**PROPOSALS**

**ON ESTABLISHING GOALS AND TARGETS FOR THE ITU STRATEGIC PLAN FOR 2020-2023**

1. **What should be the key strategic priorities for ITU for the 2020-2023 period, taking into account the UN 2030 Agenda for Sustainable Development and the Sustainable Development Goals?**

**А. Retaining the succession of the Strategic Plans** and thus, the common vision for systematic approach to elaboration of the balanced ITU strategic plan, as indicated in Resolution 71 (Busan, 2014) supposing to shape the ITU goals and targets for 2020-2023 in such a way that, on the one hand, to complete those goals that had been partially implemented in the previous planning period, and, on the other hand, consider new realities both in ICTs and other areas of human living activities which were outlined in the UNGA Resolution "The 2030 Agenda for Sustainable Development" (hereinafter – Agenda [[1]](#footnote-1)). (See also PP-14 Resolutions 72, 151, 191, 200).

1. **To present the ITU RBM framework in the following format making editorial corrections into the existing Resolution 71**

Table 1: The ITU RBM framework (implementable through the ITU interlinked strategic and operational plans taking into account financial and other resource capabilities)

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| 🡨 **RBM planning** | **Implementation** 🡪 | **Level 1:**  **Vision & Mission**  (Section 2) | **Vision** is the better world in the establishment of which ITU wants to participate. Dignity of a person, social, economic and environmentally sustainable growth and development for everyone in the information society, in the building of which the ITU participates.  **Mission** refers to the main overall purposes of the Union, as per the Basic Instruments of ITU. Vision and Mission are implemented through achievement of *strategic goals.* | **Values: ITU’s shared and common beliefs that drive its priorities and guide all decision-making processes** (Section 2) |
|  |  | **Level 2:**  **Strategic goals & Global Targets**  (Section 3) | **Strategic goals** refer to planned high-level settings relating to the whole of ITU, to which the *objectives* contribute, directly or indirectly. Strategic goals are being expressed both in *global targets* and *outcomes indicators*.  **Global targets** are the *expected results* during the period of the strategic plan; they provide an indication as to whether the goal is being achieved. Global target achievement depends on all stakeholders, so they may not always be achieved, for reasons that may be beyond the control of the Union. |
|  |  | **Level 3:**  **Objectives & Outcomes**  (Section 4) | **Objectives** refer to the specific aims of the *Sectoral* and *intersectoral activities* in a planning period.  **Outcomes** are quantitative and qualitative scientific and technological, economic and social implications of the activity on the implementation of the ITU Strategic Plan. They should be linked to *outputs* and *activities* (levels 4 and 5) and provide an indication as to how the objectives are being achieved.  Outcomes are usually within the organization’s control, taking into account identified risk. |
| **Level 4:**  **Outputs**  (Section 4) | **Outputs refer to** meters of outcomes ˗ products and services provided by the Union in the process of implementation of objectives included in the Sector Operational Plans, through various *activities*, taking into account available resources. |
|  |  | **Level 5:**  **Activities**  (Section?\*) | **Activities** are various actions/services (of Sectors and intersectoral) for transforming Union’s resources into *outputs*. Activities may be grouped into processes, subdivisions of ITU or other ways, and this is particularly important for defining *effective means to achieve Union’s goals,* and implementing objectives on the basis of integrated approach, transparency, accountability and avoidance of duplication. |

\*To align Table 1 (the ITU RBM framework) with the text of the second paragraph of Section 1 "ITU results-based management (RBM) framework and structure of the strategic plan"(Annex 2 to Resolution 71) where the ITU results chain is divided into five levels. The fifth level should be reflected in the framework of the Strategic Plan for 2020-2023.

1. **It is proposed that the following goals should be considered as strategic ITU priorities:**

**Goal 1: Participation in sustainable development processes: the ITU will strive for the availability of equitable access to telecommunication/ICT services, for the further development of communication networks, enhanced and increased telecommunication/ICT** **usage to improve quality of life for people in cities and rural areas.**

Recognizing the role of telecommunication/ICTs as a key enabler for social, economic and environmentally sustainable development, ITU will work to enable and foster equitable demand-driven *access to telecommunications/ICTs* for men and women, especially in developing countries and small island developing states, enhance it and increase the use of telecommunications/ICTs as a quality, robust and reliable infrastructure including cross-border one. The development of communication technologies offers all opportunities for rapid growth of production and development of other industries in any country. Growth in the use of telecommunication/ICTs has a positive impact on a short-term and long-term social and economic development over the world, so the ITU will promote the adoption of measures for ensuring the proper functioning of communication service markets, including for the benefit of education, healthcare, environment, and promoting the well-being of all people. The Union, including its members, is committed to working together and collaborating with all stakeholders in the telecommunication/ICT environment in order to achieve this goal.

**Goal 2: Bridge the digital divide and provide broadband and Internet for all. ITU will continue to work to reduce the digital divide towards enabling the provision of broadband and Internet for all, so everyone without exception benefits from telecommunication/ICTs.**

Bridging the digital divide focuses on *global telecommunication/ICT inclusiveness*, fostering telecommunication/ICT access, accessibility, affordability and use in all countries and regions and by all people, including marginal and vulnerable populations, such as women, children, people with different income levels, Indigenous Peoples, old age persons and persons with disabilities. The Union will continue to work towards enabling the provision of training for young men and women in ICTs both in the developed and developing countries through the elaboration of technical, engineering and scientific programs.

**Goal 3: Manage the challenges resulting from telecommunication/ICT development, including security. To promote the beneficial use of telecommunication/ICTs for sustainable development goals, the Union recognizes the need to manage challenges that emerge from research and development achievements in ICTs and the rapid growth of telecommunication/ICTs and have a certain impact not only on the economy, but also on human’s personal abilities, psychological state, behavior in the information environment and world view.**

These challenges raise *questions about a protectability* *of the interests* of citizens, organizations, the States, related to the information infrastructure and information resources. Therefore, the ITU will continue giving much attention to enhancing the sustainable and safe use of telecommunications/ICTs, in close collaboration with all organizations and entities, and will work towards enabling conditions for confidentiality, integrity and availability of data in communication networks, minimizing the negative impact of undesired collaterals, such as Internet-based crime, creation of botnets, and etc. including a destruction of communication equipment and potential harm to most vulnerable parts of society, in particular, children, and negative effects on the environment, including e-waste.

**Goal 4: Innovation and partnership – Lead, improve and adapt to the changing telecommunication/ICT environment on the bases of effective and wide cooperation with stakeholders**

"Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"[[2]](#footnote-2) – all this requires of the ITU as a specialized UN agency to continue adaptation to the changing telecommunication/ICT environment. In the rapidly evolving environment, the goal set by the Union is to improve its own processes (activities) and organizational structure, to contribute to the development of ICT environment that is sufficiently conducive to innovation, where advances in new technologies and strategic partnership become one of the most essential components of the 2030 Agenda for Sustainable Development. The Union recognizes the need to expand participation and cooperation with other entities and organizations to pursue a development-oriented policy (diversification, technical upgrade and innovation) that promotes productive activity and increases communications/ICTs efficiency.

1. **What are the key technological trends ITU should consider while planning its strategy?**
   1. The development (growth) of communications, telecommunication and technological opportunities, which ensures simple, affordable and quality access, allows to pursue quick development of other various useful services within countries:
   2. Population would quickly receive all first-hand information, and this would significantly affect the composition of employment.
   3. Remote areas could participate in the country’s social life more actively than at present.
   4. Establishing close interaction between the population and government bodies is of great importance.
   5. Development of human potential through ICTs contribution to the population literacy, scholarship and professional [excellence](https://www.multitran.ru/c/m.exe?t=7233437_1_2&ifp=1&s1=in%20recognition%20of%20(one's)%20professional%20excellence) level, provision of health care, increased life expectancy.
2. Technology solutions (e.g., IoT/М2М) could significantly increase efficiency of industry and enterprise management as well as its transparency. Exchange of information between all participants of the business process would be significantly accelerated and this again would have a positive effect on the overall prospects of the nation’s development.
3. Development and ubiquitous use of ICTs (functionality) in the fields that are not directly associated with information technology services such as educational, medical and legal services that become increasingly available through widespread access to Internet, improve the overall living standard even in very remote (from civilization) areas.
4. **What do you consider to be the top three challenges for the ITU and the top three achievements you would like to see the ITU accomplish in the 2020–2023 timeframe?**

**3.1. Top issues (challenges):**

* 1. **Technology and service gap between different groups of population. Low living standards.** Creating sound policy frameworks at the national, regional and international levels, based on the models considering interests of poorest people and gender aspects (equal rights of men and women), to support accelerated investment in poverty eradication actions (Agenda paragraph 1.b).
  2. **Crimes in ICTs**. It should be recognized that only in cyberspace fraudsters have a significant technological advantage over their pursuers; hackers do not stop at territorial borders and able to freely break into any network while "hiding" himself behind his display in any location worldwide, whilst national law enforcement agencies cannot cope with international borders so easily (some estimates show that criminal activity in the Internet already brings more profit than drug business).
  3. **Technological (intergrated) breakthrough: universal access, innovation and ecology.** Substantial enhancement of access to ICTs and striving (need) for universal and affordable access to the Internet in the least developed countries by 2023 and supporting innovation developments in such countries, participation in the implementation of global mechanism of facilitating transfer of environmentally sound technologies (paragraphs 17.6-17.8).

**3.2. Highlights (achievements):**

1. **Unconditional observance of international law in all issues.** To refrain from promulgating and applying any unilateral technical, technological, economic, financial and other measures not in accordance with international law, Charter of the United Nations (see paragraph 30 of Introduction to the Declaration of the Agenda), the ITU Constitution and Convention, and impede the achievement of the large-scale and ambitious Goals and targets of the Agenda (see the Preamble of the Agenda) which require also from the ITU, as a specialized UN Agency, to take part in the processes in the field of ICTs, that will be of critical importance for humanity and the Planet.
2. **Improvement of the flexibility of ITU financial instruments.** A Decision should be adopted to reduce the interest on arrears to the ITU, making relevant changes to the Convention, that follows the spirit of the Agenda (Goal 17, especially item 17.4).
3. **Global partnership including achievement of gender equality.** Empowerment of women and girls, that is expected to make a crucial contribution to progress across all the Goals and targets including ITU Goals and targets (the Agenda, paragraph 20 and items 1.3, 5.1 - 5.с).
4. **Any other thoughts or comments you would like to make?**
5. The ITU should participate in the work on the development of indicators, which would help to measure the progress and reflect the qualitative and quantitative, timely and reliable, easy-to-understand estimates and data. Such estimates and data are needed not only for analysis of the performed work, but also for decision-making, using data received by the organization from existing reporting mechanisms (see paragraph 48 of the Agenda).
6. Participate in the implementation of the Goal 17 "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development" including means for the implementation of global partnership; participate in the work of the UN Interagency Task Team on Science, Technology and Innovation in the interests of achieving the Sustainable Development Goals (Agenda, paragraph 70), and prepare corresponding report for the participation in the High-Level Political Forum, beginning from 2020.
7. Participate in the implementation of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns in the field of ICTs, taking into account the development and capabilities, including the developing countries (paragraph 28 of the Introduction to the Agenda Declaration).
8. Participate in the implementation of the Goal 9, Goal 10, Goal 11, Goal 13, Goal 16 of the Agenda:

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10. Reduce inequality within and among countries.

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.

Goal 13. Take urgent action to combat climate change and its impacts.

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

1. Enhance access to financial services for all.

1. <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N15/291/92/PDF/N1529192.pdf?OpenElement> – Russian version

   <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N15/291/89/PDF/N1529189.pdf?OpenElement> – English version

   [↑](#footnote-ref-1)
2. Goal 8 of the Agenda [↑](#footnote-ref-2)