Final Acts
of the Plenipotentiary Conference

Bucharest, 2022

ITUPP
BUCHAREST**2022**

ITU

RESOLUTION 71 (REV. BUCHAREST, 2022)

Strategic plan for the Union for 2024-2027

The Plenipotentiary Conference of the International Telecommunication Union (Bucharest, 2022),

considering

a)   the articles and provisions of the ITU Constitution and ITU Convention relating to strategic policies and plans and the participation of Sector Members in the Union's activities;

b)   Resolution 25 (Rev. Bucharest, 2022) of this conference, which resolves, among other things, to strengthen the functions of the regional and area offices so that they can play an important role in implementation of the ITU strategic plan, programmes and projects, and regional initiatives;

c)   Resolution 48 (Rev. Bucharest, 2022) of this conference, which resolves, among other things, that the management and development of ITU's human resources should continue to be compatible with the mission, values, goals and activities of the Union and the United Nations common system;

d)   Resolution 70 (Rev. Bucharest, 2022) of this conference, which resolves to incorporate the gender perspective in the implementation and evaluation of the ITU strategic and financial plans, as well as in the operational plans of the Sectors and the General Secretariat;

e)   Resolution 140 (Rev. Bucharest, 2022) of this conference on ITU's role in implementing the outcomes of the World Summit on the Information Society and the 2030 Agenda for Sustainable Development, as well as in their follow-up and review processes;

f)   Resolution 151 (Rev. Bucharest, 2022) of this conference, which instructs the Secretary-General and the Directors of the three Bureaux to continue to develop a comprehensive ITU results framework to support implementation of the strategic, financial and operational plans and budget and increase the capability of the Union's membership to assess progress in the achievement of ITU's goals, and to prepare their coordinated and consolidated operational plans reflecting the linkages with the strategic and financial plans of the Union;

g)   Resolution 191 (Rev. Bucharest, 2022) of this conference, which instructs the Secretary-General to continue enhancing a coordination and cooperation strategy for effective and efficient efforts in areas of mutual interest to the three ITU Sectors and the General Secretariat, in order to avoid duplication of effort and optimize the use of resources of the Union;

h)   Resolution 200 (Rev. Bucharest, 2022) of this conference, on the implementation of the Connect 2030 Agenda and the contribution towards the worldwide efforts to achieve the Sustainable Development Goals,

considering further

a)   United Nations General Assembly (UNGA) Resolutions 75/233 of 21 December 2020, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 72/279 of 31 May 2018, on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and 74/297 of 11 August 2020, on progress in the implementation of UNGA Resolution 71/243;

b)   that, in the declaration adopted on 21 September 2020 in UNGA Resolution 75/1, on the commemoration of the 75th anniversary of the United Nations, United Nations Member States acknowledged the importance of technology as a major global issue and undertook to improve digital cooperation in order to maximize the benefits of digital technologies while reducing their risks,

noting

a)   the challenges faced by the Union in achieving its purposes in the constantly changing telecommunication/information and communication technology (ICT) environment as well as the context for the development and implementation of the strategic plan, as outlined in Annex 2 to this resolution;

b)   the glossary of terms presented in Annex 3 to this resolution,

recognizing

a)   the experience gained in implementing the previous strategic plans for the Union;

b)   the recommendations of United Nations Joint Inspection Unit (JIU) Report 2012/12: Strategic planning in the United Nations system;

c)   the persistent digital divide and ITU's role in expanding connectivity worldwide and in the use of telecommunications/ICTs for social, economic and environmentally sustainable development, particularly in the context of the spread of the coronavirus disease (COVID-19);

d)   the recommendations relevant to strategic planning and risk management in the JIU report on review of management and administration in ITU;

e)   that the effective linkage between the strategic plan and the financial plan is detailed in Annex 1 to Decision 5 (Rev. Bucharest, 2022) of this conference, as presented in Appendix A to Annex 1 to this resolution;

f) the new ITU Accountability Framework, endorsed by the ITU Council at its 2022 session, aiming to further strengthen the Union's accountability mechanisms and internal controls,

resolves

to adopt the strategic plan for the Union for 2024-2027 contained in Annex 1 to this resolution,

instructs the Secretary-General and the Directors of the Bureaux

1 to continue improving the ITU results framework for monitoring the implementation of the strategic plan for the Union, following the principles of results-based management and results-based budgeting;

2 to coordinate the implementation of the strategic plan, ensuring coherence between the strategic plan, the financial plan, the operational plans and the biennial budgets;

3 to recommend to the Council making adjustments to the strategic and financial plans in line with its mandate and in the light of changes in the telecommunication/ICT environment and/or as a result of the performance evaluation and the risk-management framework, in particular by:

i) making all necessary modifications to ensure that the strategic plan facilitates the accomplishment of ITU's goals and priorities, taking account of proposals by the Sector advisory groups, decisions by conferences and by assemblies of the Sectors and changes in the strategic focus of the Union's activities, within the financial limits established by the Plenipotentiary Conference;

ii) ensuring the linkage between the strategic, financial and operational plans in ITU, and the corresponding human resources strategic plan;

4 to report annually to the Council on the implementation of the strategic plan and on the performance of the Union towards the achievement of its goals;

5 to distribute these reports to all Member States, after consideration by the Council, urging them to circulate the reports to Sector Members, as well as to those entities and organizations referred to in No. 235 of the Convention which have participated in the implementation of the plans;

6 to continue to engage with the United Nations with a view to supporting full implementation of UNGA resolutions related to telecommunications/ICTs,

instructs the ITU Council

1 to oversee the development and implementation of the ITU results framework, including the adoption of the related indicators to better measure the effectiveness and efficiency of the implementation of the strategic plan for the Union;

2 to oversee the development and implementation of the strategic plan, and when necessary adjust the strategic plan, on the basis of the Secretary-General's reports;

3   to present an assessment of the results of the strategic plan to the next plenipotentiary conference, along with a proposed draft strategic plan for the next quadrennial period for adoption;

4   to take appropriate action to support the implementation of the relevant UNGA resolutions;

5   to ensure that the rolling operational plans from the General Secretariat and the three Sectors approved annually by the Council are fully aligned and compliant with this resolution and its annexes and with the financial plan for the Union approved in Decision 5 (Rev. Bucharest, 2022) of this conference,

invites Member States

to contribute national and regional insights on policy, regulatory and operational matters in the domain of telecommunications/ICTs to the strategic planning process undertaken by the Union in the period before the next plenipotentiary conference, in order to:

–   strengthen the effectiveness of the Union in fulfilling its purposes as set out in the instruments of the Union, by cooperating in the implementation of the strategic plan, keeping in mind the values and principles of "One ITU";

–   assist the Union in meeting the changing expectations of all its constituents as national structures for the provision of telecommunication/ICT services continue to evolve,

invites Sector Members

to communicate their views on the strategic plan for the Union through their relevant Sectors and the corresponding advisory groups.

ANNEX 1 TO RESOLUTION 71 (REV. BUCHAREST, 2022)

ITU strategic plan for 2024-2027

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 countries[1], by studying technical, operating and tariff questions and adopting recommendations on them with a view to standardizing telecommunications on a worldwide basis.

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[1]   These include the least developed countries, small island developing states, landlocked developing countries and countries with economies in transition.

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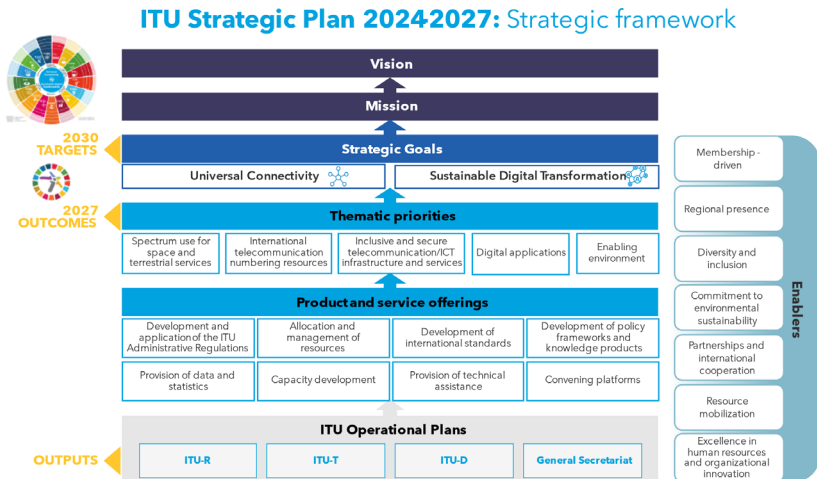
5   The ITU Sectors have complementary mandates and cooperate under the implementation of this strategic plan to fulfil the purposes of the Union.

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.

2   ITU strategic framework for 2024-2027

2.1   Overall framework

7   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 20242027: 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

8   "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."

2.3   Mission

9   "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."

2.4   Strategic goals

10   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 World Summit on the Information Society (WSIS) action lines and the 2030 Agenda for Sustainable Development.

11   **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 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.

12   **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   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). 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.

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

2.6   Thematic priorities

14   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   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   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

18   International telecommunication numbering resources include numbering, naming, addressing and identification (NNAI), all of which are instrumental to the functioning of international telecommunication/ICT networks and services and applications. International telecommunication numbering resources are essential to fixed and mobile interpersonal communications services, as well as to non-interpersonal machine-to-machine communications and Internet of Things connectivity services.

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

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

25   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   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 services and for the operation and interworking of telecommunication networks, and by providing assistance to the membership on new and emerging telecommunication/ICT services and technologies.

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   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   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, 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

31   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   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   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; 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.

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 inclusion[2].

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

37   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.

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2   Including women and girls, youth, indigenous peoples, older persons, persons with disabilities and persons with specific needs.

38   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   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   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   ITU performs effective allocation of bands of the radio-frequency spectrum, the allotment of radio frequencies and the registration 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   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   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   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   ITU carries out studies and adopts recommendations and reports on radiocommunication matters that provide for greater sharing and compatibility of different radio services, more efficient 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   ITU studies technical, operating and tariff questions and adopts recommendations on them with a view to standardizing telecommunications on a worldwide basis.

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

50   Best practices from Member States, the private sector, research and academia are collected and shared back with Member States.

51   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   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   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   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   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.

56   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   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   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   ITU offers tailor-made projects and solutions for multistakeholder needs, with 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.

60   ITU also provides assistance for the implementation of decisions of world and regional conferences, 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   In addition, ITU collaborates and cooperates with other United Nations bodies/agencies within the framework of their respective mandates.

Convening platforms

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

63   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   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 leverage its key strengths and address its weaknesses so that it can support its membership.

Membership-driven

65   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   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.

67   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   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   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 Union's strategic goals and priorities.

Diversity and inclusion

70   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   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   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 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, to enhance cooperation across the telecommunication/ICT sector towards the delivery of the WSIS action lines and the achievement of SDGs.

Resource mobilization

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

Excellence in human resources and organizational innovation

75   Enhancing operational efficiency and effectiveness enables ITU to respond to changes in the telecommunication/ICT landscape and evolving membership needs. ITU, therefore, aims to improve internal processes and accelerate internal decision-making by addressing operational inefficiencies, duplication and perceived bureaucracy, reflecting the values of transparency and accountability. ITU also recognizes the need to build operational effectiveness, by increasing cross-functional synergies, encouraging internal 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.

2.9   Strategic risk management

76   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.