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| REMARKS ON THE ITU-R STRATEGIC PLAN |

1 Introduction

At its 2012 meeting, the RAG concluded that the work of the correspondence group on the ITU-R Strategic Plan should continue. RAG also concluded that a face-to-face meeting should be held in conjunction with the 2013 session of the RAG to discuss issues related to the ITU-R Strategic Plan, as well as to the Operational Plan.

This document further elaborates on various items that were raised in the 2012 report of the RAG correspondence group on the ITU‑R Strategic Plan (see Document RAG12-1/9). In particular, it emphasizes three proposals:

1 ensuring that the ITU-R Strategic Plan is entirely a Plan for the entire Radiocommunication Sector, not only a Plan for the Radiocommunication Bureau[[1]](#footnote-1),

2 restructuring the current outline of the ITU-R Strategic Plan[[2]](#footnote-2) to articulate its different parts more logically and to avoid implicit references to the Constitution, and

3 rearranging the objectives of the Radiocommunication Sector to avoid segmenting objectives that are very similar for the ITU-R membership, even if they may correspond to different activities of the Bureau.

2 Scope of the ITU-R Strategic Plan: a Plan for the entire Radiocommunication Sector

As described in Article 12 of the Constitution (notably Nos. 86-88), the Radiocommunication Sector comprises the Member States (No. 87) and the Sector Members (No.88). Moreover, Nos. 80-85 explain that the Sector works through world and regional radiocommunication conferences (No. 81), the Radio Regulations Board (No. 82), Radiocommunication assemblies (No. 83), Radiocommunication study groups (No. 84), the Radiocommunication Advisory Group (No. 84A) and the Radiocommunication Bureau, headed by the elected Director (No. 85).

Article 12 of the Constitution clearly explains that the Radiocommunication Sector is not an entity that would be external to the Member States and the Sector Members, but, on the contrary, is really encompassing both of them. The other ITU-R bodies are designed to support the membership in achieving the functions the ITU Member States have assigned to it in No. 78 of the Constitution:

“The functions of the Radiocommunication Sector shall be, bearing in mind the particular concerns of developing countries, to fulfil the purposes of the Union, as stated in Article 1 of this Constitution, relating to radiocommunication:

– by 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, subject to the provisions of Article 44 of this Constitution, and

– by carrying out studies without limit of frequency range and adopting recommendations on radiocommunication matters.”

Based on the quite precise description of Article 12, it seems essential that the Strategic Plan be devised as a Plan of the entire Radiocommunication Sector, designed to answer to the needs and requests of the membership. Figure 1 below is an attempt to provide a schematic description of the relationships between the various entities described in Article 12 of the Constitution and the current five Objectives of the Radiocommunication Sector, as listed in Resolution 71 (Rev. Guadalajara, 2010).

Figure 1

Relationships between the entities of the Radiocommunication Sector described in Article 12 of the Constitution and the Objectives of the Radiocommunication Sector listed in Resolution 71



If there is a broad agreement that Figure 1 appropriately describes what the general framework of the ITU-R Strategic Plan should be, it is then possible to investigate whether the current version of the Plan fits with the framework.

Having this framework in mind, reading Section 4 of Resolution 71 (dedicated to the Radiocommunication Sector) reveals that some parts of the current Strategic Plan seem to overly focus on, or be even sometimes limited to, the Radiocommunication Bureau. While the strategic goal and the five objectives are defined to encompass the whole Sector, Table 4.2, which matches each of these objectives with their associated outputs, expected results and key performance indicators, appears to be solely oriented towards the Radiocommunication Bureau.

For example, it is dubious that the results that are expected from the Radiocommunication Sector concerning “Objective 1 – Coordinating” should really be:

• “to prepare, organize and provide appropriate and efficient support to World radiocommunication conferences, Regional radiocommunication conferences, if any, Radio Regulations Board, Radiocommunication assemblies and Radiocommunication Advisory Group”, or the

• “participation in meetings organized by various regional telecommunication organizations to assist in detailed preparations and coordination between regions” (extracts from Table 4.2 of Resolution 71 (Rev. Guadalajara, 2010)).

While it is crucial for the Sector that the Bureau performs these tasks, the results that are expected from the Sector cannot be restricted to mere organisational activities. The Radiocommunication Sector, as defined in Article 12 of the Constitution, should on the contrary focus on coordinating the positions of its membership in order to be able to update the Radio Regulations and the ITU-R technical and operational documentation.

**It is therefore proposed that the Radiocommunication Advisory Group (RAG) advises the Director to report to the Council that the Draft Strategic Plan of the Union for the 2016-2019 period, that will be considered at the Plenipotentiary Conference held in 2014, should be prepared with a view to encompassing the functions of the entire Radiocommunication Sector, not only the tasks of the Radiocommunication Bureau.**

3 Restructuring the current ITU-R Strategic Plan

Similarly to the Strategic Plans of the two other Sectors, the current Strategic Plan of the Radiocommunication Sector, as contained in Section 4 of Resolution 71 (Rev. Guadalajara, 2010), comprises five parts and two tables, as follows:

 “4.1 Situational analysis

 4.2 Vision

 4.3 Mission

 4.4 Strategic goal

 4.5 Objectives

 Table 4.1 – ITU-R Outputs and Objectives

 Table 4.2 – Objectives, outputs, expected results and key performance indicators of ITU-R”

The first part, dedicated to a situational analysis, is the necessary introduction to a definition of a strategy for the Radiocommunication Sector: without a solid background on the context in which the ITU-R is evolving, it seems fruitless to envisage a strategy for the Sector. **It is therefore proposed to maintain Part 4.1.**

However, the purpose of Part “4.2 Vision” and its relationship with the situational analysis contained in Part 4.1 deserve further analysis: is the “Vision” a shared observation or an opinion about what the membership wants the ITU to be? A careful reading of Part 4.2 tends to indicate that it indeed constitutes a shared observation, trying to summarise the various elements forming Part “4.1 Situational analysis”. In this case, **Part 4.2 should be merged with Part 4.1 to become the summary and conclusion of the situational analysis.**

Part “4.3 Mission” appears to be a rewording of No. 78 of Article 12 of the Constitution, which defines the functions of the Radiocommunication Sector. While it may be desirable to recall the provisions set forth by No. 78 of the Constitution in Resolution 71, it is suggested that a simple reference to this provision would be preferable to its rewording in order to avoid misalignment or mistakes. **Part “4.3 Mission” could therefore be replaced by a reference to No. 78 of the Constitution at the beginning of Part 4.4**.

Part “4.4 Strategic goal” is the core of the ITU-R Strategic Plan since it defines the three main goals of the Sector. **They are not proposed to be changed but Part 4.4 is proposed to be renamed “Strategic goals” and the introductory sentence could be clarified by inserting a reference to No. 78 of the Constitution** to indicate that these goals are set up in order to implement the functions assigned to the Sector by the Constitution[[3]](#footnote-3).

**Part “4.5 Objectives” should of course be maintained as well**, even if its content could be simplified and rearranged (see section 4 of this document for more proposals on this topic).

“Table 4.1 – ITU-R Outputs and Objectives” does not seem to bring much added value compared to “Table 4.2 – Objectives, outputs, expected results and key performance indicators of ITU-R”. **It is therefore proposed to retain only one Table, based on the structure of the current Table 4.2,** **with some additions,** even if its contents need to be completely revised, to distinguish between expected results, activities, actors, outputs and key performance indicators. A possible revised structure of this Table could be:

| **Objectives** | **Activities** | **Actors** | **Outputs** | **Expected results** | **Key performance indicators** |
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Alternatively a descriptive figure of the various relationships between the actors performing certain activities in order to produce some outputs could be drawn up on the basis of the suggestions contained in the 2012 report of the RAG correspondence group on the ITU‑R Strategic Plan (see pages 5 to 7 of Document RAG12-1/9). The table would then simply match each of the objectives with their expected results, the achievement of which would be measured through the listed key performance indicators.

**4 Rearranging the objectives of the Radiocommunication Sector**

This section builds upon the ideas and material contained in pages 3 and 4 of the 2012 report of the RAG correspondence group on the ITU‑R Strategic Plan (Document RAG12-1/9).

The current five objectives are renamed and, in the case of the two last of them, grouped into a single objective in order to be more descriptive and to create a closer linkage between the objectives of the Radiocommunication Sector and the processes that the Member States, the Sector Members, the Radio Regulations Board and the Radiocommunication Bureau are implementing daily.

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| **Current version of Part 4.5 of Resolution 71** | **Proposed revision to the Part “Objectives” of the ITU-R in Resolution 71** |
| 4.5.1 Objective 1 – Coordinating:  To promote, foster and ensure cooperation and coordination among all Member States in decision-making on radiocommunication issues, with the participation of Sector Members and Associates, as appropriate. | **Objective 1 – To set up and update international regulations related to spectrum use** |
| 4.5.2 Objective 2 – Processing:  To meet the requirements of the membership for spectrum, orbit access and operations in application of the Constitution, Convention and Radio Regulations, in the light, *inter alia*, of the accelerating convergence of radiocommunication services. | **Objective 2 – To implement and apply international regulations related to spectrum use** |
| 4.5.3 Objective 3 – Producing:  To produce Recommendations on radiocommunication services in order to achieve connectivity and interoperability in applying modern telecommunications/ICTs, as well as to provide for the most efficient use of spectrum and orbit resources. | **Objective 3 – To produce technical and operational documentation for the most efficient use of spectrum and orbit resources** |
| 4.5.4 Objective 4 – Informing:  To respond to the needs of the membership by disseminating information and know-how on radiocommunication issues, by publishing and distributing relevant materials (e.g. service publications, reports and handbooks), in coordination and collaboration, as appropriate, with the other Bureaux and the General Secretariat. | **Objective 4 – To inform and assist the ITU-R membership in radiocommunication matters** |
| 4.5.5 Objective 5 – Assisting:  To provide support and assistance to the membership, mainly to developing countries, in relation to radiocommunication matters, information and communication network infrastructure and applications, and in particular with respect to a) bridging the digital divide; b) gaining equitable access to the radio-frequency spectrum and to satellite orbits; and c) providing training and producing relevant training materials for capacity building. |

If this rearrangement is agreed, then the Strategic Plan, and each of its objectives, could also fit into the generic framework provided in Figure 1, with the appropriate modifications. Alternatively, the figures contained in pages 5 to 7 of the 2012 report of the RAG correspondence group on the ITU‑R Strategic Plan (Document RAG12-1/9) could also be used as a basis to describe such a framework. If an agreement is obtained on the proposed structure, additional work is required to map each of the objectives with the relevant actors, activities, inputs and outputs. Similarly there will be a need to define the expected results of each objective and to review the associated key performance indicators.

5 Conclusion

This document has reviewed the current version of the ITU-R Strategic Plan and is proposing three main modifications to it:

1 a definition of a Strategic Plan for the Radiocommunication Sector, not only for the Radiocommunication Bureau,

2 a simplified and more straightforward structure of the ITU-R Strategic Plan, and

3 a rearrangement of the objectives of the Radiocommunication Sector.

These proposals are suggested to be discussed during the RAG to advise the Director of the Radiocommunication Bureau on the most appropriate ways to prepare the Draft Strategic Plan for the 2016-2019 period.

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1. Part 3 of the four-year Rolling Operational Plan performs this role and could be expanded in the future to expand the description of the Bureau’s working processes, expected results and key performance indicators. [↑](#footnote-ref-1)
2. It should however be noted that a common format is currently used in Resolution 71 for the three Sectors and, to a lesser extent, the General Secretariat. [↑](#footnote-ref-2)
3. A possible example of a revised introductory sentence could be: “In order to implement the functions assigned to the ITU-R by No. 78 of the Constitution, the following strategic goals of the ITU Radiocommunication Sector (ITU-R) are set up:” [↑](#footnote-ref-3)