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| DRAft New Resolution [ATU-SP] - Strategic planning in ITU Telecommunication Standardization Sector |
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| **Abstract:** | The draft new resolution is to introduce strategic planning in the ITU-T sector, including for study groups. |
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Introduction:

CWG-SFP has a unique role in designing a very high level ITU strategy. A close alignment of this strategy with the Financial and Operational plans is usually undertaken afterwards. Planning the ITU 2024-2027 strategy has considered much broader aspects to the Union, such as the internal and external situational analysis of the entire Union, with two broad high-level strategic goals and related KPIs. In addition to that, the ITU Strategic plan 2024-2027 has introduced a new, horizontal layer in the ITU strategic framework, composed of a number of high level, thematic priorities. All these components among others have helped to design the ITU 2024-2027 strategy. ITU-T study groups lack strategic foundation, each within its mandate, in comparison to practices in other SDOs about their respective technical committees. There is a need to mainstream Results-Based Management (RBM) in ITU-T, in a holistic way, as per Resolution 151 (Rev. Bucharest, 2022) of the Plenipotentiary Conference, on improvement of results-based management in ITU, which is lacking today. The current mandate of TSAG RG-SOP is limited to draft the ITU-T contribution to the ITU SP, convened, one or two years prior the Plenipotentiary Conference, which seems to be not enough to address strategic planning on a regular basis for the entire ITU-T. No strategic planning at the level of the study groups (ISO do that at the level of their Technical Committees). This can be feasible at the ITU-T study group management team level. Moreover, desperate but commendable efforts were made in TSAG rapporteur groups, such as on industry engagement & CxO meetings assessment (Resolution 68 (Rev. Hammamet, 2016) of this Assembly on the Evolving role of industry in the ITU Telecommunication Standardization Sector), restructuring of ITU-T study groups (Resolution 99 (Geneva, 2022) of this Assembly on Consideration of organizational reform of the ITU Telecommunication Standardization Sector study groups), lack common and strategic foundation for all these initiatives, where strategic planning is the lacking process that tie all these initiatives together in a more holistic manner, providing more robust strategic positioning to ITU-T, tracked permanently by TSAG. Having said that and considering the structure of the Union, composed among others, of sectors, there is a need for the ITU Telecommunication Standardization sector to adopt a holistic, comprehensive and strategic approach to standardization in a fast changing and demanding industry, aligned with the ITU strategy.

Proposal

The draft new resolution is to introduce strategic planning in the ITU-T sector, including for study groups.

ADD ATU/35A36/1

DRAFT NEW RESOLUTION [ATU-SP] (New Delhi, 2024)

Strategic planning in ITU Telecommunication Standardization Sector

(New Delhi, 2024)

The World Telecommunication Standardization Assembly (New Delhi, 2024),

recalling,

*a)* United Nations Joint Inspection Unit (JIU) Report JIU/REP/2012/12, on Strategic planning in the United Nations system;

*b)* United Nations Joint Inspection Unit (JIU) Report JIU/REP/2017/6, on Results-Based Management in the United Nations System;

*c)* United Nations Joint Inspection Unit (JIU) Report JIU/REP/2020/5, on Enterprise risk management: approaches and uses in United Nations system organizations;

*d)* Resolution 71 (Rev. Bucharest, 2022) of the Plenipotentiary Conference, on ITU Strategic Plan 2024 – 2027;

*e)* Resolution 151 (Rev. Bucharest, 2022) of the Plenipotentiary Conference, on improvement of results-based management in ITU;

*f)* Resolution 68 (Rev. Hammamet, 2016) of this Assembly, on Evolving role of industry in the ITU Telecommunication Standardization Sector;

*g)* Resolution 99 (Geneva, 2022) of this Assembly, on Consideration of organization reform of the ITU Telecommunication Standardization Sector study groups,

recognizing

*a)* that in order for the ITU-T to remain relevant in the international standardization landscape, there is a need to integrate strategic planning as a key management process, including, in support for the ITU-T study groups;

*b)* that there is a critical need for the ITU-T to develop sector-specific strategic plan, aligned with the ITU strategic plan and in which, a situational analysis of the ITU-T, particularly, its associated individual study groups’ mandate and work programme, in comparison to their related industry landscapes, need to be undertaken;

*c)* that strategic planning in ITU-T, including, for the ITU-T study groups, should be part of a broader process of the implementation of an ITU-T results-based management (RBM) approach;

*d)* that there is a need for a regular strategic planning, review and positioning for the ITU‑T study groups, within the ITU-T sector and in the industry;

*e)* that mainstreaming results-based management (RBM) in ITU-T is becoming more critical than ever, in a very fast changing, demanding ITU-T Membership and industry and for achieving the Sustainable Development Goals;

*f)* that ITU-T study groups are at varying levels of relevance and strength in their related industries, and that strategic planning leveraging associated tools, methods and best practices, is paramount for repositioning and/or restructuring ITU-T study groups;

*g)* that an ITU-T results framework, aligned with ITU strategic plan, needs to clearly articulate ITU-T vision, mission, sector-specific strategic goals, enablers, outputs and outcomes and would set a more robust strategic foundation for ITU-T;

*h)* that ITU-T strategic planning needs to be broken down to the study groups, and drafted with the involvement of the ITU-T membership;

*i)* that the Council working group on strategic and financial plans (CWG-SFP), develop a high level ITU strategic plan which provides the overall strategic guidance to the Union, in between two Plenipotentiary conferences,

noting with concern

*a)* the decline of relevance and attractiveness of the CxO meetings, including lack of strong industry engagement;

*b)* the efforts across TSAG rapporteur groups in making ITU-T more relevant and fit-for-purpose, such as industry engagement, ITU-T study groups restructuring, CxO meetings assessment process, which they lack an articulated strategic foundation and more holistic, integrated and results-based approach in ITU-T,

recalling further

*a)* that lack of per-ITU-T study group strategic and operational risk management associated with the relevant mitigation measures, risk appetite and controls, all together, linked and aligned with the ITU Enterprise Risk Management (ERM) approach, ITU Risk management and Policy framework;

*b)* the need in having per-ITU-T study group strategic planning, which involves having a thorough understanding of the internal and external context of the ITU-T, including ITU-T study groups;

*c)* the need to align ITU-T strategic planning with budgetary, operational and human resources planning;

*d)* that Resolution 151 (Rev. Bucharest, 2022) of the Plenipotentiary Conference, on improvement of results-based management in ITU, has instructed the Directors of the three Bureaux to continue to improve processes and methodologies associated with the full implementation of RBM and RBB,

recognizing further

*a)* that working methods and work programmes should be key enablers for a fit‑for‑purpose ITU-T, and so their designs should contribute in achieving the ITU-T strategic objectives and increase responsiveness to ITU-T membership and industry needs;

*b)* the need for an ITU-T communication strategy for outreach, promotion and coordination in order to further strengthen stakeholder engagement and attract new members, which can be replicated across the ITU-T study groups,

resolves to instruct the Director of the Telecommunication Standardization Bureau

1 to integrate and strengthen strategic planning in ITU-T, as a key management process, in accordance with the United Nations Joint Inspection Unit (JIU) best practices, in order to position the standardization sector, as a fit-for-purpose ITU-T, thus, contributing to the overall ITU Strategy;

2 to mainstream results-based management (RBM) in ITU-T, including in ITU-T study groups, and to provide regular reporting to TSAG, CWG-SFP and to ITU Council, on actions planned and undertaken in that sense;

3 to undertake per-study group strategic planning, particularly, internal and external situational analysis and strategic and operational risk management, on a regular basis, in order to better position ITU-T study groups in fast-changing standardization needs and landscape;

4 to develop an ITU-T risk management approach that considers strategic and operational risks and associated mitigation measures;

5 to develop an ITU-T results framework, aligned with ITU strategy, in accordance with results-based management (RBM) principles, and in which strategic planning represents the key pillar, which considers per-ITU-T study group situational analysis and planning, among other aspects;

6 to reflect the regional presence in the ITU-T results framework, its objectives, expected outputs with the associated targets, while articulating its role as a key enabler of the ITU-T strategy;

7 to identify all key enablers of success in the ITU-T results framework, including, industry engagement, a fit-for-purpose ITU-T study groups structure and work programmes, effective promotion and coordination, reinvigorated CxO meetings, TSB secretariat support, ITU-T website, effective and up-to-date ITU-T e-meetings platforms and related governance and management, business continuity, among others;

8 to undertake a strategic review on a regular basis, and to submit the findings to TSAG for further consideration and guidance;

9 to undertake consultations with ITU-T membership, TSB staff on the drafting of the ITU-T results framework, particularly, for the identification of a comprehensive ITU-T value proposition, vision statement, etc., while considering the diversity of ITU-T study group mandates,

instructs the Telecommunication Standardization Advisory Group

1 to monitor and evaluate the implementation of strategic planning in ITU-T;

2 to adopt and strengthen an evidence-based decision making in all ITU-T governance and management matters, such as those related to ITU-T study group restructuring, industry engagement, TSB’s events implementation, among others,

invites Member States and Sector Members

to contribute to the process of ITU-T strategic planning and to consider the findings in their contributions to the ITU-T study groups’ work programmes.