

Contribution by the Chairman of CWG SP-FP on the elaboration of the draft Strategic Plan

- Process & schedule
- Inputs
- ITU vision, mission and values
- ITU values in detail
- ITU strategic goals
- Introducing targets
- Strategic risks
- Proposed objectives
- Implementation criteria
- Annex 1: Working document of global ICT targets

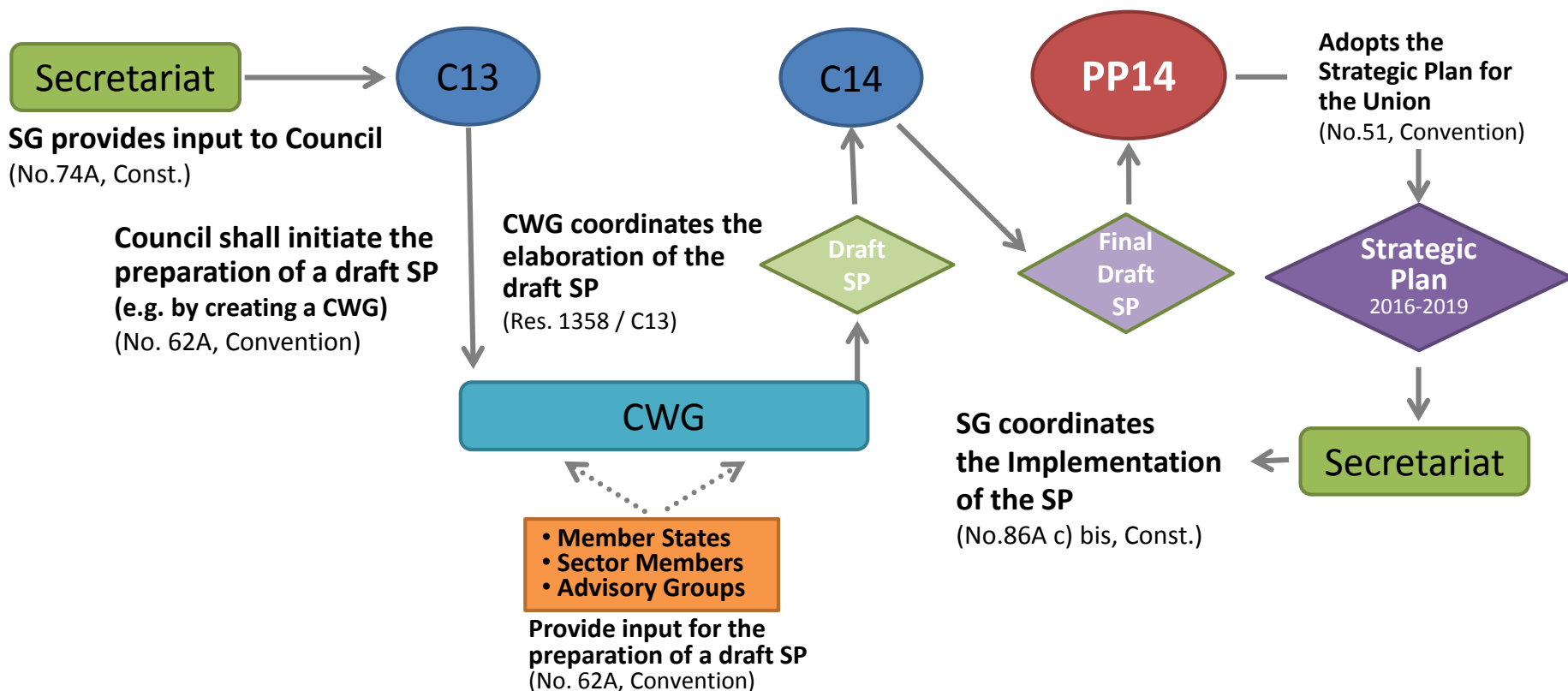
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Process & schedule

Elaboration of a draft strategic plan for the Union for 2016-2019

Process flowchart for the elaboration of the SP

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Timetable for the elaboration of the SP and FP

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Date	Milestone
12 June 2013	Establishment of the CWG SP-FP
18 June 2013	1st meeting
13-14 November 2013	2 nd meeting
1 December 2013	Publication of the structure of the SP
26-27 February 2014	3rd meeting
28 February 2014	Publication of the drafts FP and SP
31 March – 11 April 2014	WTDC 14
6-15 May 2014	4th meeting during C14
Mid-July 2014	Final drafts SP and FP sent to PP-14 (According to Res. 1358, CWG can “continue its discussions, if necessary, on the Financial Plan until the extraordinary session of the Council prior to the PP-14”)
October 2014	Adoption of the SP and the FP by PP-14

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Inputs

Elaboration of a draft strategic plan for the Union for 2016-2019

Situational analysis

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- ITU as a UN specialized Agency in which Members States and Sector Members participate:
 - Strategy should be aligned with the UN post-2015 development agenda and the Sustainable Development Goals (SDGs)
 - Key themes: Realizing Rights, Addressing Inequalities, Sustainability
 - Need to mainstream UN priorities in the strategy : Gender, Youth, Accessibility, Disaster Risk Reduction, Harmonization of business practices, etc.
 - ICT as a key enabler in achieving the development goals
 - Strategy should take account of the UN reform process (RBM, HR/budget reforms, etc.)
 - Need to reinforce ITU's role in the global UN processes (e.g., WSIS)

ITU's strategy should be designed to ensure that ICTs appropriately enable the achievement of the UN strategic global goals

ITU as part of the UN System: WSIS Emerging trends and a Vision beyond 2015

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AL C2:

- Conv. Broadcast. / Mobile
- Analogue to digital terrestrial
- Reach of rural/remote areas
- Broadband demand

AL C3:

- ICTs for Inclusive Education
- Content (accessibility, open standards, etc.)
- Multilingual and accessible OERs
- Persons with disabilities
- Universal Design for All

AL C4:

- Enabling policies
- More affordable and relevant devices, content and connectivity
- Safe use of mobile technologies for education
- Research

AL C5:

- Strategies and capabilities at the national level
- Solid legal framework
- Human capacity
- business sector
- International framework

AL C6:

- *National broadband strategies*
- *Policy and regulatory environment*
- *Smart regulation*
- *Legal framework, public campaign & standards for interoperability*
- *High investments in optical fiber*
- *Access to information and ICTs services as a human right*



Staff survey (closed)

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- 62 people (8.4% of staff) answered the staff survey on the strategy for the Union for 2016-2019
- Key findings:
 - ☑ Need to better define (and disseminate) Mission, Vision, Goals, Objectives
 - ☑ Stronger focus
 - ☑ ITU not isolated from external world: staff would like to see our goals related to global / UN wide goals
 - ☑ Need for ITU relevance in the new environment
 - ☑ Work as One ITU
 - Budgetary situation as a main concern

Public consultation by the SG on the ITU 2016-2019 strategy (closed) 1/2

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- Deadline extended as per request from organizations
- Both **individual** and **institutional contributions** received
 - ▣ Institutional: 5
 - 1 administration
 - 1 vendor
 - 3 civil society and NGOs
 - ▣ Individual: 14

Public consultation by the SG on the ITU 2016-2019 strategy (closed) 2/2

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□ Main trends:

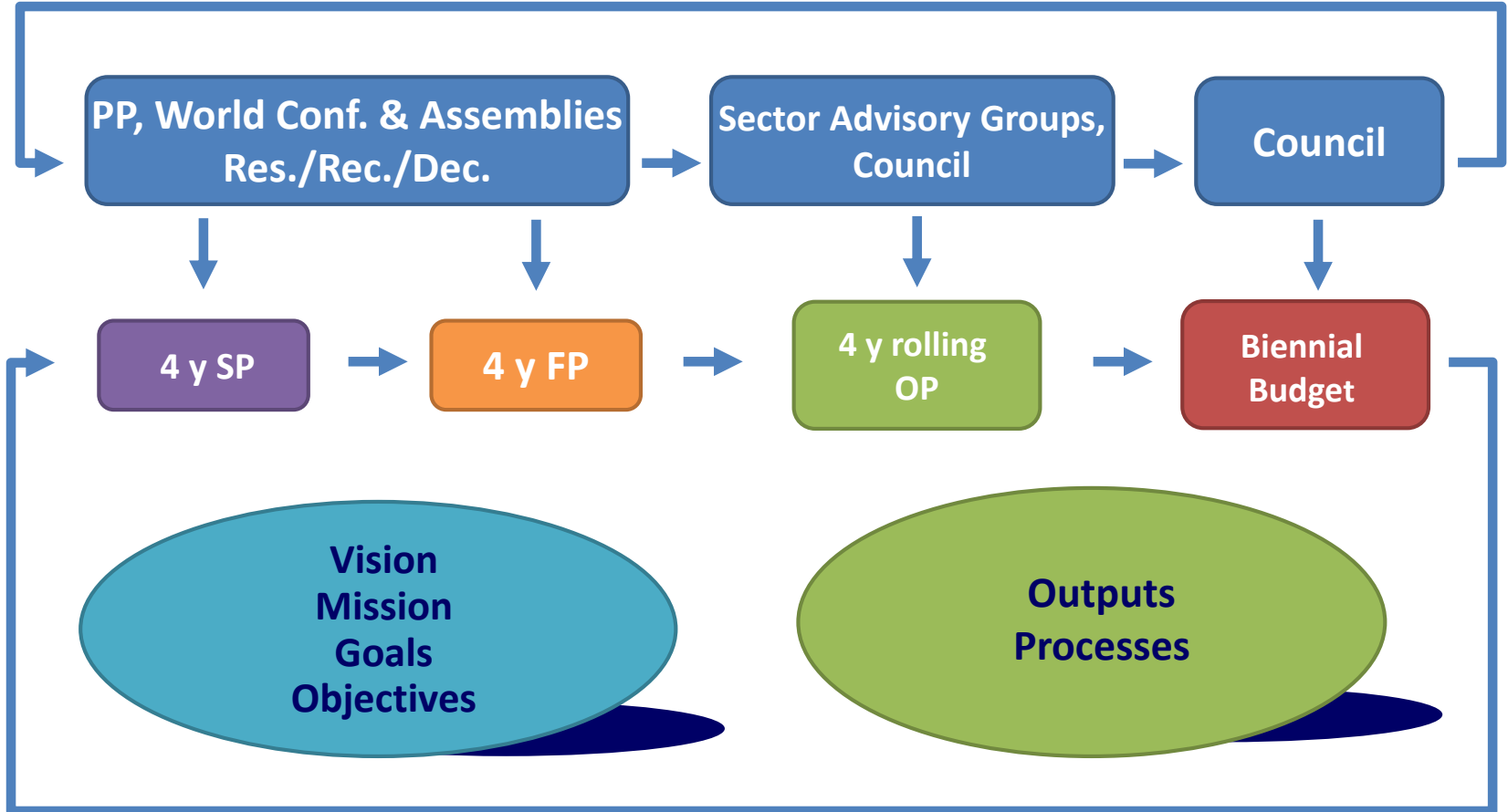
- Stronger focus
- Be aligned with the global development agenda
- Engage in enhanced coordination around ICT issues (cooperate with relevant organizations – WIPO, WTO, ICANN, IETF)
- Embrace multi-stakeholders processes
- Importance of broadband
- Emphasis on spectrum management & standards
- Cybersecurity
- Be people-centered

Strategic, operational and financial planning

Elaboration of a draft strategic plan for the Union for 2016-2019

ITU Governance process

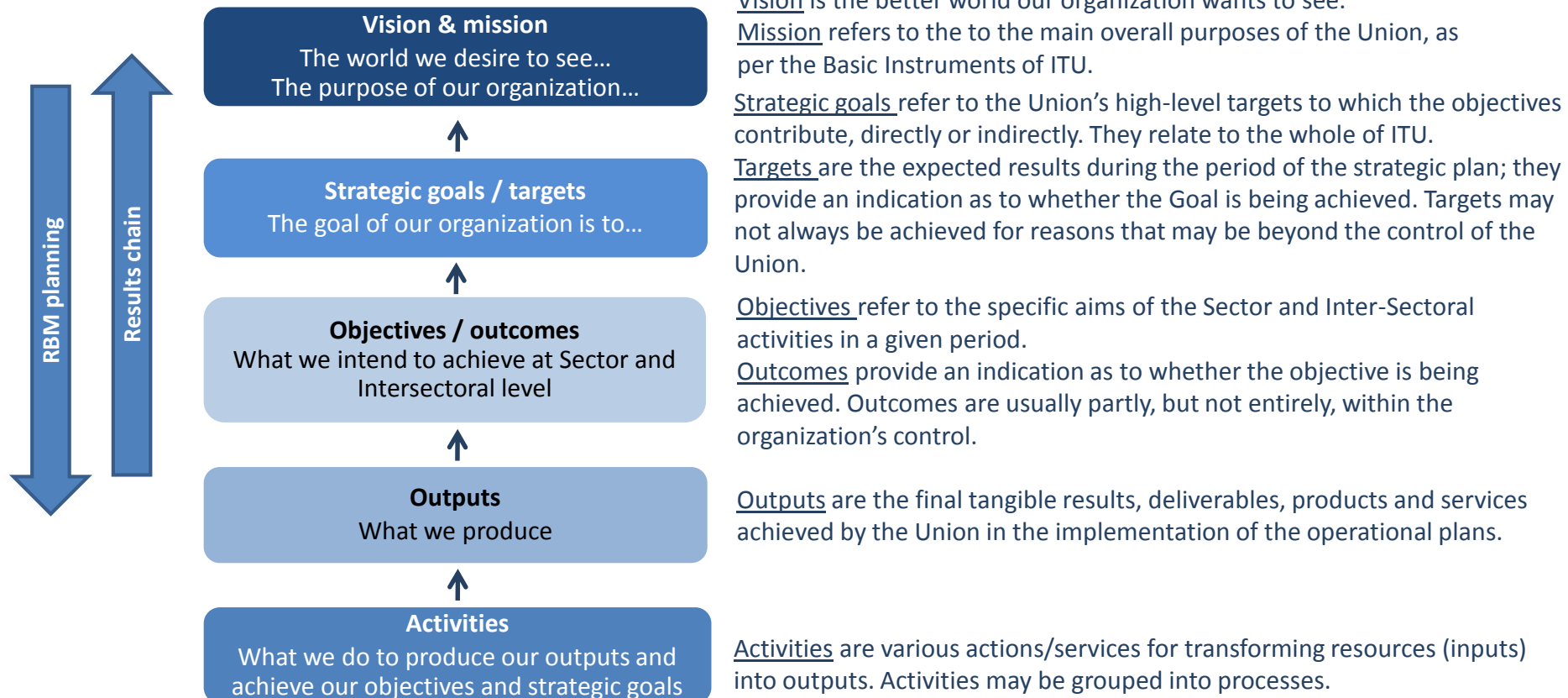
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Key components of the results-based management (RBM) framework

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Values: ITU's shared and common beliefs that drive its priorities and guide all decision-making processes.

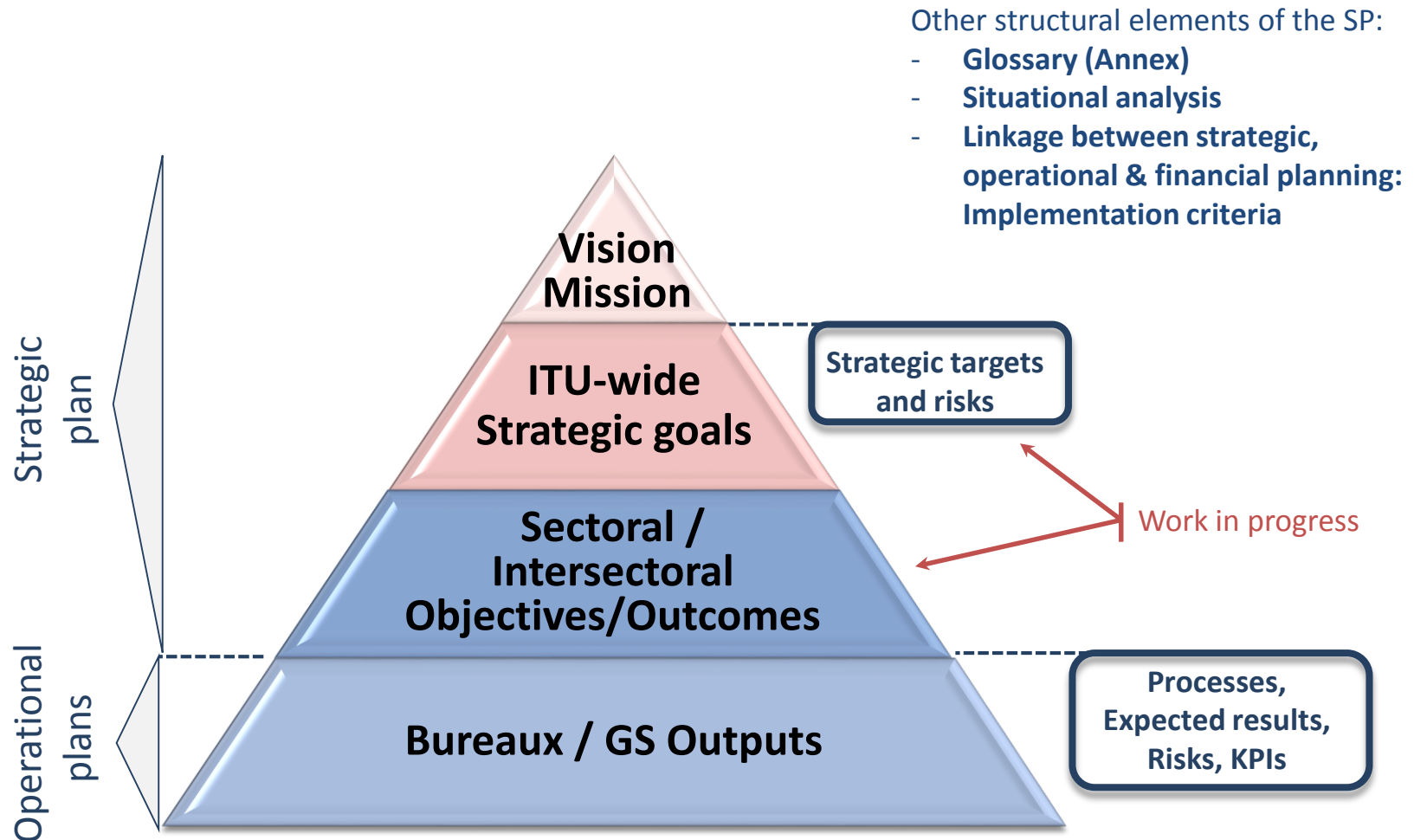


Overall structure of the draft Strategic Plan

Elaboration of a draft Strategic Plan for the Union for 2016-2019

Overall structure and coverage of the proposed SP


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Current vs proposed Strategic Plan

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	Resolution 71	Proposed draft strategic plan
ITU vision	No ITU-wide vision, 1 vision per Sector	ITU-wide vision
ITU mission	ITU-wide, plus 1 mission per Sector and GS	ITU-wide mission
ITU values	Do not exist	ITU-wide values
Strategic goals	Per Sectors and GS	ITU-wide strategic goals proposed, targets (work in progress)
Objectives	Per Sectors and GS	Objectives/Outcomes (work in progress)



ITU-wide vision, mission and values

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ITU vision

The better world ITU wants to see

“An interconnected world, where information and communication technologies enable and accelerate social, economic and environmentally sustainable development for all”

ITU mission

ITU’s role in contributing to our vision

“To enable, facilitate and foster sustainable development through affordable and universal access to telecommunication/information and communication technology networks, services and applications”

ITU values



- I**nclusiveness
- T**ransparency
- U**niversality
- I**nnovativeness
- N**eutrality
- S**ervice-oriented
- P**eople-centred
- I**Continuous improvement
- R**esults-based
- E**fficiency
- S**ynergies through Collaboration

ITU’s shared and common beliefs that drive its priorities and guide all decision-making processes

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ITU values in detail

People-centred, Service-oriented and Results-based

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- People-centred
 - Focused on people to deliver results that matter to each and every one
- Service-oriented
 - Committed to further enhance responsiveness, deliver high-quality services of the Union and maximize satisfaction of beneficiaries and stakeholders
- Results-based
 - Aiming for results and maximizing the impact of our work



Inclusiveness

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- Inclusiveness is being recognized as a universal value
 - Gender, youth, indigenous peoples, older persons, persons with disabilities, income levels, rural population
- Inclusiveness is twofold:
 - Everyone benefits from our work
 - Everyone can contribute



Universality & Neutrality

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- As a UN Agency, ITU reaches, covers and represents all parts of the world
 - ▣ Significance of being neutral
 - ▣ ITU recognizes overarching preeminence of human rights



“... it is clearly essential to protect the right of the freedom of expression; the right to communicate; and the right to privacy.”

ITU Secretary-General,
Dr Hamadoun I. Touré

Synergies through Collaboration

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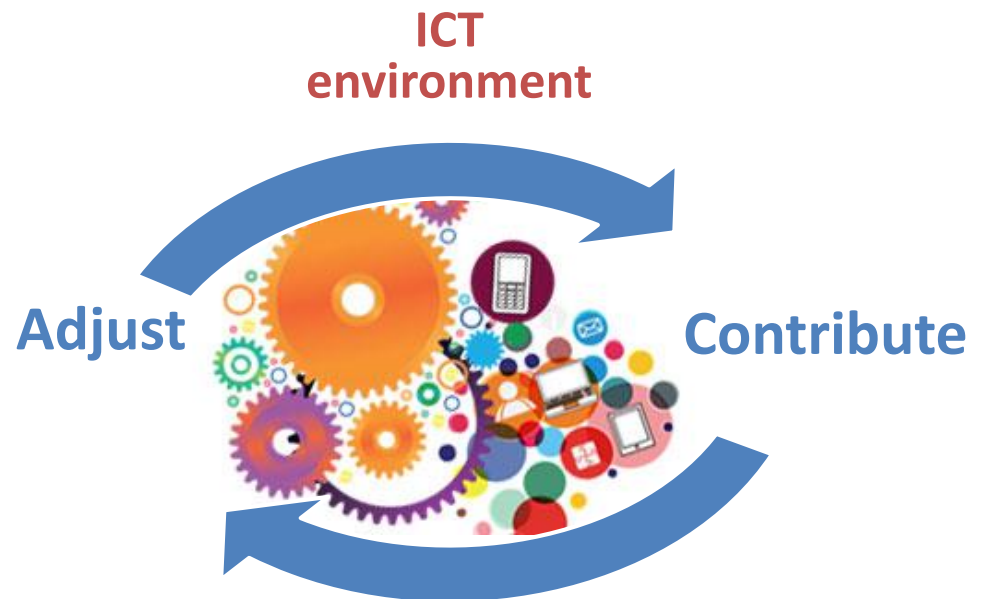
- The ICT ecosystem is developing in an increasingly complex manner
 - UN, IGOs, IOs, NGOs, civil society, private sector/multi-national companies, semi-private organizations, academia, foundations; all with different priorities
 - It is a horizontal ecosystem without hierarchy
- For ITU, as a major player in this diverse ecosystem, the best way to contribute and add value is to have 'collaboration' as a value



Innovativeness

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- To be successful in what we do, we need to:
 - ▣ Contribute to shape ICT environment
 - ▣ Adapt quickly to the rapidly changing environment



Efficiency

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- A new world is emerging from the economic crisis
- Financial pressure to all stakeholders of the ICT ecosystem, including Member States
- Efficiency is becoming an overarching thought we should consider
 - ▣ Increased value for money
 - ▣ Focus on priorities
 - ▣ Avoid duplication of efforts and overlapping

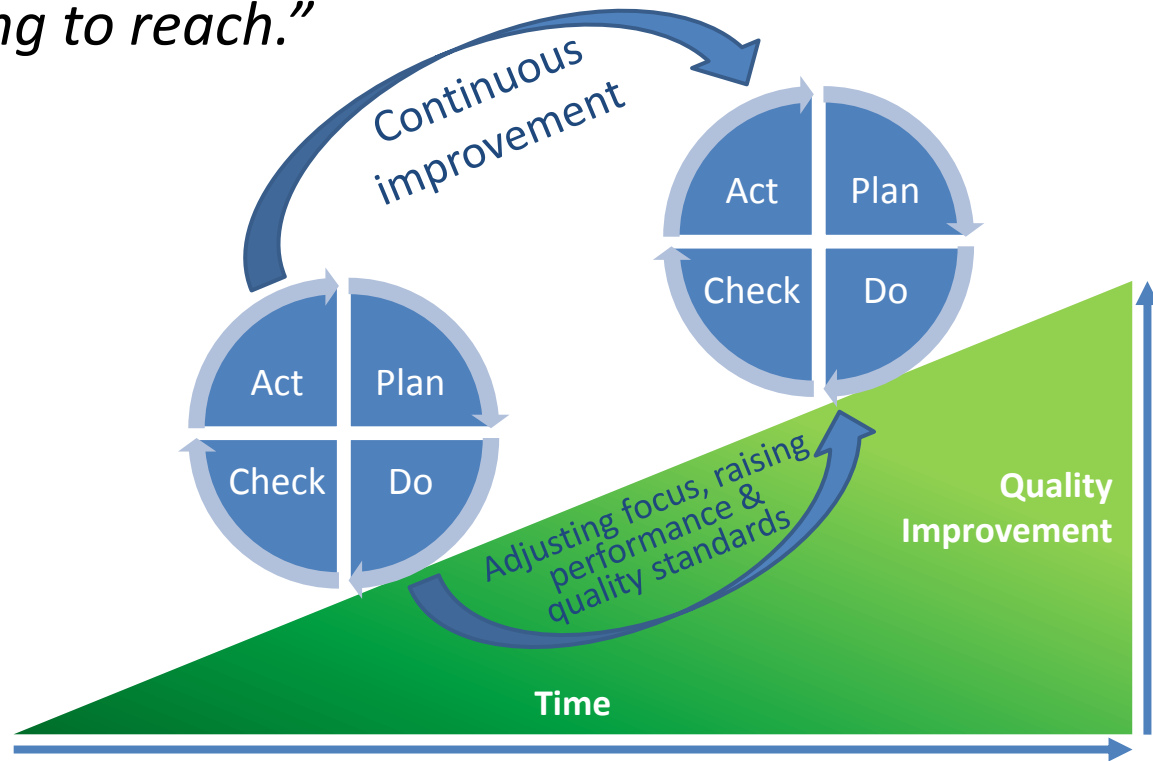


Continuous improvement

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“In a fast-moving, rapidly-evolving environment, there are no permanent or even long-term solutions. What works today will not necessarily work tomorrow. So this needs to be a continuous process... This is a road we are travelling along together, not a destination we are trying to reach.”

ITU Secretary-General,
Dr Hamadoun I. Touré



Transparency

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- Enabler for many of the above values
- Allows for constituency to see and for us to be accountable
- Demonstrate whether we have achieved our goals and allow ourselves to adjust



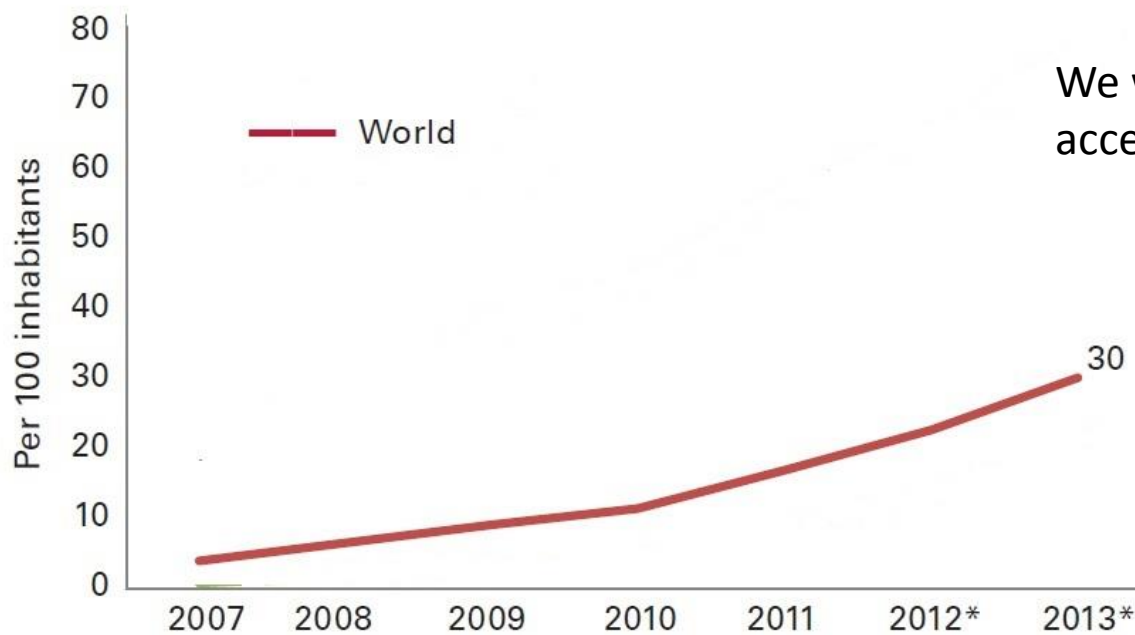
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ITU strategic goals

1st global challenge identified: Growth

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Key Example: Mobile broadband penetration



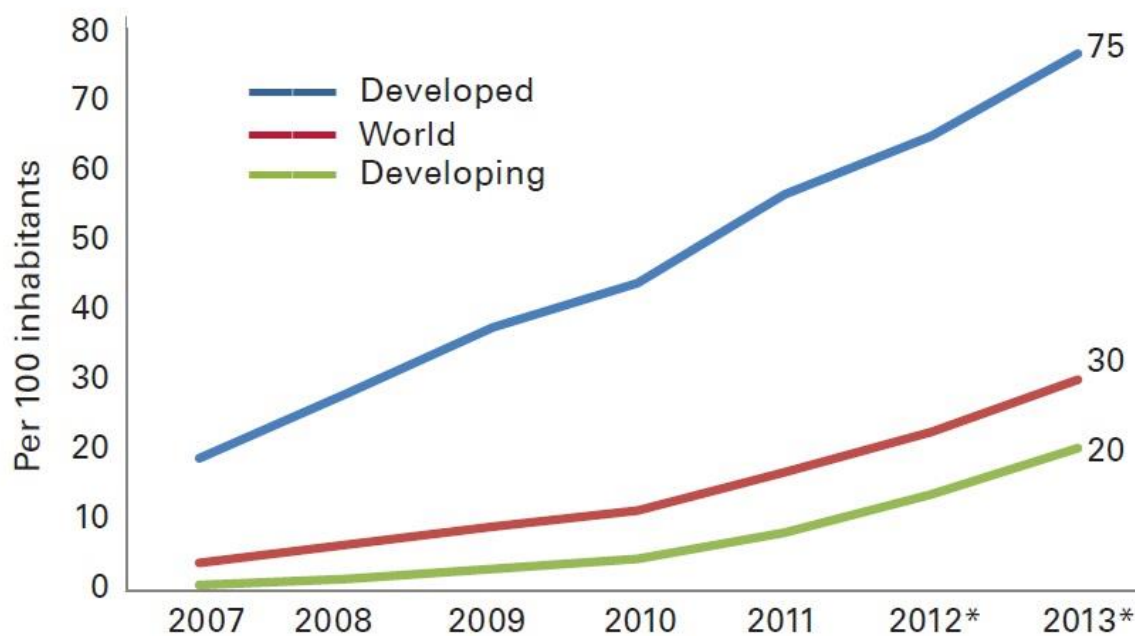
We want more people to have access to mobile broadband !!!

Source: ICT Indicators Data base

2nd global challenge identified: Inclusiveness

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Key Example: Mobile broadband penetration



BUT....

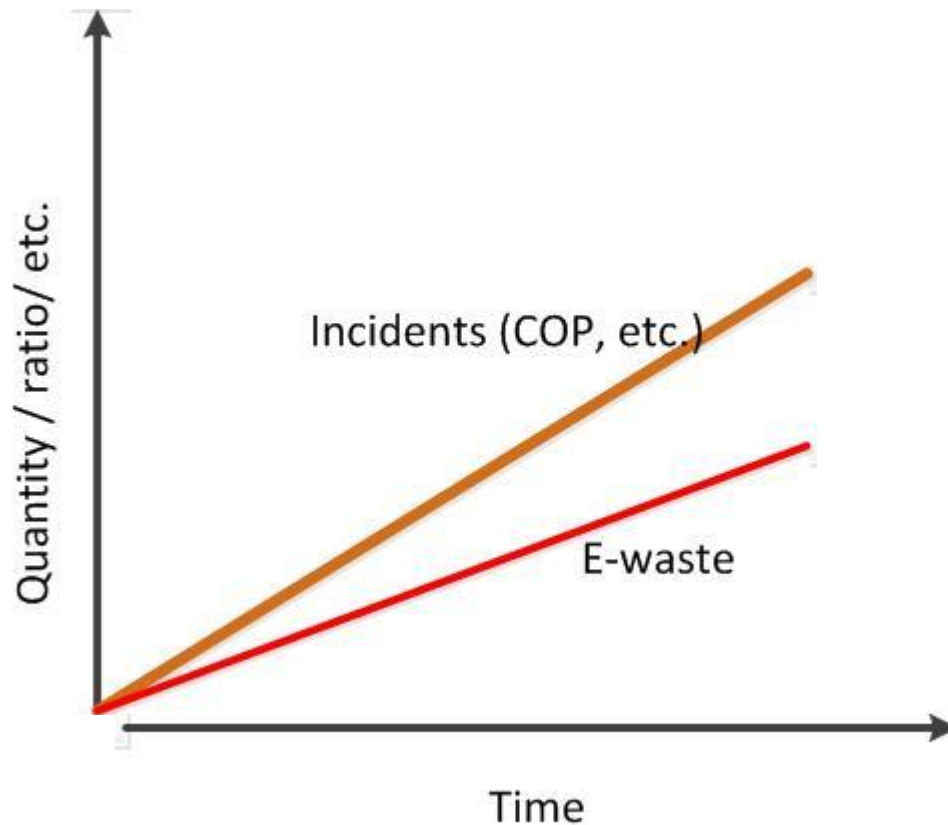
We also need to address the widening distance between the developing and developed world!!

Source: ICT Indicators Data base

3rd global challenge identified: Sustainability

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Key Example: Mobile broadband penetration



OK....

We have to admit that this development may have some undesired co-laterals

Example: by providing access to more people to mobile broadband you increase the e-waste from smartphones, cybersecurity incidents and their impact, as well as electromagnetic radiation related concerns....

4th global challenge identified: Innovation

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There is a need for mechanisms to continuously assess relevance, new trends, and ITU's role in the ecosystem. It should allow to "*corriger le tir*"

Examples:

Fixed -> Mobile

Voice -> Data

Narrowband -> Broadband

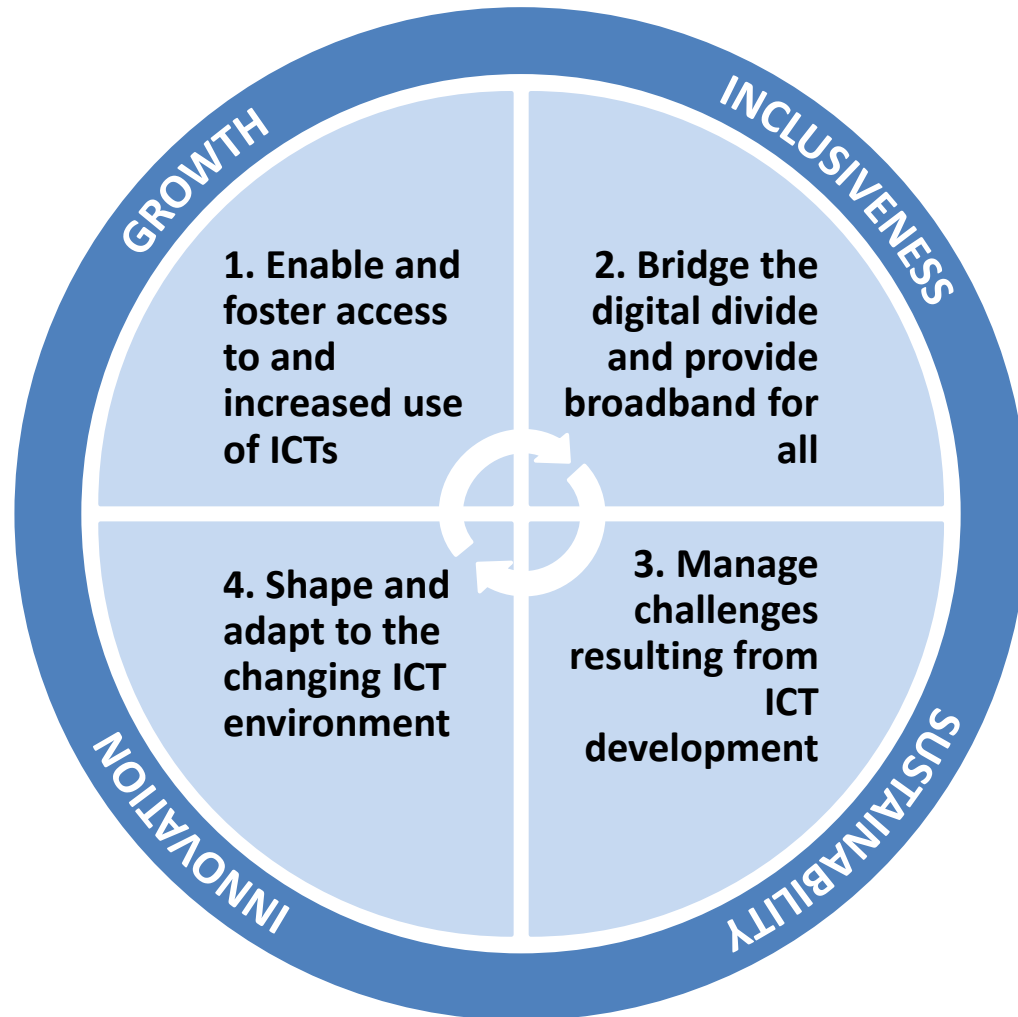
Telecoms -> ICT ecosystem

Examples:

- Developing countries never caught up with fixed infrastructure, they leap frogged directly to mobile – efforts to promote fixed networks were made obsolete
- Whereas telephony was a relatively self-contained sector with limited number of stakeholders, new ICT environment brought multitude of stakeholders and made ICTs into a part in a complicated paradigm

ITU strategic goals

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ITU strategic dimensions

Vision

the better world ITU wants to see

An interconnected world, where information and communication technologies enable and accelerate social, economic and environmentally sustainable development for all

Mission

ITU's role in contributing to our vision

To enable, facilitate and foster sustainable development through affordable and universal access to telecommunication/information and communication technology networks, services and applications

Values

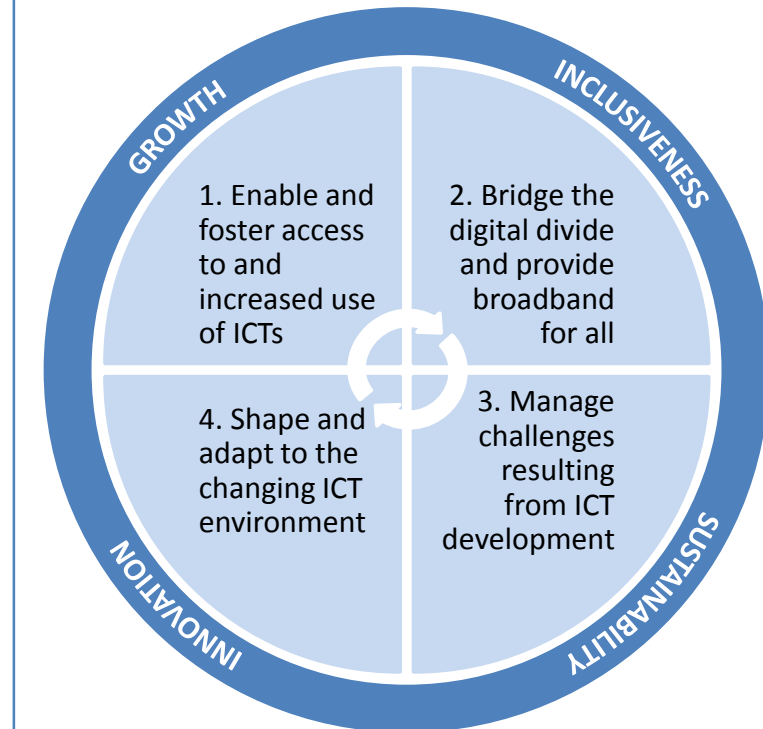


Inclusiveness
Transparency
Universality

Innovativeness
Neutrality
Service-oriented
People-centred
IContinuous Improvement
Results-based
Efficiency
Synergies through Collaboration

ITU's shared and common beliefs that drive its priorities and guide all decision making processes

Strategic goals

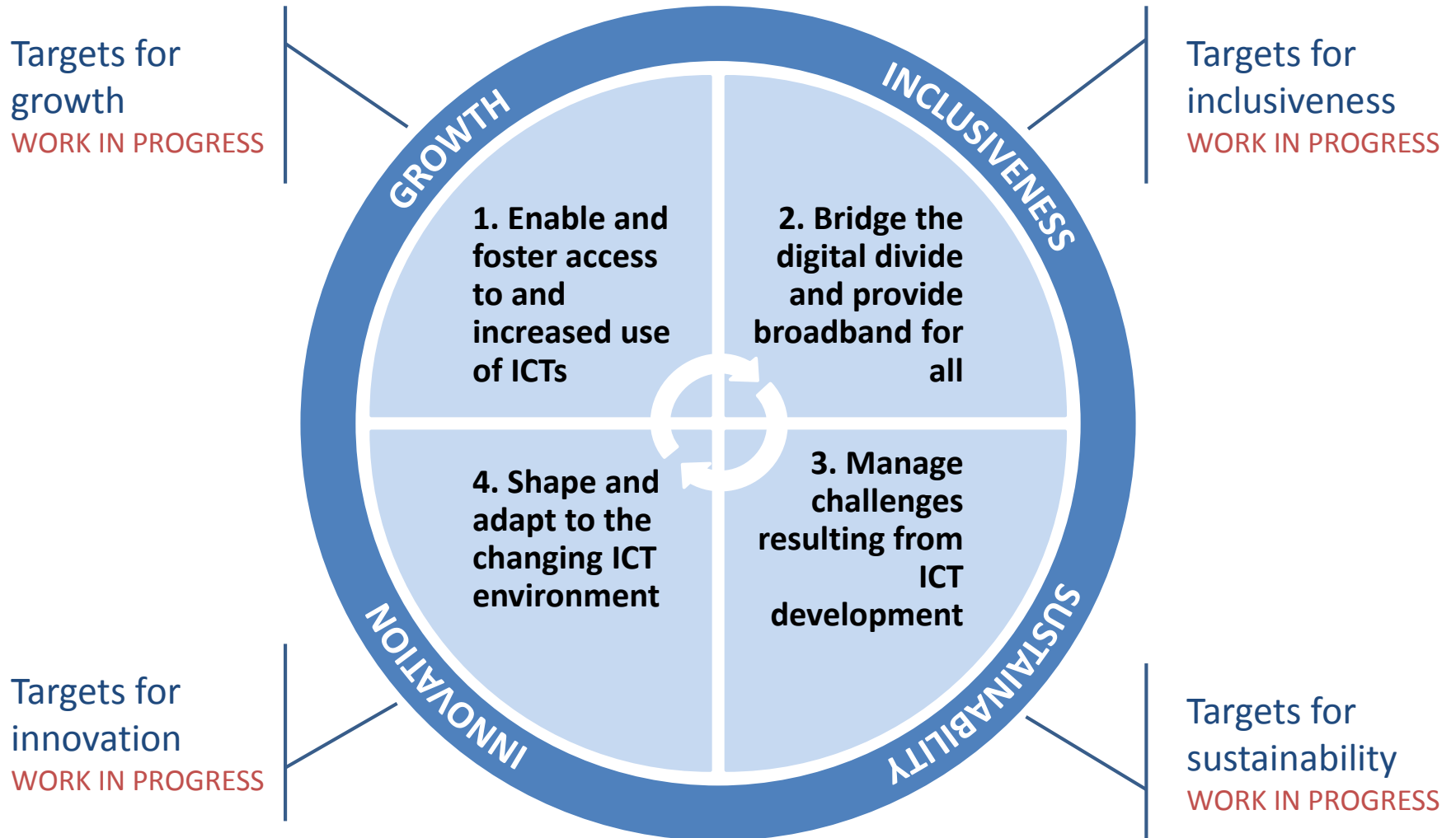


Strategic targets / global ICT targets

Elaboration of a draft strategic plan for the Union for 2016-2019

ITU Strategic Goals & Targets

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Union should be guided by global ICT targets

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- Global ICT targets could be endorsed by the membership to indicate the progress in achieving the goals of the Union
- Global ICT targets could only be achieved if all stakeholders work together
- Targets should:
 - Guide the Union's work towards the strategic goals
 - Represent the change the Union wants to see in the world, they materialize the Vision

Principles/guidelines for setting the targets

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- Specific
 - ▣ Describe what the Union would like to see as impact
 - Impact – sought long-term economic, socio-cultural, institutional, environmental, technological or other effects of Union's efforts, which, however, may be largely outside the direct Union's control
- Measurable
 - ▣ Build on agreed statistical indicators, leveraging ITU knowledge bases
 - ▣ Be easily measurable and have an established baseline
- Action-oriented
 - ▣ Guide specific efforts under strategic and operational plans of the Union
- Realistic & relevant
 - ▣ Linked with the strategic goals of the Union
- Time-bound and traceable
 - ▣ Within the 4-year period of the strategic plan (by 2020)

Global ICT targets

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1



GROWTH

Enable and foster access to and increased use of ICTs

Target 1.1:
↑ Access

Target 1.2:
↑ Use

2



INCLUSIVENESS

Bridge the digital divide and provide broadband for all

Target 2.1:
↓ Access gap

Target 2.2:
↓ Use gap

Target 2.3:
↑ Affordability

Target 2.4:
↑ Inclusiveness

3



SUSTAINABILITY

Manage challenges resulting from ICT development

Target 3.1:
↑ Cybersecurity

Target 3.2:
↓ e-waste

Target 3.3:
↓ ICT's GHG

4



INNOVATION

Shape and adapt to the changing ICT environment

Target 4.1:
↑ Effectiveness of
ICT ecosystem

Building on ITU's data and expertise

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□ ICT Development Index (IDI) – BDT/ITU

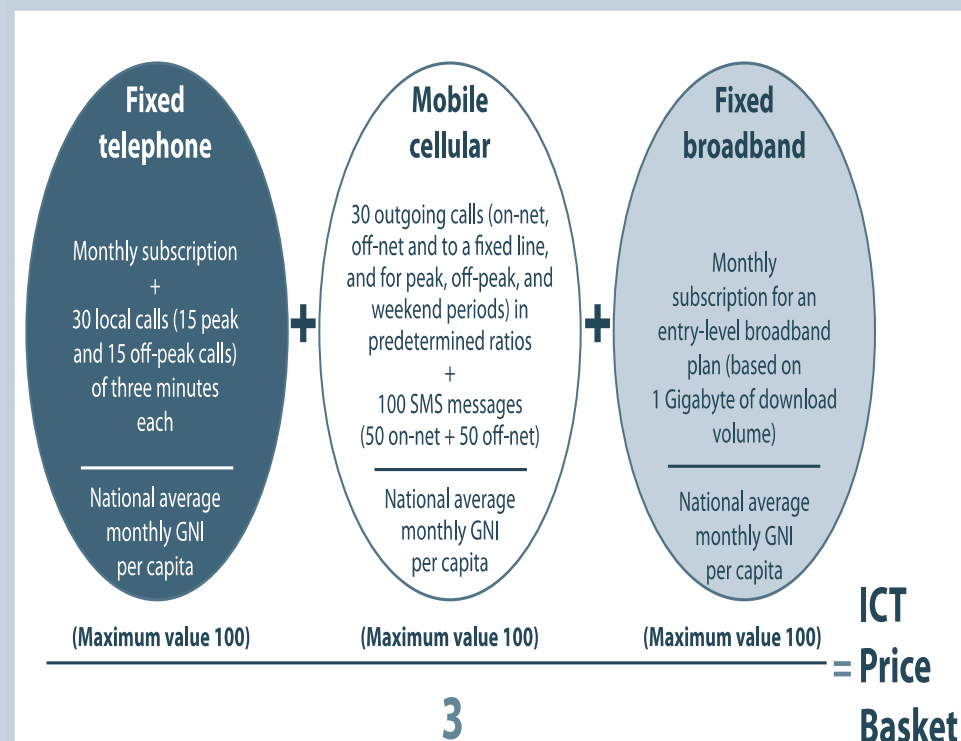
□ ICT Price Basket (IPB) – BDT/ITU

Figure 2.2: ICT Development Index: indicators, reference values and weights

ICT access	Reference value	(%)	40
1. Fixed-telephone subscriptions per 100 inhabitants	60	20	
2. Mobile-cellular telephone subscriptions per 100 inhabitants	190	20	
3. International Internet bandwidth (bit/s) per Internet user	621'834*	20	
4. Percentage of households with a computer	100	20	
5. Percentage of households with Internet access	100	20	
ICT use	Reference value	(%)	40
6. Percentage of individuals using the Internet	100	33	
7. Fixed (wired)-broadband subscriptions per 100 inhabitants	60	33	
8. Wireless-broadband subscriptions per 100 inhabitants	100	33	
ICT skills	Reference value	(%)	20
9. Adult literacy rate	100	33	
10. Secondary gross enrolment ratio	100	33	
11. Tertiary gross enrolment ratio	100	33	

Note: * This corresponds to a log value of 5.79, which was used in the normalization step.
Source: ITU.

Figure 3.1: ICT Price Basket methodology

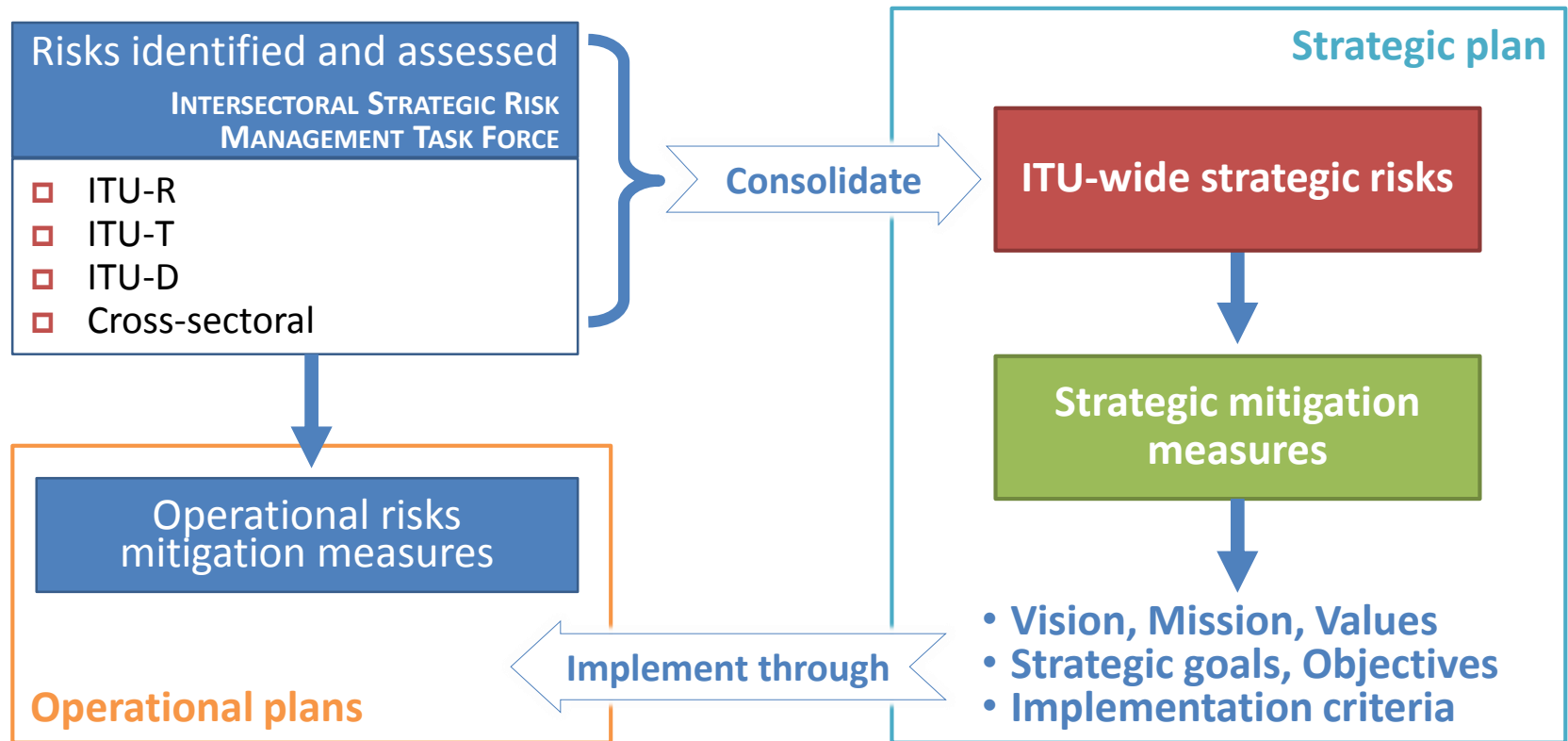


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ITU strategic risks

Incorporating risks into the strategic plan

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Strategic risks and mitigation

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RISK

- ❑ **Diminishing relevance and ability to demonstrate clear added value**
 - ❑ Duplication, inconsistencies, overlapping of efforts and competition with other relevant organizations / bodies
 - ❑ Misperception of ITU

STRATEGIC MITIGATION MEASURE

- 1. Identify and concentrate on activities with unique added value**

RISK

- ❑ **Spreading too thin**
 - ❑ Mission dilution
 - ❑ Loosing sight of our core mandate

STRATEGIC MITIGATION MEASURE

- 2. Ensure cohesiveness and strength of focus**

RISK

- ❑ **Not responding to emerging needs and innovating in a sufficiently rapid manner**
 - ❑ Resulting in disengagement of membership and other stakeholders

STRATEGIC MITIGATION MEASURE

- 3. Be fast moving, agile, responsive and innovative**
- 4. Proactively engage stakeholders**

RISK

- ❑ **Inadequate adjustment of implementation strategies, tools, methodology and processes to keep up with best practices and changing needs**
 - ❑ Inadequacy of Study Groups structure, methods and tools
 - ❑ Implementation tools and methods not ensuring maximum effectiveness / reliability
 - ❑ Inadequate coordination among Sectors

STRATEGIC MITIGATION MEASURE

- 5. Continuously improve strategies, tools, methodologies and processes according to the best practice**

RISK

- ❑ **Inadequacy of funding**

STRATEGIC MITIGATION MEASURE

- 6. Implement efficiently and prioritize**
→ **Financial Planning**

Top level strategic mitigation measures

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Strategic mitigation measure	To be implemented through
1. Identify and concentrate on activities with unique added value	- Vision, Mission, Strategic goals and Objectives/Outcomes, Criteria for prioritization
2. Ensure cohesiveness and strength of focus	- Criteria for prioritization
3. Be fast moving, agile, responsive and innovative	- Goal 4: Innovation – Shape and adapt to the changing ICT environment, ITU values
4. Proactively engage stakeholders	- Vision, Mission, Values, Strategic goals and Objectives/Outcomes, Criteria for prioritization
5. Continuously improve strategies, tools, methodologies and processes according to the best practice	- Values, Implementation criteria - Process of monitoring the implementation and adjusting the strategic plan
6. Implement efficiently and prioritize → Financial Planning	- Implementation criteria for prioritization

Achieving ITU Goals

Objectives

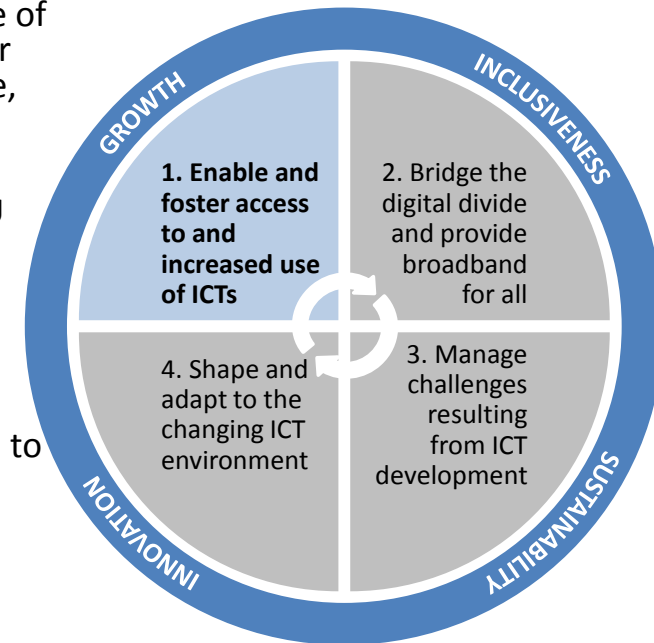
		Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation
Governance: PP, Council, World conferences and assemblies					
Objectives / Outcomes	• Foster global standards, interoperability and improved performance of equipment, networks, services and applications (ITU-T) / Provide for worldwide connectivity and interoperability, improved performance, quality and affordability of service and overall system economy in radiocommunications (ITU-R)	☑	✓	✓	✓
	• Meet, in a rational, equitable, efficient and economical way, the ITU membership requirements for radio-frequency spectrum and satellite-orbit resources, while ensuring operations of radiocommunication systems free of harmful interference (ITU-R) / Ensure equitable, economic and efficient allocation of numbering, naming, addressing and identification resources (ITU-T)	☑	✓	✓	✓
	• Create an enabling environment conducive to ICT development and to foster the deployment of telecommunication/ICT networks (ITU-D)	☑	✓		✓
	• Strengthen climate change adaptation and disaster management efforts through telecommunications / ICTs (ITU-D)	☑			✓
	• Enable active participation of developing countries in the definition and adoption of ICT standards (ITU-T)		☑		
	• Foster international cooperation on telecommunications/ICT development issues (ITU-D)	✓	☑	✓	✓
	• Build human and institutional capacity, promote digital inclusion and provide concentrated assistance to countries in special need (ITU-D)		☑		
	• Enhance the roll-out and the safe use of ICT applications and services (ITU-D)	✓	✓	☑	✓
	• Attract and foster new ideas (inter-sectoral)	✓	✓	✓	☑
	• Provide a platform for development of ideas and partnerships (inter-sectoral)	✓	✓	✓	☑
	• Ensure emerging trends in ICT ecosystem are identified and analyzed (inter-sectoral)	✓	✓	✓	☑
	• Developing responses to strengthen linkage between ICT development & global development goals (inter-sectoral)	✓	✓		☑
	• Foster an optimum ecosystem for cooperation and adequate development of policies and frameworks (inter-sectoral)	✓	✓	✓	☑
Enablers	<ul style="list-style-type: none"> • Ensure efficient and effective use of human, financial and capital resources; work-conducive, safe and secure working environment • Ensure efficient and accessible conferences, meetings, documentation, publications and information infrastructures • Ensure efficient membership related, protocol and communication services • Ensure efficient planning, coordination & execution of the SP and OPs of the Union • Ensure effective and efficient governance of the Organization (internal and external) 	☑	☑	☑	☑
		WORK IN PROGRESS			

Achieving Goal 1: Growth

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WORK IN PROGRESS

- Foster global standards, interoperability and improved performance of equipment, networks, services and applications (ITU-T) / Provide for worldwide connectivity and interoperability, improved performance, quality and affordability of service and overall system economy in radiocommunications (ITU-R)
- Meet, in a rational, equitable, efficient and economical way, the ITU membership requirements for radio-frequency spectrum and satellite-orbit resources, while ensuring operations of radiocommunication systems free of harmful interference (ITU-R) / Ensure equitable, economic and efficient allocation of numbering, naming, addressing and identification resources (ITU-T)
- Create an enabling environment conducive to ICT development and to foster the deployment of telecommunication/ICT networks (ITU-D)
- Strengthen climate change adaptation and disaster management efforts through telecommunications / ICTs (ITU-D)
- **Secondary Contributors:**
 - Foster international cooperation on telecommunications/ICT development issues (ITU-D)
 - Enhance the roll-out and the safe use of ICT applications and services (ITU-D)
 - Attract and foster new ideas (inter-sectoral)
 - Provide a platform for development of ideas and partnerships (inter-sectoral)
 - Ensure emerging trends in ICT ecosystem are identified and analyzed (inter-sectoral)
 - Developing responses to strengthen linkage between ICT development & global development goals (inter-sectoral)
 - Foster an optimum ecosystem for cooperation and adequate development of policies and frameworks (inter-sectoral)

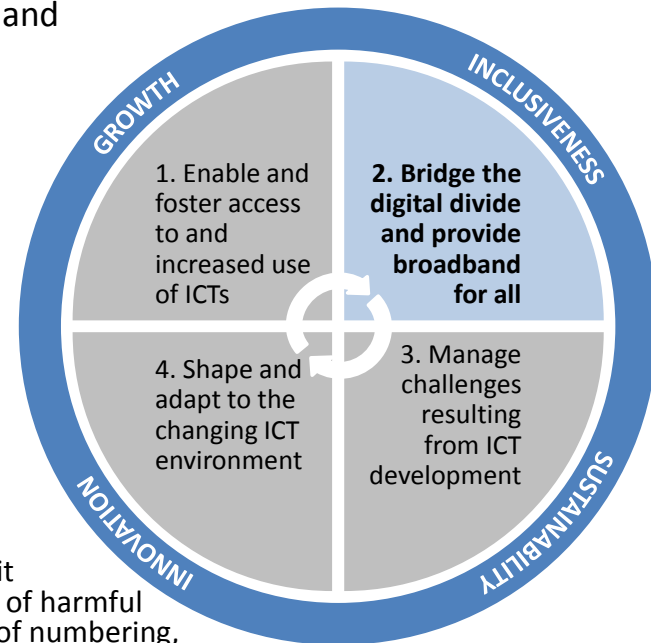


Achieving Goal 2: Inclusiveness

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WORK IN PROGRESS

- Enable active participation of developing countries in the definition and adoption of ICT standards (ITU-T)
- Foster international cooperation on telecommunications/ICT development issues (ITU-D)
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 - Foster an optimum ecosystem for cooperation and adequate development of policies and frameworks (inter-sectoral)

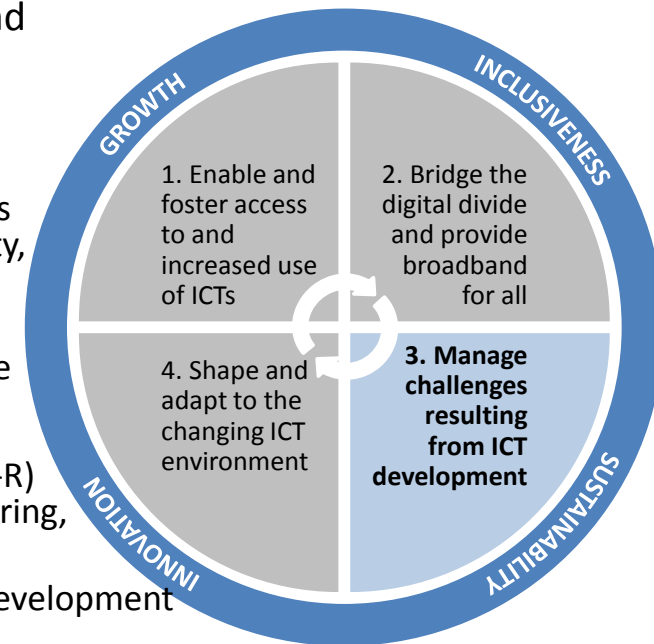


Achieving Goal 3: Sustainability

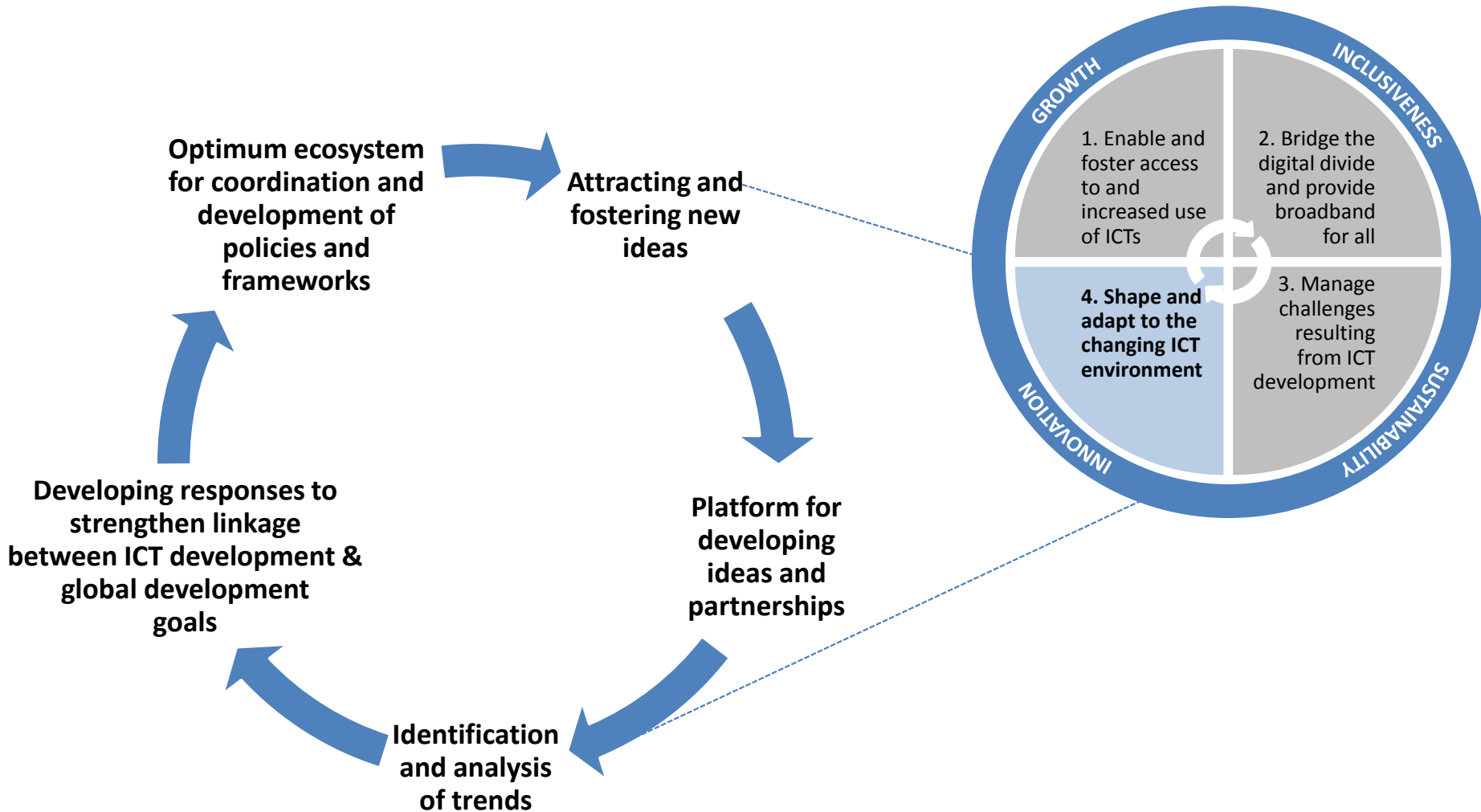
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WORK IN PROGRESS

- Enhance the roll-out and the safe use of ICT applications and services (ITU-D)
- Secondary Contributors:
 - Foster global standards, interoperability and improved performance of equipment, networks, services and applications (ITU-T) / Provide for worldwide connectivity and interoperability, improved performance, quality and affordability of service and overall system economy in radiocommunications (ITU-R)
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 - Foster international cooperation on telecommunications/ICT development issues (ITU-D)
 - Attract and foster new ideas (inter-sectoral)
 - Provide a platform for development of ideas and partnerships (inter-sectoral)
 - Ensure emerging trends in ICT ecosystem are identified and analyzed (inter-sectoral)
 - Foster an optimum ecosystem for cooperation and adequate development of policies and frameworks (inter-sectoral)



Achieving Goal 4: Innovation

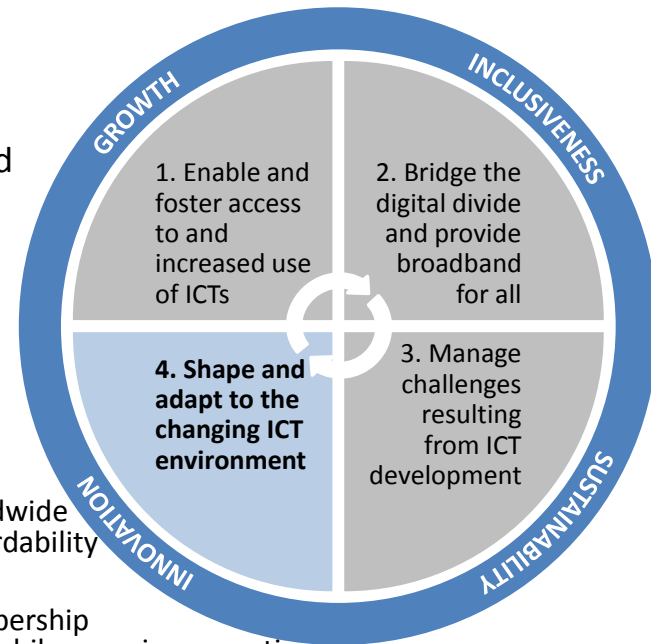


Achieving Goal 4: Innovation

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WORK IN PROGRESS

- Attract and foster new ideas (Inter-sectoral)
- Provide a platform for development of ideas and partnerships (Inter-sectoral)
- Ensure emerging trends in ICT ecosystem are identified and analyzed (Inter-sectoral)
- Developing responses to strengthen linkage between ICT development & global development goals (Inter-sectoral)
- Foster an optimum ecosystem for ICT cooperation and adequate development of policies and frameworks (Inter-sectoral)
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 - Create an enabling environment conducive to ICT development and to foster the deployment of telecommunication/ICT networks (ITU-D)
 - Strengthen climate change adaptation and disaster management efforts through telecommunications / ICTs (ITU-D)
 - Foster international cooperation on telecommunications/ICT development issues (ITU-D)
 - Enhance the roll-out and the safe use of ICT applications and services (ITU-D)



Enablers – the Secretariat

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1. Ensure efficient and effective use of human, financial and capital resources; work-conducive, safe and secure working environment
2. Ensure efficient and accessible conferences, meetings, documentation, publications and information infrastructures
3. Ensure efficient membership related, protocol and communication services
4. Ensure efficient planning, coordination and execution of the strategic and operational plans of the Union
5. Ensure effective and efficient governance of the Organization (internal and external)

Linking strategic, financial and operational planning

Elaboration of a draft strategic plan for the Union for 2016-2019

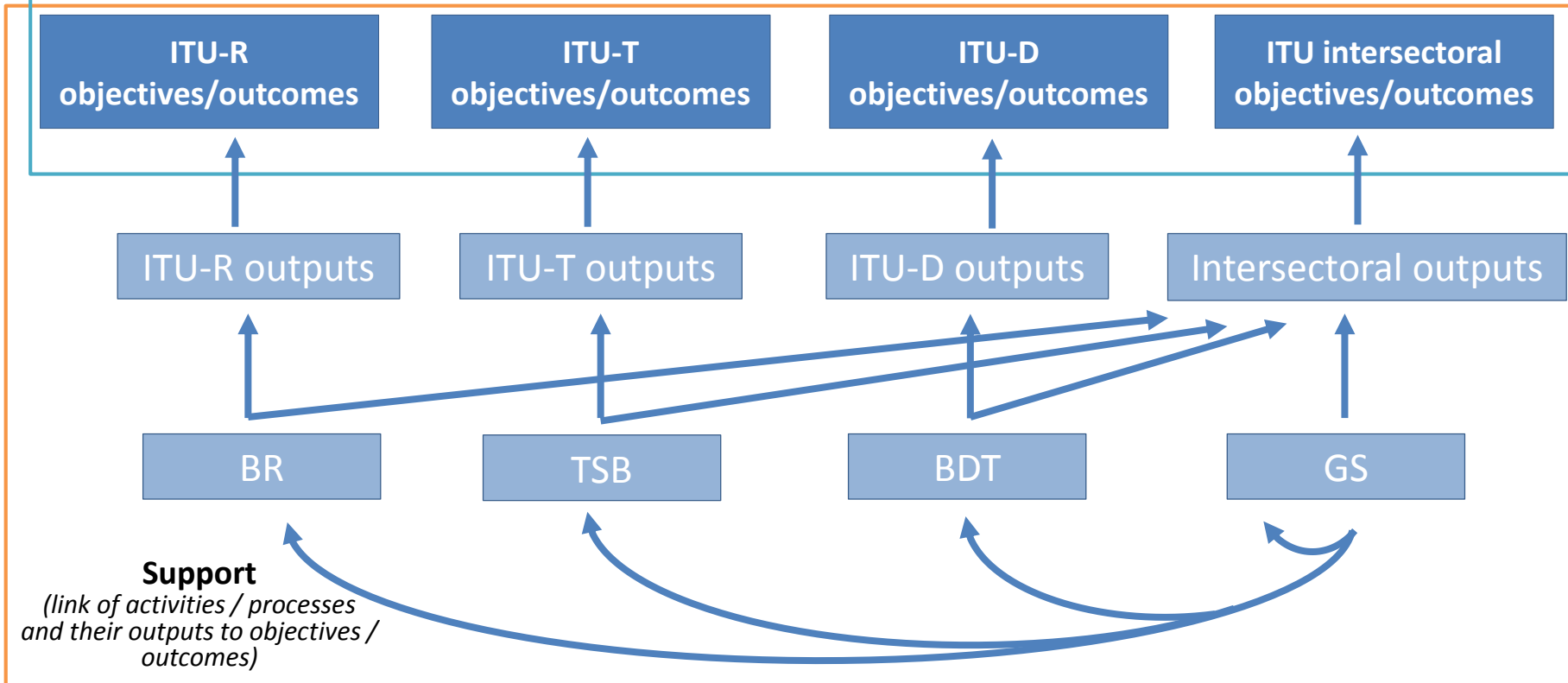
Linking activities/processes, outputs, objectives and goals

53

Strategic plan

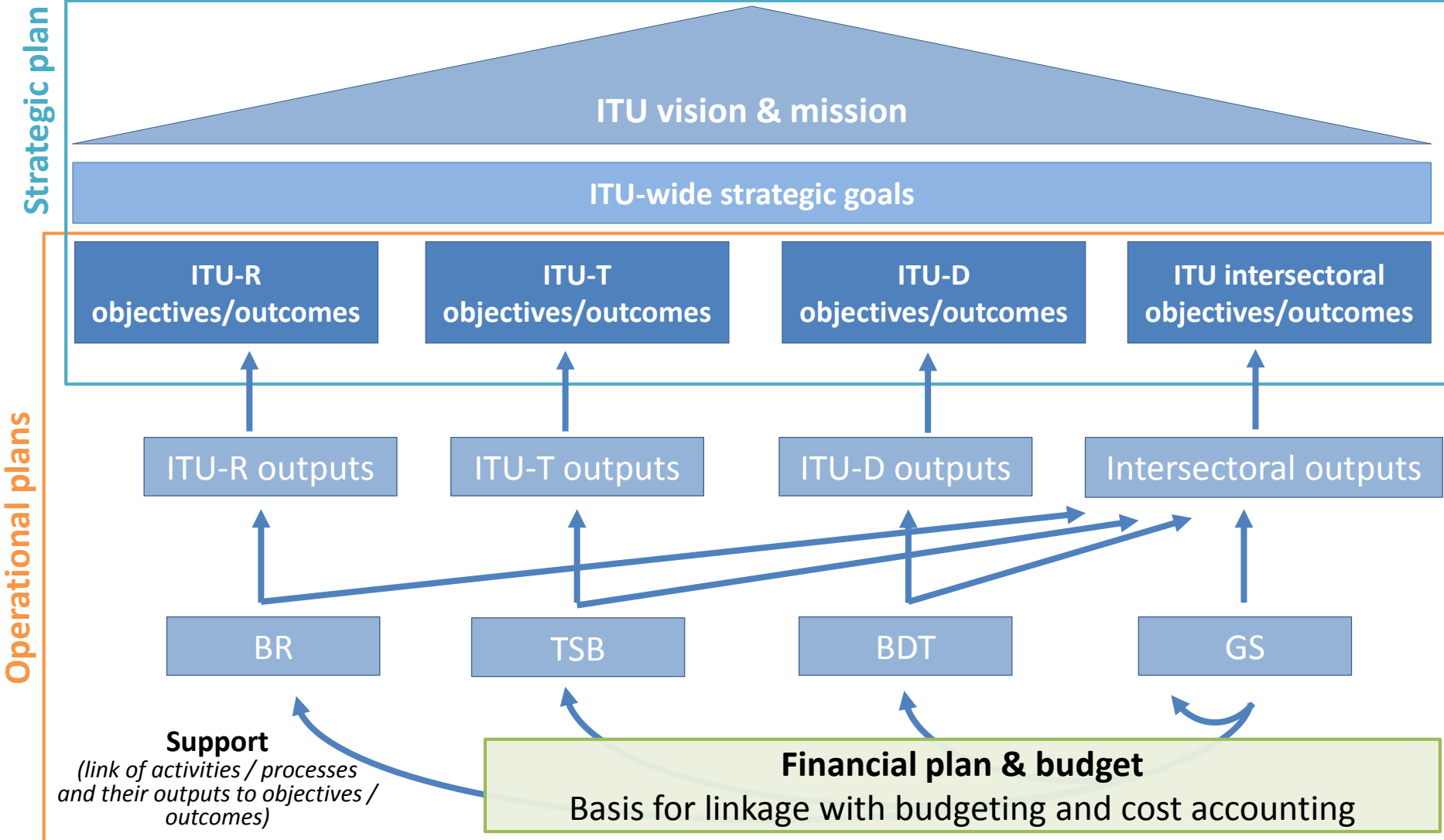


Operational plans

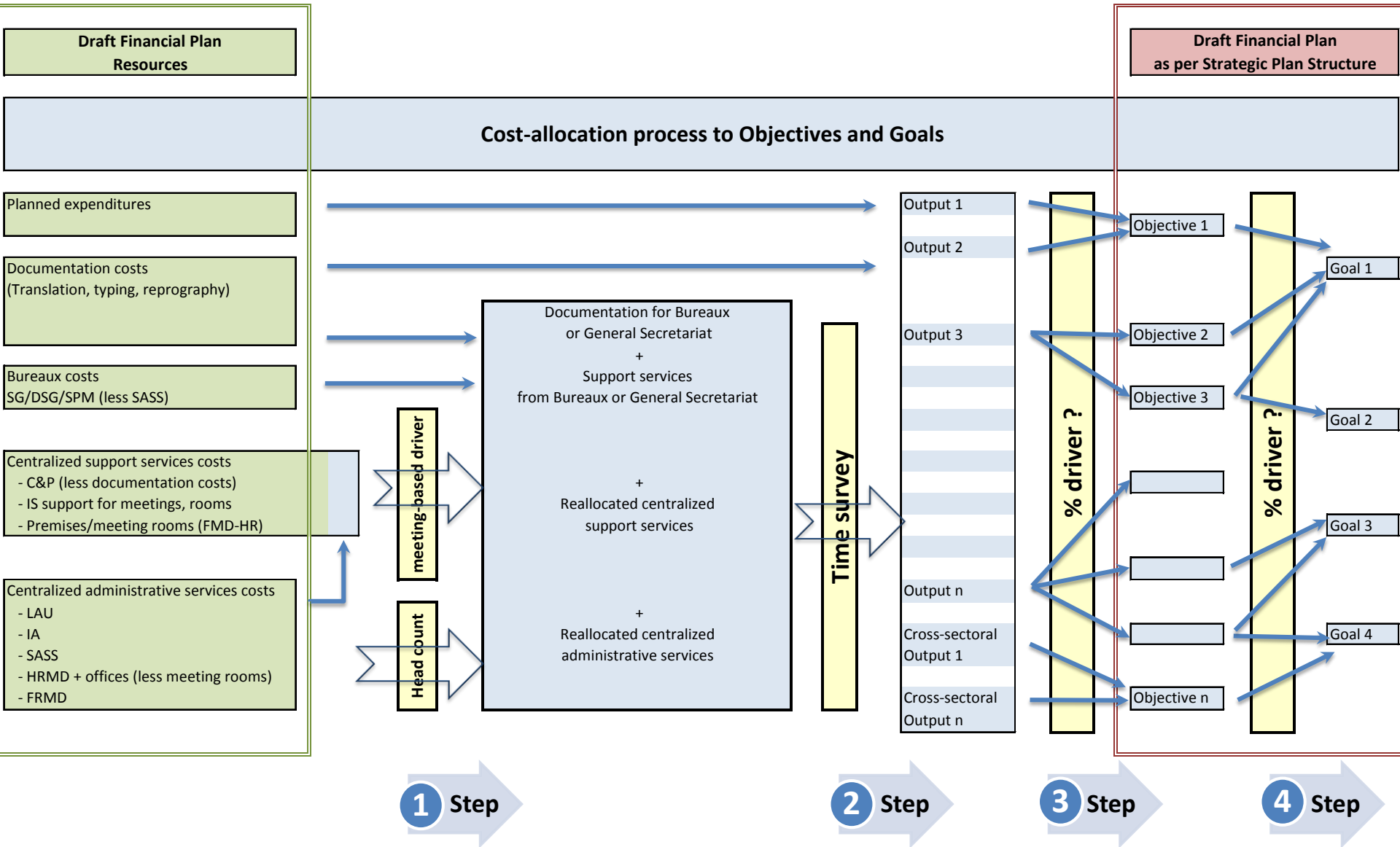


Linking strategic, financial and operational planning

54



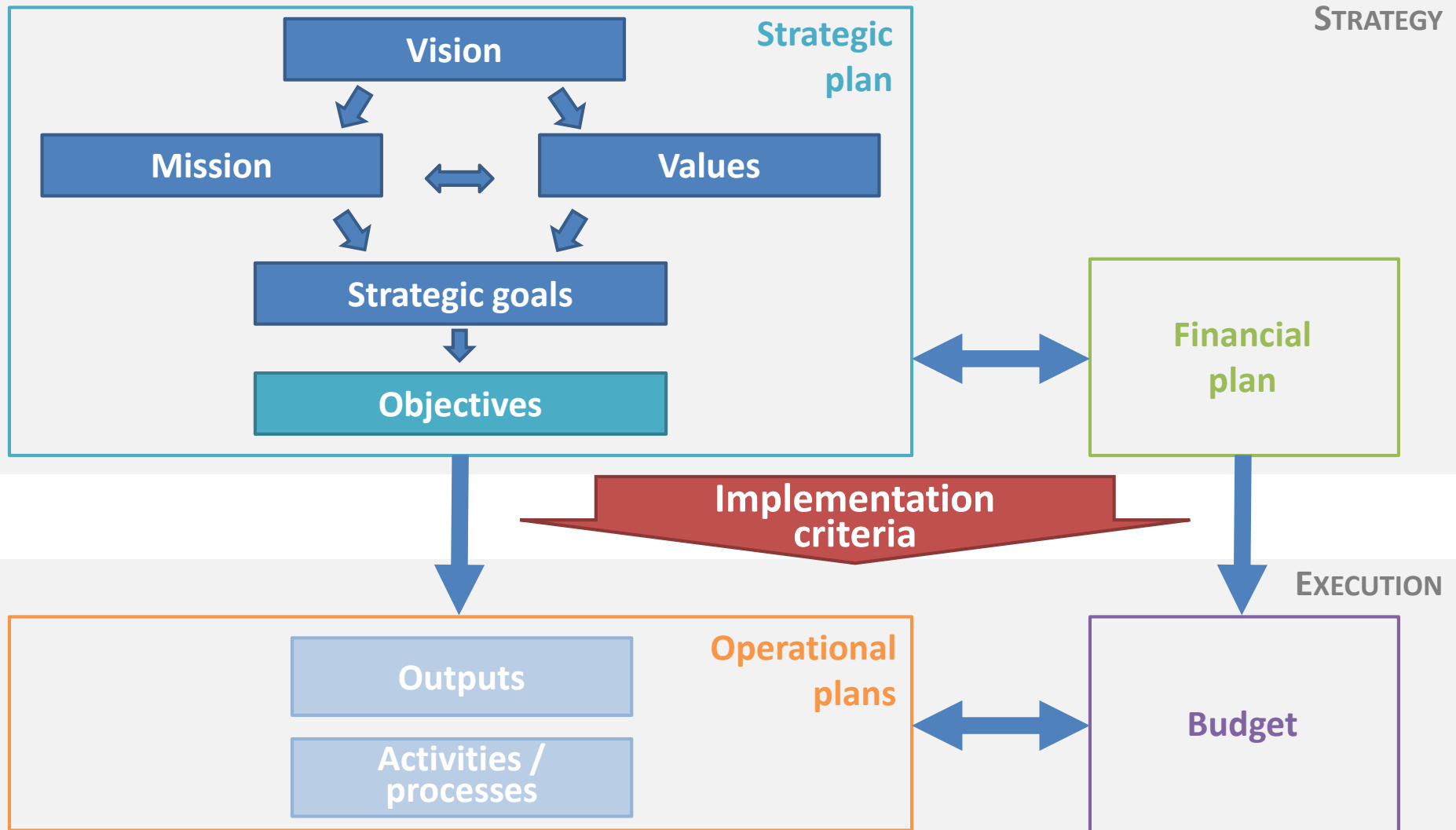
New cost-allocation methodology



Note: Decision 535 (Rev) has to be reviewed in view to adopt the proposed new cost-allocation methodology

From strategy to execution

56



From strategy to execution: Implementation criteria

57

- **Follow ITU values**
- **Follow results-based management (RBM) principles, including:**
 - Monitor & evaluate performance
 - Identify, assess and mitigate risks
 - Results-based budgeting (RBB)
 - Impact-oriented reporting
- **Implement efficiently**
 - Value for money
- **Aim to mainstream UN recommendations and apply harmonized business practices**
- **Work as One ITU**
 - Secretariat support for implementation through cohesive operational planning
 - Avoid redundancies and duplications, maximizing synergies
- **Long-Term development of the organization to sustain performance and relevance of expertise**
 - Learning Organization
 - Investment in Staff
- **Prioritization**
 - **Added value**
 - Unique value ITU can contribute, outcomes that would not be achieved otherwise
 - Involvement where and to the extent ITU adds a significant value
 - Not prioritize activities that other stakeholders can undertake
 - Available expertise to implement
 - **Impact (and focus)**
 - Impact for the larger constituency while considering inclusiveness
 - Fewer activities with greater impact, rather than many with diluted impact
 - Consistency, contribution to the one big picture
 - Activities with tangible results
 - **Membership needs**
 - Demand-driven / customer-oriented approach
 - Prioritize activities that Member States cannot implement without ITU

ITU's processes

Governing processes

- PP, Council, World conferences and assemblies



Production processes

- International regulatory frameworks (including treaties, regulations)
- Worldwide standards and best practices
- Statistics, analysis and benchmarks
- Knowledge sharing, networking and capacity building (technical reports, handbooks and events)
- Registries and technical coordination (radio, satellites, numbering)
- Technical assistance (“go and do”, e.g. emergency)
- Advocacy



Support Processes

- Support provided by the Bureaux and General Secretariat

Membership & stakeholder
input & requirements

Meeting the needs of ITU
membership & stakeholders

Proposed structure of the SP

Proposed structure of the SP

Annex 1 to Resolution 71: Background Information

- Introduction
 - ▣ Role of Sectors / Governing bodies
- Situational analysis
 - ▣ Brief review of the implementation of Strategic Plan for the Union for 2012-2015
 - ▣ The telecommunication/ICT environment

Annex 2 to Resolution 71: Strategic plan for the Union for 2016-2019

- ITU vision, mission [and values]
- Strategic goals and targets of the Union
 - ▣ Strategic risk management and mitigation
- Sector and Intersectoral Objectives / Processes / Outcomes
- Implementation and evaluation

Annex 3 to Resolution 71: Glossary

Current Annex 1 of Resolution 71

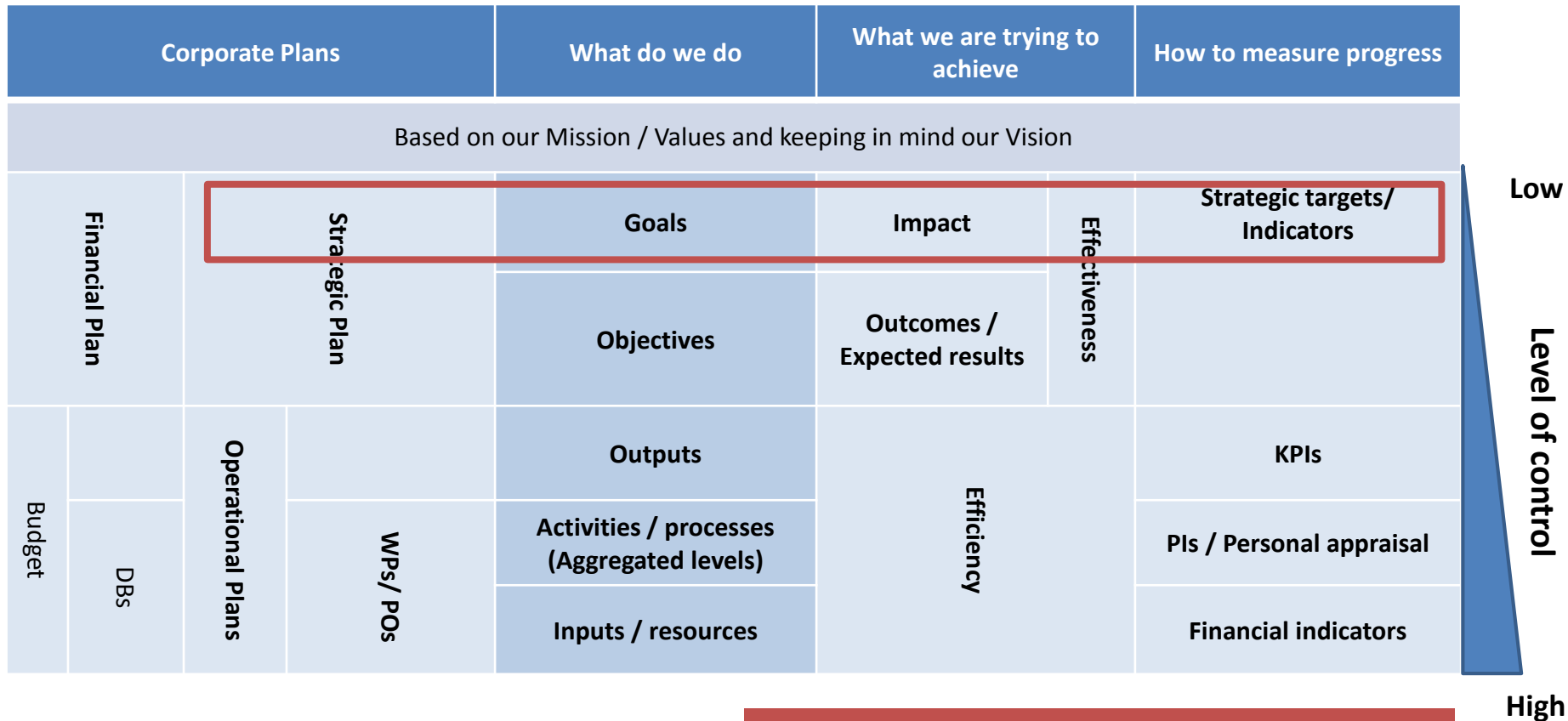
1. Introduction
2. The changing telecommunication/ICT environment and its implications for the Union
3. Strategic orientations and goals
4. Part I – Sectoral Objectives and Outputs
5. Part II – Linking sectoral and GS objectives with the strategic orientations and goals of the Union
6. Part III – General description of terms used in the Resolution 71

Annex 1: Working document on global ICT targets

Elaboration of a draft strategic plan for the Union for 2016-2019

Targets are part of the results framework

62



WPs: Departments, Divisions, Units' Work plans
 POs: Objectives in the Personal Appraisals
 DBs : Departments, Divisions, Units' Budgets

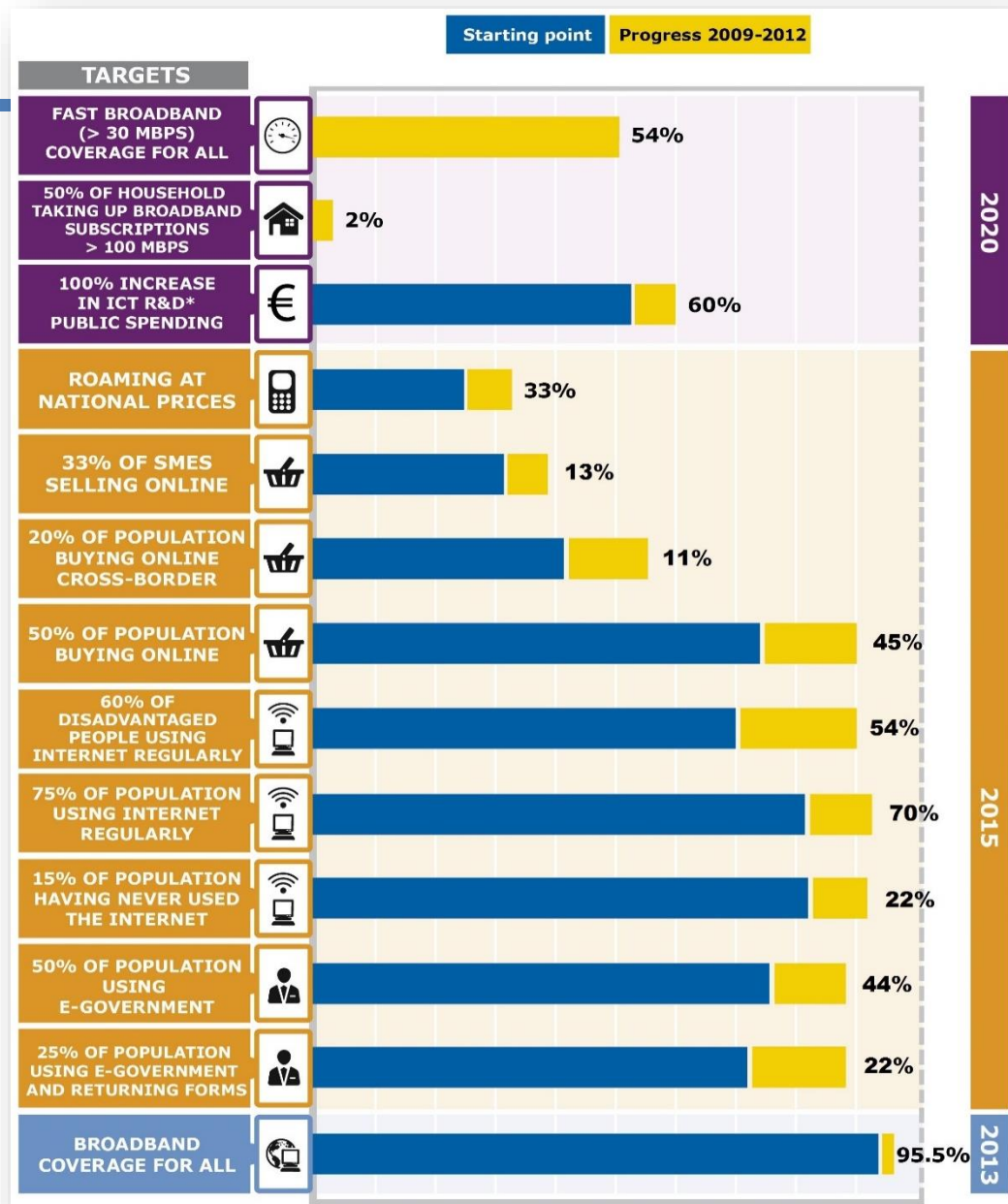
➡ Targets should represent the high-level impact ITU (as a Union) wants to see

European Commission

63



European Commission Digital Agenda Scoreboard



WHO – Nutrition Global Targets 2025







64

WHO's Global targets 2025: To improve maternal, infant and young child nutrition

“WHO's Member States have endorsed global targets for improving maternal, infant and young child nutrition and are committed to monitoring progress. The targets are vital for identifying priority areas for action and catalysing global change.”

GLOBAL TARGETS 2025

To improve maternal, infant and young child nutrition

-  40% REDUCTION IN THE NUMBER OF CHILDREN UNDER-5 WHO ARE STUNTED
-  50% REDUCTION OF ANAEMIA IN WOMEN OF REPRODUCTIVE AGE
-  30% REDUCTION IN LOW BIRTH WEIGHT
-  NO INCREASE IN CHILDHOOD OVERWEIGHT
-  INCREASE THE RATE OF EXCLUSIVE BREASTFEEDING IN THE FIRST 6 MONTHS UP TO AT LEAST 50%
-  REDUCE AND MAINTAIN CHILDHOOD WASTING TO LESS THAN 5%

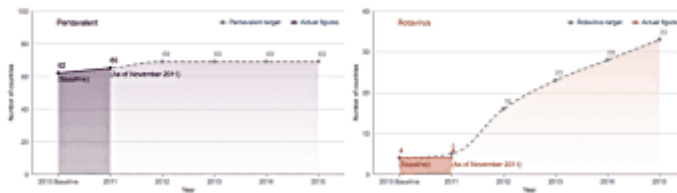
GAVI Alliance – Goal-level Indicators

65

1

Vaccine goal indicators

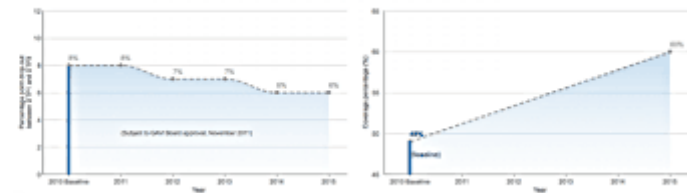
- Country introductions of underused and new vaccines
- Coverage of underused and new vaccines



2

Health systems goal indicators

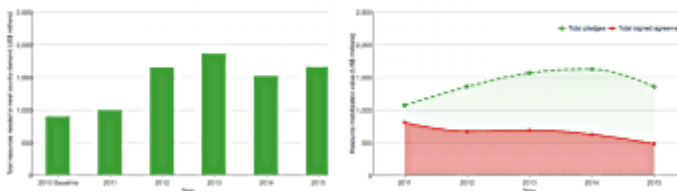
- DTP1-DTP3 drop out rate
- DTP3 coverage
- Equity in immunisation coverage



3

Financing goal indicators

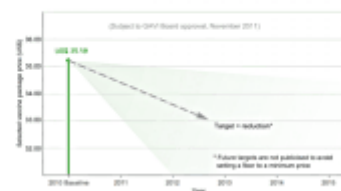
- Resource mobilisation
- Country investments in vaccines per child
- Fulfilment of co-financing commitments



4

Market-shaping goal indicators

- Change in price of vaccinating one child with pentavalent, rotavirus and pneumococcal vaccines



Millennium Development Goals and associated Targets

66



GOAL 1: ERADICATE EXTREME POVERTY & HUNGER

Illustration of targets for Goal 1

Target 1.A:

Halve, between 1990 and 2015, the proportion of people whose income is less than \$1.25 a day

- ∴ The target of reducing extreme poverty rates by half was met five years ahead of the 2015 deadline.
- ∴ The global poverty rate at \$1.25 a day fell in 2010 to less than half the 1990 rate. 700 million fewer people lived in conditions of extreme poverty in 2010 than in 1990. However, at the global level 1.2 billion people are still living in extreme poverty.

Target 1.B:

Achieve full and productive employment and decent work for all, including women and young people

- ∴ Globally, 384 million workers lived below the \$1.25 a day poverty line in 2011—a reduction of 294 million since 2001.
- ∴ The gender gap in employment persists, with a 24.8 percentage point difference between men and women in the employment-to-population ratio in 2012.

Target 1.C:

Halve, between 1990 and 2015, the proportion of people who suffer from hunger

- ∴ The hunger reduction target is within reach by 2015.
- ∴ Globally, about 870 million people are estimated to be undernourished.
- ∴ More than 100 million children under age five are still undernourished and underweight.

ITU's goals

67

1



GROWTH

Enable and foster access to and increased use of ICTs

2



INCLUSIVENESS

Bridge the digital divide and provide broadband for all

3



SUSTAINABILITY

Manage challenges resulting from ICT development

4



INNOVATION

Shape and adapt to the changing ICT environment



Global ICT targets

68

1



GROWTH

Enable and foster access to and increased use of ICTs

Target 1.1:
↑ Access

Target 1.2:
↑ Use

2



INCLUSIVENESS

Bridge the digital divide and provide broadband for all

Target 2.1:
↓ Access gap

Target 2.2:
↓ Use gap

Target 2.3:
↑ Affordability

Target 2.4:
↑ Inclusiveness

3



SUSTAINABILITY

Manage challenges resulting from ICT development

Target 3.1:
↑ Cybersecurity

Target 3.2:
↓ e-waste

Target 3.3:
↓ ICT's GHG

4



INNOVATION

Shape and adapt to the changing ICT environment

Target 4.1:
↑ Effectiveness of
ICT ecosystem

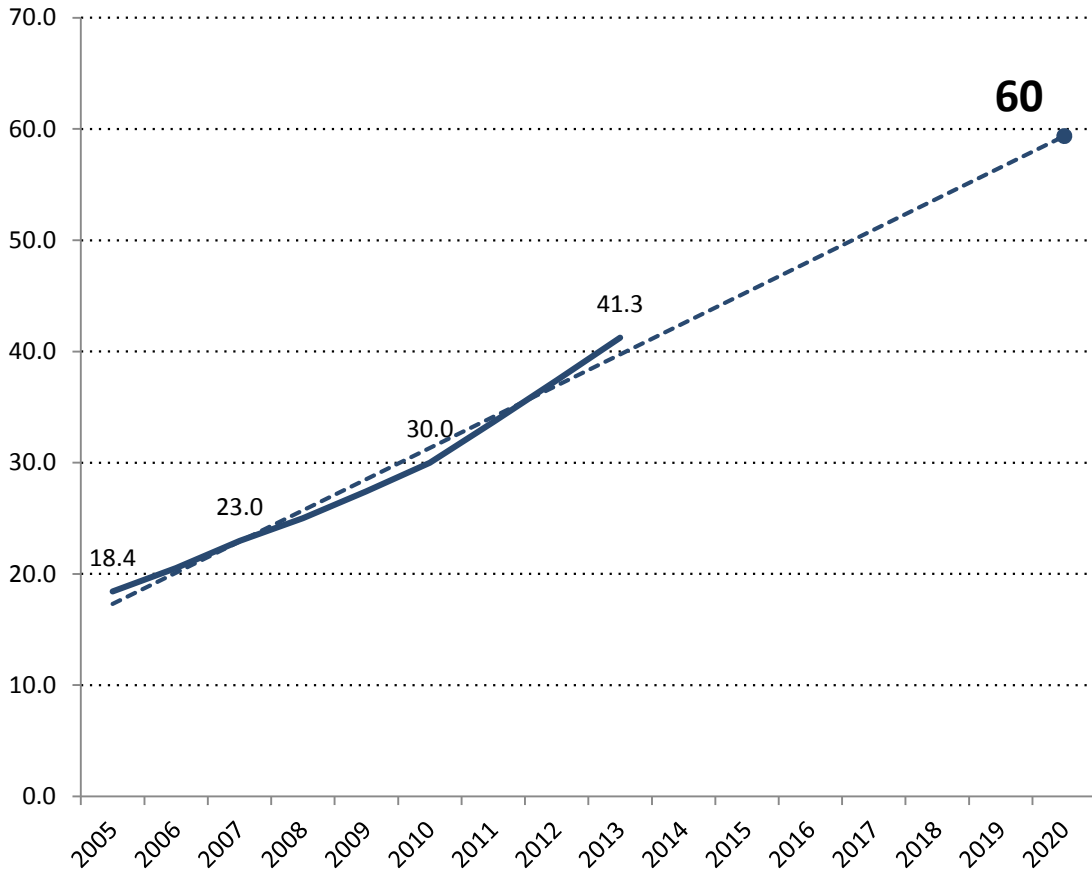


GROWTH

Enable and foster access to and increased use of ICTs

Measuring Target 1.1

Households with Internet access at home worldwide



Target 1.1:

Worldwide, 60% of households should have access to the Internet by 2020

— Households with Internet access at home world
- - - Forecast

$$y = 2.8039x + 14.499$$
$$R^2 = 0.984$$

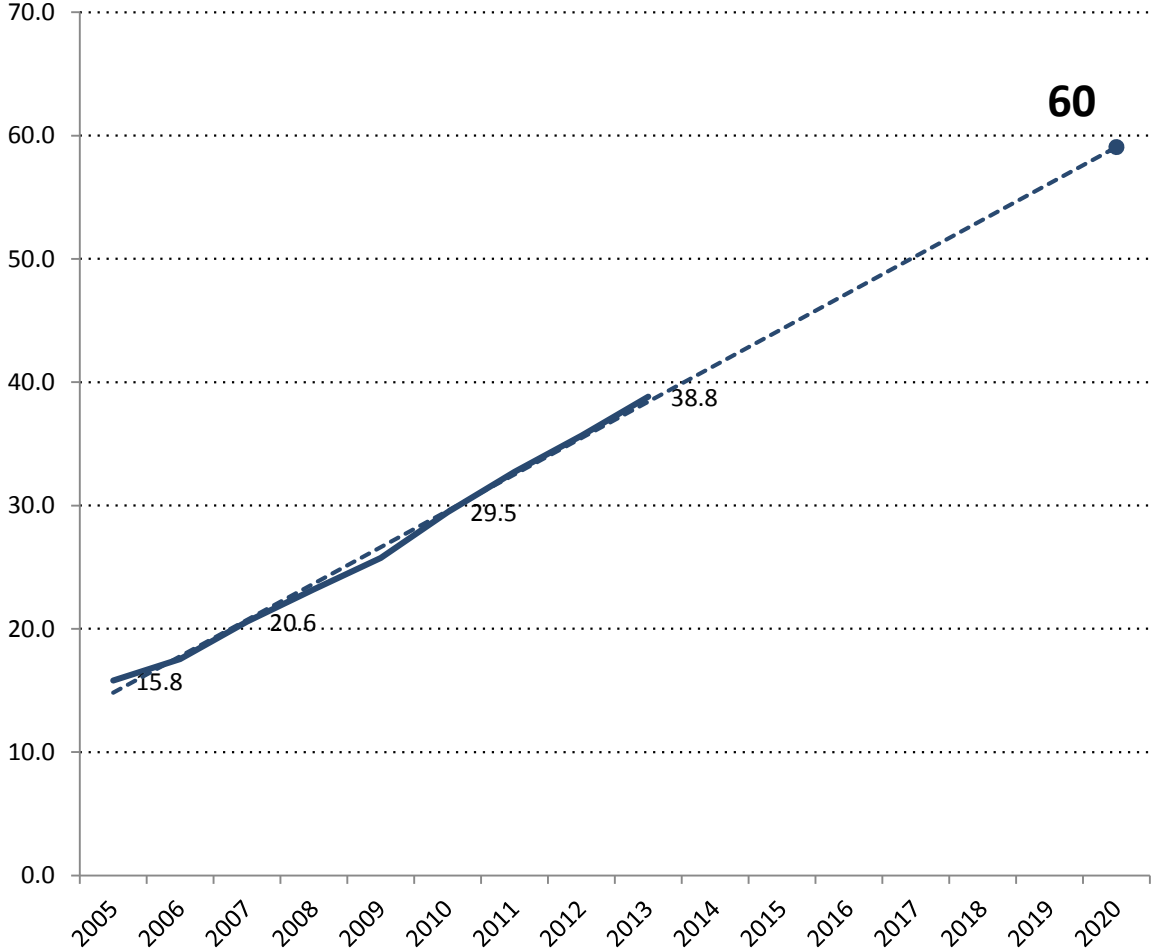
Measuring Target 1.2

Target 1.2:

Worldwide, 60% of individuals should be using the Internet by 2020



Individuals using the Internet worldwide



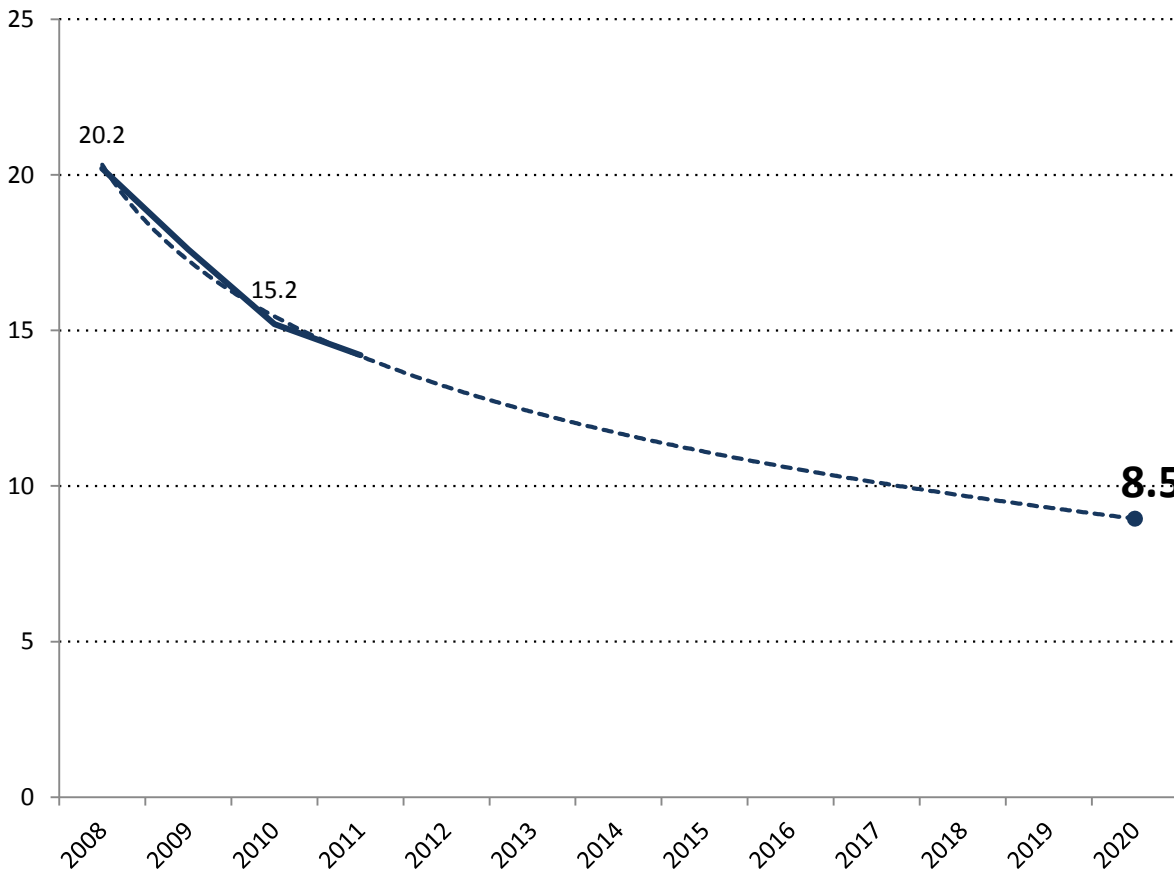
— Individuals using the Internet world
- - - Forecast

$y = 2.9498x + 11.869$
 $R^2 = 0.9956$

Measuring Target 1.3

72

ICT Price Basket (IPB) Worldwide



$$y = -4.434 \ln(x) + 20.323$$
$$R^2 = 0.9906$$

— 1.3 Affordability

- - - Trend line

Target 1.3:

Worldwide, ICT should be 40% more affordable by 2020

(IPB to be 60% of the 2012 value)

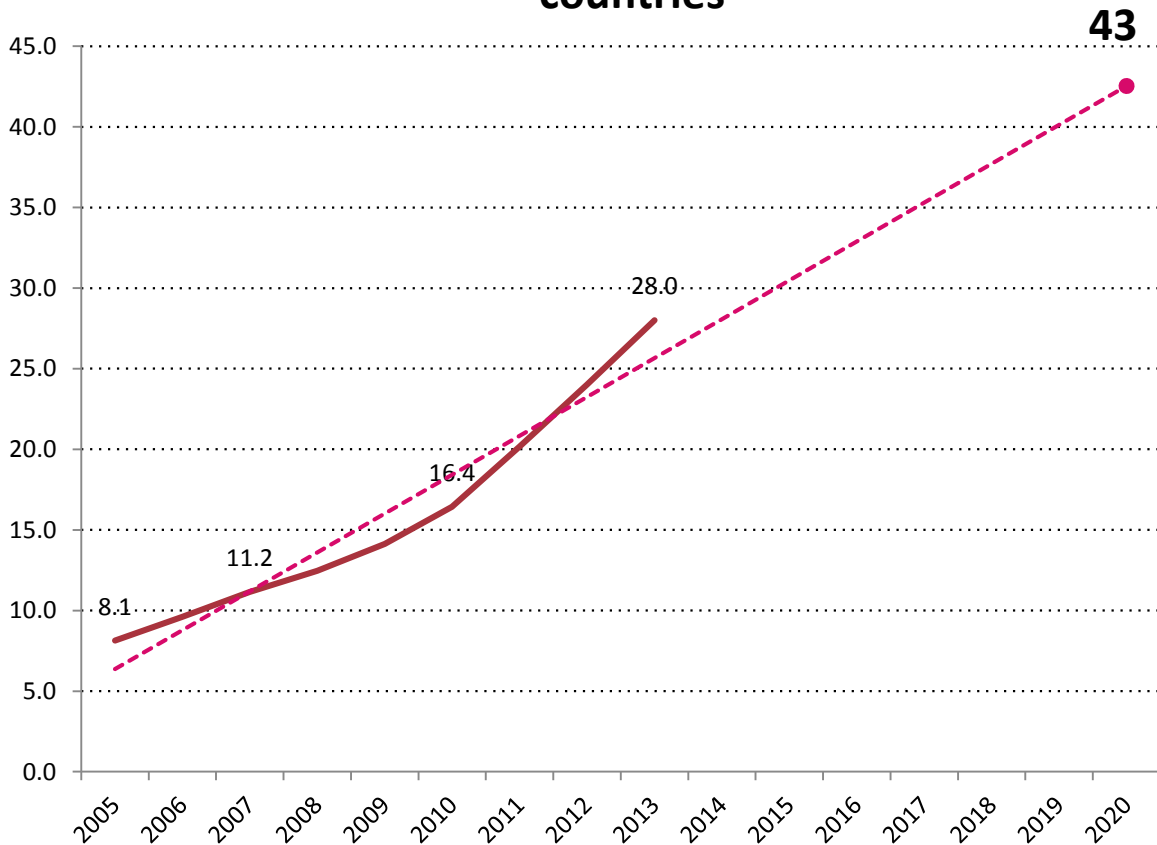


INCLUSIVENESS

Bridge the digital divide and provide broadband for all

Measuring Target 2.1

Households with Internet access at home in developing countries



Target 2.1:

In the developing world, 50% of households should have Internet access by 2020

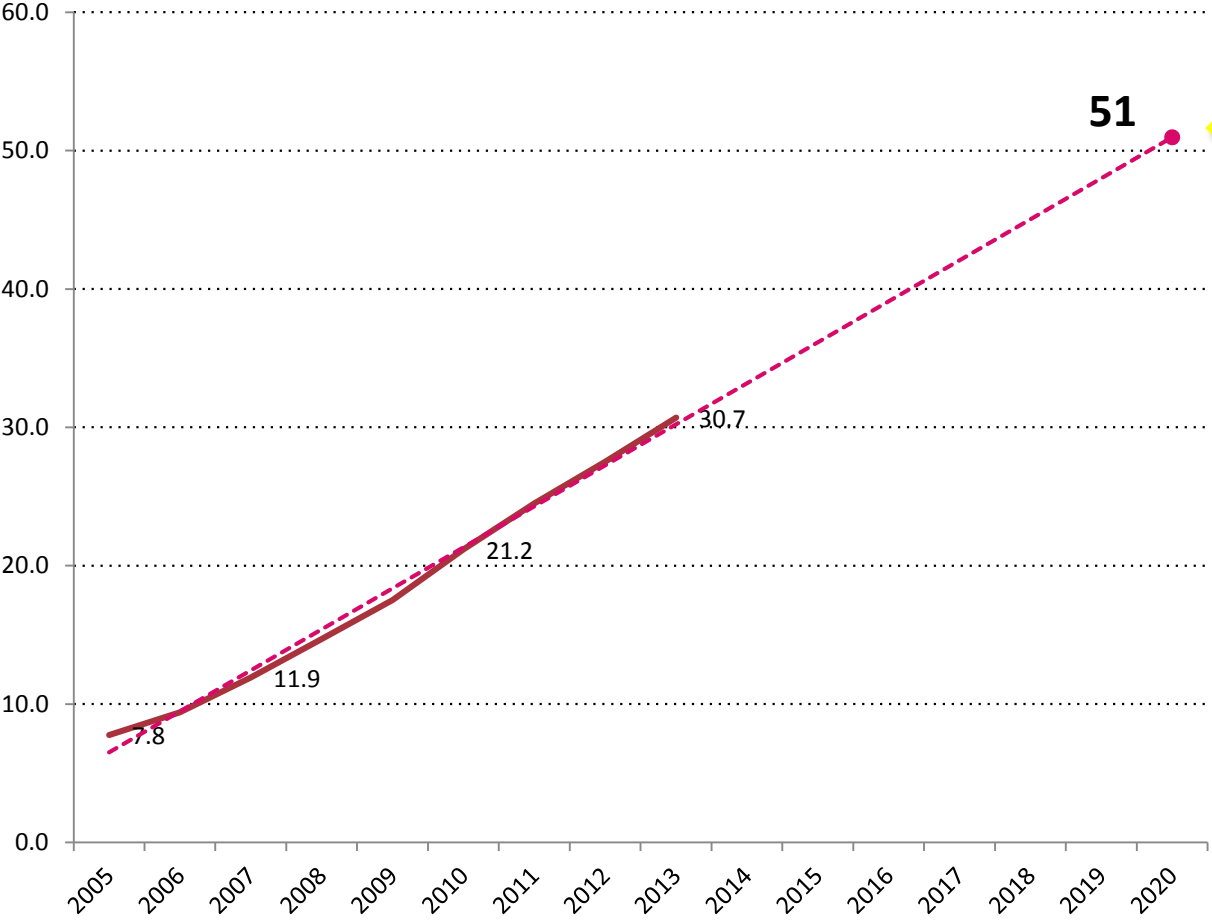
— Households with Internet access at home in developing countries

- - - Forecast

$$y = 2.4105x + 3.9627$$
$$R^2 = 0.9479$$

Measuring Target 2.2

Individuals using the Internet developing countries



Target 2.2:

In the developing world, Internet user penetration should reach 50% by 2020

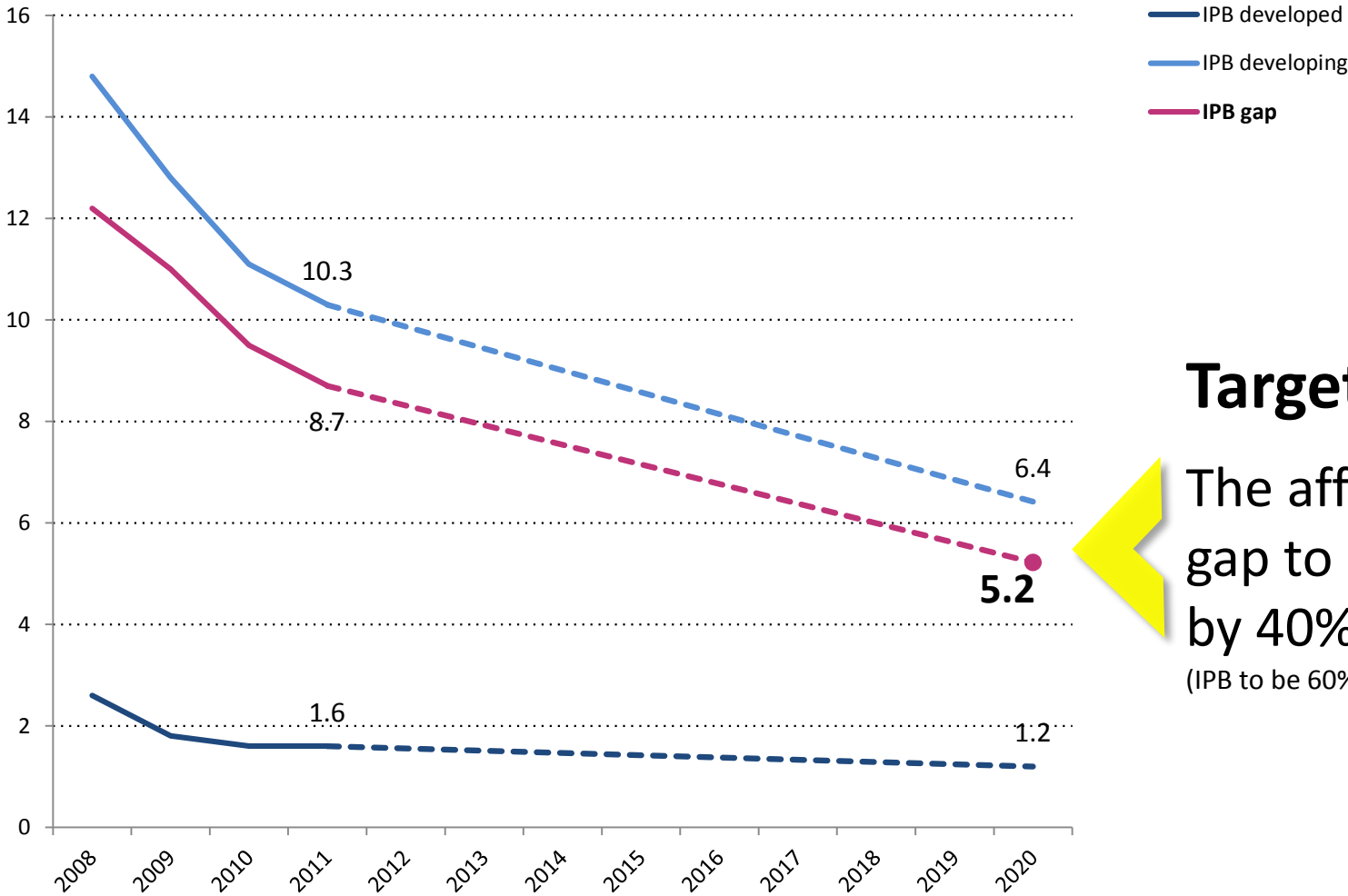


— Individuals using the Internet in developing countries
- - - Forecast

$$y = 2.9638x + 3.5384$$
$$R^2 = 0.9936$$

Measuring Target 2.3A

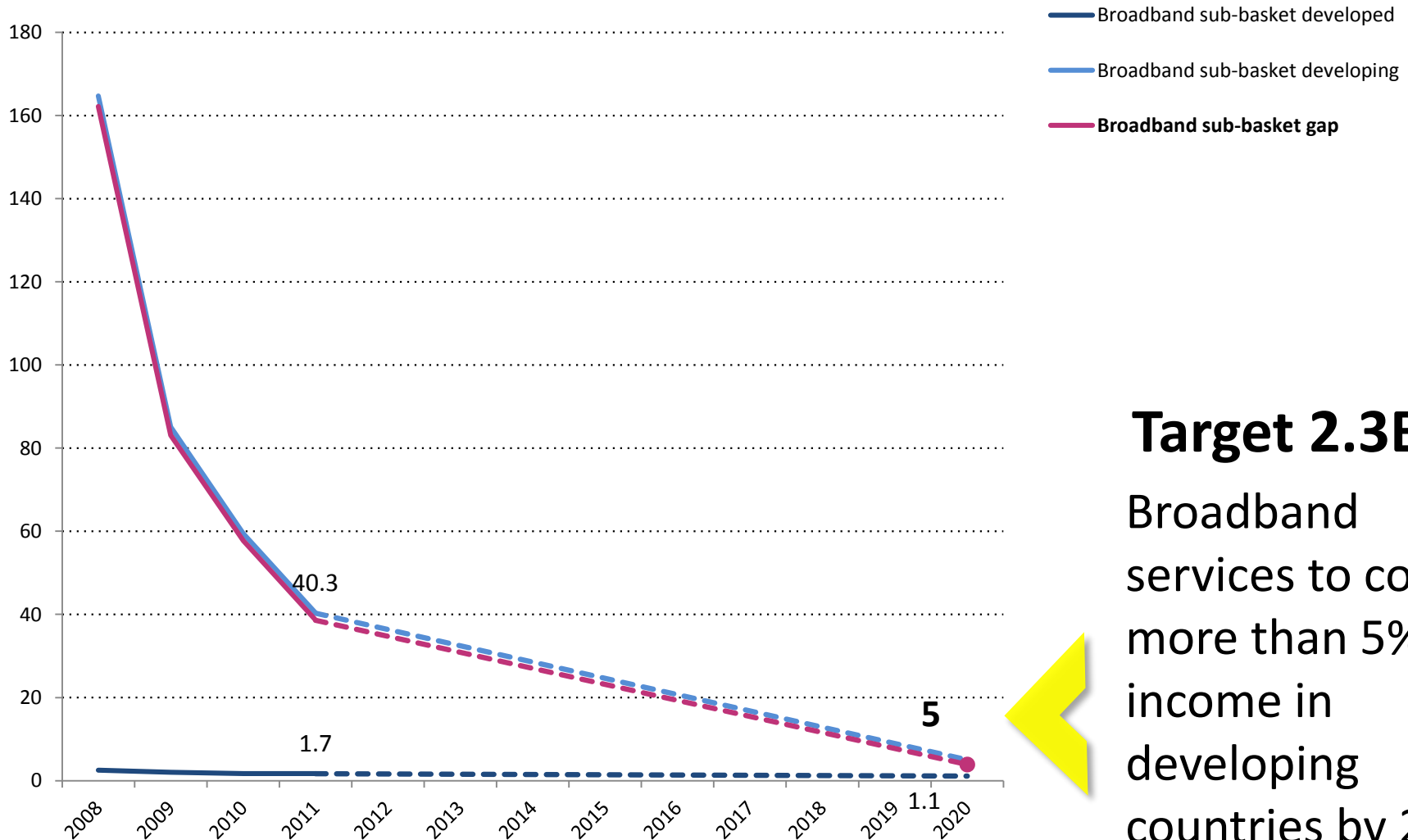
ICT Price Basket (IPB)



Target 2.3A:
The affordability gap to be reduced by 40% by 2020
(IPB to be 60% of the 2012 value)

Measuring Target 2.3B

77



Target 2.3B:

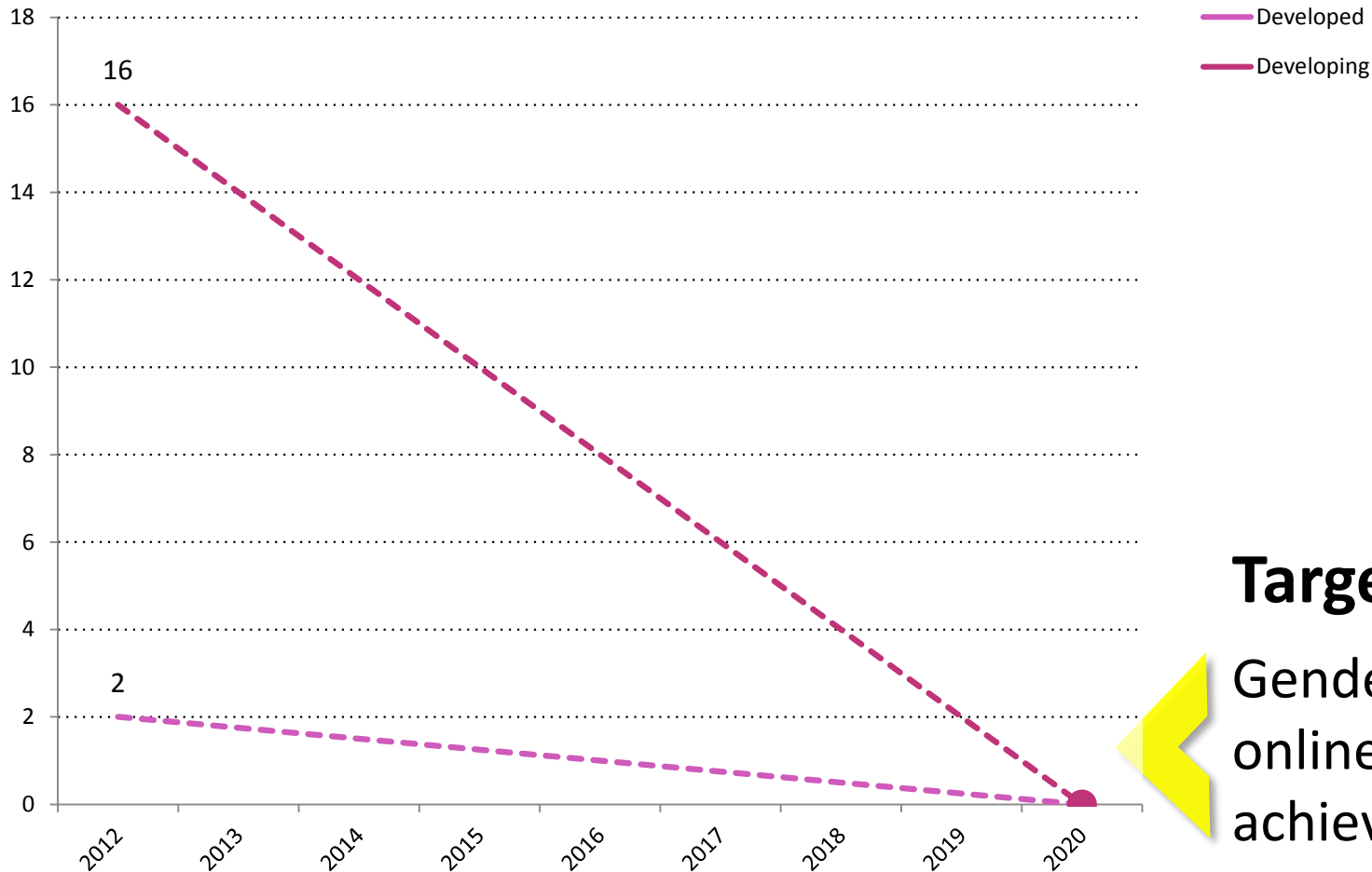
Broadband services to cost no more than 5% of income in developing countries by 2020

Goal 2

Measuring Target 2.4A

78

Difference Between Men and Women Online



Target 2.4A:
Gender equality
online should be
achieved by 2020

Measuring Target 2.4B

79

Target 2.4B:



Accessibility in ICT for persons with disabilities should be improved by 50% by 2020*

**This target could be further discussed at the relevant ITU Study Group(s).*



SUSTAINABILITY
Manage challenges
resulting from ICT
development

Measuring Target 3.1

81

Target 3.1:



Cybersecurity readiness should be improved by 40% by 2020*

**data being compiled by the Global Cybersecurity Index (GCI).*

Measuring Target 3.2

82

Target 3.2:



Volume of redundant e-waste to be reduced by 50% by 2020*

**This target could be further discussed in ITU-T Group 5.*

Measuring Target 3.3

83

Target 3.3:



Green House Gas generated by the ICT sector to be decreased by 30% by 2020*

**This target could be further discussed at the relevant ITU Study Group.*



INNOVATION

Shape and adapt
to the changing
ICT environment

Measuring Target 4

85

Target 4:



Effectiveness of the ICT ecosystem
fitting the changing ICT environment
(qualitative)