTs' contribution to climate and environment action <u>ICT environmental impact</u>	Global <u>Percentage of e-waste formally collected and recycled</u>ing-rate [Contribution of telecommunications/ICTs to global g<u>Greenhouse gas emissions from the ICT sector]</u> <u>[Share of ICT infrastructure implementing energy-efficient technologies and practices (%)]</u> <u>[Number of Members States having adopted strategies and solutions on facilitating ICTs contribution to sustainability and climate]</u>

	<u>2.6: Inclusive digital innovation</u>	– <u>Number of Member States having adopted innovation strategies and initiatives related to telecommunications/ICTs</u> – <u>Number of Member States having adopted multi-sector policies at the national level on digital transformation/development</u>
	<u>2.7: Space for development</u>	– <u>Satellite broadband subscriptions</u> – <u>[Space based connectivity, including potential satellite to cell connection]</u>

B Thematic priorities and outcomes

Thematic priorities	Outcome	Outcome indicators
Spectrum use for space and terrestrial services	1) Radio-frequency spectrum and orbit resources are used efficiently, economically, rationally and equitably³ a) Space services b) Terrestrial services	— Number of countries having notified frequency assignments for recording in the MIFR with completion of coordination — Number of countries having notified frequency assignments for recording in the MIFR with completion of coordination in the last four-year period — Number of countries having earth stations recorded in the MIFR — Number of countries which notified earth stations in the MIFR in the last four-year period — Number of countries having terrestrial assignments recorded in the MIFR with favourable findings – <u>Number of frequency assignments to space services that have been recorded in the MIFR under No. 11.31 only, on a yearly basis</u> • <u>For geostationary satellite networks</u> • <u>For non-geostationary satellite systems</u> – <u>Number of frequency assignments to space services that have been recorded in the MIFR under Nos. 11.31, 11.32 or 11.32A, on a yearly basis</u> • <u>For geostationary satellite networks</u> • <u>For non-geostationary satellite systems</u> – <u>Number of frequency assignments to space services that have been recorded in the MIFR under No. 11.41, on a yearly basis</u> • <u>For geostationary satellite networks</u> • <u>For non-geostationary satellite systems</u>

³ Numbers referred to in the indicators can be found in the Radio Regulations: <https://www.itu.int/pub/R-REG-RR/en>.

		– <u>Number of frequency assignments to space services that have been recorded in the MIFR under No. 4.4, on a yearly basis</u> • <u>For geostationary satellite networks</u> • <u>For non-geostationary satellite systems</u> – <u>Number of frequency assignments to space services that have been suppressed from the MIFR:</u> • <u>Due to non-conformity with the RR</u> • <u>At the initiative of notifying Administration</u> – <u>Number of countries having terrestrial assignments recorded in the MIFR in the last four-year period</u> – <u>Number of frequency assignments (terrestrial services non-planned and not subject to coordination) that have been recorded in the MIFR under No. 11.31, on a yearly basis</u> – <u>Number of frequency assignments (terrestrial services non-planned and subject to coordination) that have been recorded in the MIFR under Nos. 11.31 and 11.32, on a yearly basis</u> – <u>Number of frequency assignments (terrestrial services planned) that have been recorded in the MIFR under Nos. 11.31 and 11.34, on a yearly basis</u> – <u>Number of frequency assignments (terrestrial services) that have been recorded in the MIFR under No. 4.4, on a yearly basis</u> – <u>Number of frequency assignments (terrestrial services) that have been suppressed from the MIFR:</u> • <u>Due to non-conformity with the RR</u> • <u>At the initiative of notifying Administration</u> – <u>Number of frequency assignments to terrestrial services, whose findings have been reviewed pursuant to RR No. 11.50, on a yearly basis</u> – <u>Number of cases related to terrestrial services treated by BR under RR No. 13.6, on a yearly basis</u>
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		– Number of frequency assignments to space services, whose findings have been reviewed pursuant to RR No. 11.50, on a yearly basis – Number of cases related to space services treated by BR under RR No. 13.6, on a yearly basis
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Thematic priorities	Outcome	Outcome indicators
	2) — Avoidance of causing harmful interference <i>a) — To space services</i> <i>b) — To terrestrial services</i>	— Percentage of spectrum assigned to satellite networks that is free from reported harmful interference — Percentage of spectrum used for space services within the admissible interference criteria contained in the Radio Regulations — Cases of harmful interference (space services) reported to the BR and resolved/to be resolved in the last four-year period (percentage) — Cases of harmful interference (terrestrial services) reported to BR and resolved/to be resolved in the last four-year period (percentage) — Percentage of spectrum use for terrestrial services within the admissible interference criteria, where applicable, contained in the Radio Regulations
	3) Enhanced application of ITU-R recommendations, including those dealing with propagation modelling, used for efficient spectrum management, as well as for sharing and compatibility	— Number of downloads of ITU-R recommendations — Number of ITU-R recommendations, reports, and handbooks approved and published, in force — Number of ITU-R recommendations, reports, and handbooks approved and published, per year
International telecom-munication-numbering resources	1) — Effective allocation and management of international telecommunication numbering, naming, addressing and identification (NNAI) resources in accordance with ITU-T recommendations and procedures	— Number of notifications on changes to national numbering plans
	2) — Enhanced availability of international telecommunication networks and services	— Number and type of assignments

	3) Reduced misappropriation and misuse of numbering, naming, addressing and identification (NNAI) resources	— Number of E.164 misuse notifications
<u>Global telecommunications / ICTs interoperability and innovation</u>	<u>1) Increased Global Adoption of ITU-T Standards</u>	– <u>Number of ITU-T standards adopted as national standards or referenced in national/regional regulations</u> – <u>Number of Member States with a national standardization strategy</u> – <u>Number of ITU-T standards referenced by papers published in high standing academic publications.</u> – <u>Level of satisfaction with Recommendations and reports on radiocommunications and telecom/ICT matters that inter alia provide worldwide interoperability and compatibility, global connectivity, innovation and efficiency, timeliness of service and overall system economy.</u> – <u>Level of satisfaction with international technical standards for new and emerging telecom/ICTs, creating an enabling environment for their introduction and utilization.</u> – <u>Number of Member States having agencies responsible for new and emerging technologies that ITU-T addresses</u>
	<u>2) Enhanced Performance, Reliability and Coordination of Global Telecommunication Networks and Services</u>	– <u>Enhanced availability of international telecommunication networks and services</u> – <u>Effective allocation and management of international telecommunication numbering, naming, addressing and identification (NNAI) resources in accordance with ITU-T recommendations and procedures</u>
Inclusive and secure telecommunication / ICT infrastructure and services	<u>1) Improved broadband connectivity in developing countries, including LDCs, SIDS, LLDCs and countries with economies in transition, and countries with specific needs</u> Enhanced connectivity and access for all to fixed and mobile broadband services	— Number and percentage of fixed/mobile broadband subscriptions (SDG indicator 17.6.2 – ITU is custodian agency) — Percentage of fixed and mobile broadband subscriptions (by throughput) — Percentage of fixed and mobile broadband subscriptions (by technology: copper, fibre, 4G/5G, FWA, other)

		— Percentage of population covered (by type of network) — Number of countries with a national emergency telecommunication plan as part of their national and local disaster risk reduction strategies — <u>Number of Member States with broadband plans</u>
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Thematic priorities	Outcome	Outcome indicators
	2) — Enhanced use of radiocommunication services	Percentage of countries which have completed the transition to digital terrestrial television Number of operational GNSS constellations/satellites (the number of satellites may include the same operational satellite several times since more than one satellite network may support the operations of an actual satellite) Number of devices with GNSS embedded Rx (billions) Number of Earth exploration satellites (constellations/GSO systems/all satellites) Number of countries operating Earth exploration satellites/number of countries using data or products from Earth exploration satellites
	3) — Enhanced digital skills and literacy	Percentage of digitally skilled users (by level: basic skills, standard skills and advanced skills)
	4) — Enhanced knowledge of the ITU membership on interoperability and performance with respect to inclusive and secure telecommunication/ICT infrastructure, services and applications	Total number of events/participants/countries in ITU seminars, workshops and capacity building events related to this outcome
	5) — Enhanced capacity of the ITU membership to deploy inclusive, secure and resilient telecommunication/ICT infrastructures, to address cybersecurity-related incidents, to build confidence and security in the use of telecommunications/ICTs, and to adopt risk management practices	Number of countries receiving technical assistance from ITU to build confidence and security in the use of telecommunications/ICTs and to adopt risk management practices Number of countries receiving technical assistance from ITU to address cybersecurity-related incidents

Thematic priorities	Outcome	Outcome indicators
	6) — Enhanced utilization of ITU's unique partnerships for capacity building and training on digital skills and public awareness of cybersecurity issues	— Total number of events/participants/countries in ITU seminars, workshops and capacity-building events related to this outcome
	7) — Assisting the ITU membership in developing their national cybersecurity strategies	— Number of countries receiving technical assistance from ITU to develop their national cybersecurity strategies
	8) — Assisting the ITU membership in implementing international standards that are relevant to this thematic priority	— Number of countries receiving technical assistance from ITU to implement international standards related to this outcome
	<u>2) Improved telecommunication/ICT infrastructure and service, in particular broadband coverage, quality of service and affordability of services and devices, and with regard to rural and underserved areas</u>	<u>— Individuals not using the Internet, by type of reason</u>
	<u>3) Strengthened capacity of Member States to use telecommunications/ICTs for disaster risk reduction and management, to ensure availability of emergency telecommunications</u>	<u>— Number of countries Member States with a national emergency telecommunication plan as part of their national and local disaster risk reduction strategies</u>
	<u>4) Increased literacy and awareness of cybersecurity issues</u>	<u>— Number of Member States having adopted cybersecurity strategies in their national development agenda.</u>
	<u>5) Strengthened capacity to respond to cyber incidents and cyberattacks</u>	<u>— Number of Member States with established and enhanced computer incident response teams (CIRTs)</u>
	<u>6) Increased child online protection</u>	<u>— Number of Member States with a child online protection policy/strategy</u> <u>— Number of Member States with online child support systems identified (e.g. helplines, referral systems)</u>

Digital applications	1) — Enhanced interoperability and performance of telecommunication/ICT applications_	— Number of approved ITU-T recommendations, corrigenda, amendments and supplements pertaining to applications — Number of downloads of ITU-T recommendations, corrigenda, amendments and supplements pertaining to applications
	2) — Enhanced adoption and use of telecommunication/ICT applications, including for e-government	— Adoption of digital strategies — Percentage of individuals accessing e-government services online
	3) — Increased deployment of telecommunication/ICT networks and services needed for such applications	— Population covered by at least a 4G mobile network — Fixed broadband (percentage of total): >10 Mbit/s
	4) — Improved capacity to leverage telecommunication/ICT-centric innovation and entrepreneurship for sustainable development	— Adoption of ICT-centric innovation and entrepreneurship strategies
	<u>1) Enhanced capacity to accelerate digital transformation and sustainable development through the use of new and emerging telecommunications/ICTs and services</u>	<u>– Number of Member States having adopted a digital sector strategy at the national level</u>
	<u>2) Enhanced capacity to develop telecommunication/ICT strategies and solutions on environmental sustainability</u>	<u>– Number of Member States having adopted an e-waste policy, legislation or regulation at national level</u>

Thematic priorities	Outcome	Outcome indicators
Enabling environment	1) <u>Strengthened capacity of Member States to enhance their telecommunication/ICT policy, legal and regulatory frameworks conducive to sustainable development and digital transformation</u> Conducive policy and regulatory environment for innovation and investment to drive social and economic growth	- Number of countries Member States advancing to the next generation of regulation (G1-G4) and/or to a higher level of preparedness for the digital transformation (G5) Proportion of investment in ICT from total investment
	2) Digitally skilled users	Percentage of digitally skilled users (by level: basic skills, standard skills and advanced skills)
	3) Enhanced digital inclusion (including women and girls, youth, indigenous peoples, older persons, persons with disabilities and persons with specific needs)	Mobile telephone ownership (by gender) (SDG indicator 5.b.1 — ITU is custodian agency) Internet use gender gap Internet use generational gap — Youth (<15, 15-24) and older persons (>75) Number of countries with enabling environments ensuring accessible telecommunications/ICTs for persons with disabilities and persons with specific needs

Thematic priorities	Outcome	Outcome indicators
	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, best practices and regulations a) — Bridging the standardization gap — enhanced ability of all countries, in particular developing countries, to develop, access, implement and influence ITU-T recommendations <u>2) — Enhanced ability of all countries, in particular developing countries, to develop, access and implement ITU-T recommendations (Bridging the Standardization Gap)</u>	— Number of countries receiving technical assistance through BDT actions to enhance policy and regulatory frameworks for telecommunication/ICT connectivity, access, affordability and inclusion — Percentage of individuals using the Internet and owning a mobile and digital device — Percentage of persons with disabilities using the Internet and owning a mobile and digital device — Percentage of females using the Internet and owning a mobile and digital device — Percentage of youth using the Internet and owning a mobile and digital device — [Total number of ITU-T study group leadership positions held (by level of development)] <u>— Number of Member States/Sector members participating in international standardization activities</u> <u>— Number of Member States/Sector members contributing to international standardization activities</u>

Thematic priorities	Outcome	Outcome indicators
	<i>b) — Increased knowledge and know-how on the Radio Regulations, Rules of Procedure, regional agreements, recommendations and best practices on spectrum use</i> <i>c) — Increased participation in ITU-R activities (including through remote participation), in particular by developing countries</i>	— Total number of ITU-T study group meetings/participants — Total number of countries represented in ITU-T study group meetings (by level of development) — Total number of contributions submitted to ITU-T study group meetings (by level of development of the country of the contributing organization) — Total number of ITU-T recommendation downloads — Total number of workshops and other events in support of ITU-T study groups/participants — Number of ITU-R free online publication downloads (millions) — Total number of events/participants/countries in ITU seminars, workshops and capacity building events (world and regional seminars, and symposia) organized by BR — Number of technical assistance actions for terrestrial services provided/countries receiving/time spent (days) — Total number of events/participants/countries/contributions in ITU-R conferences, assemblies and study group related meetings
	5) — Enhanced adoption of policies and strategies for the environmentally sustainable use of telecommunications/ICTs	— Number of countries applying harmonized data collection methodology — Number of countries with a WEEE policy, legislation or regulation
	3) — Strengthened capacity of Member States to produce and collect high quality, internationally comparable statistics which reflect developments and trends in telecommunications/ICTs, empowered by new and emerging technologies and services, based on agreed standards and methodologies	— 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. — 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.

		– <u>Percentage of Member States that submitted valid sex disaggregated data no older than three years for the indicator ‘share of individuals using the Internet’</u> – <u>Percentage of Member States that submitted valid location disaggregated data (rural/urban) no older than three years for the indicator ‘share of individuals using the Internet’.</u> – <u>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.</u>
	<u>4) Strengthened capacity of Member States to develop and update regulatory frameworks on space-based telecommunications/ICTs</u>	– <u>Number of Member States that have established space-based telecommunications/ICT regulatory frameworks</u>

Appendix **AB** – Allocation of resources ~~(linkage with the financial plan)~~

~~APPENDIX A~~

~~Allocation of resources~~ – Linkage between the ~~2024-2027~~ 2028-2031 strategic and financial plans

Thematic priorities	CHF(000)						In %	
	2024	2025	2024-2025	2026	2027	2026-2027	2024-2027	2024-2027
TP1 Spectrum and satellite orbits	57 023	57 080	114 103	58 237	62 703	120 940	235 043	36,07%
TP2 International numbering resources	3 343	3 243	6 586	3 301	3 291	6 592	13 178	2,02%
TP3 Inclusive and secure infrastructure and services	48 068	47 125	95 193	47 965	48 402	96 367	191 560	29,40%
TP4 Digital applications	21 029	20 323	41 352	20 737	20 675	41 412	82 764	12,70%
TP5 Enabling environment	33 697	33 727	67 424	34 189	34 933	69 122	136 546	20,95%
Subtotal	163 160	161 498	324 658	164 429	170 004	334 433	659 091	101,14%
Progressive global reduction	-1 000	-1 605	-2 605	-2 105	-2 710	-4 815	-7 420	-1,14%
Total	162 160	159 893	322 053	162 324	167 294	329 618	651 671	100,00%