

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.

*(Minneapolis, 1998) – (Rev. Marrakesh, 2002) – (Rev. Antalya, 2006)
– (Rev. Guadalajara, 2010) – (Rev. Busan, 2014) – (Rev. Dubai, 2018) –
(Rev. Bucharest, 2022)*

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 countries¹, by studying technical, operating and tariff questions and adopting recommendations on them with a view to standardizing telecommunications on a worldwide basis.

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.

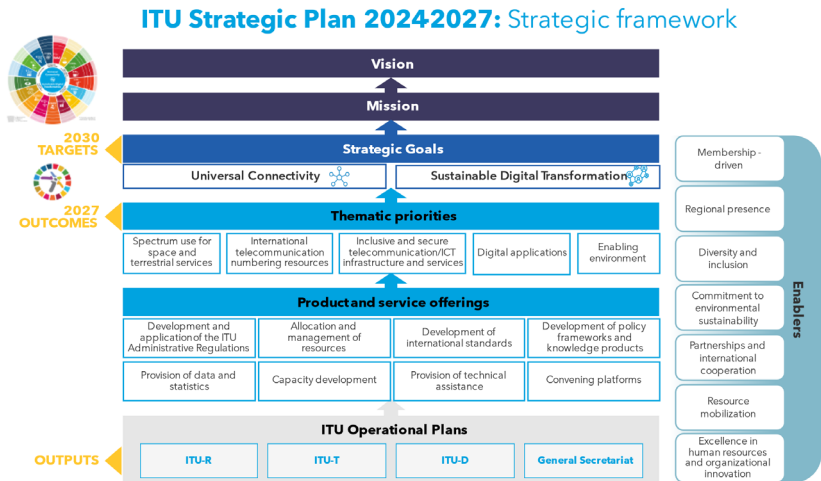
5 The ITU Sectors have complementary mandates and cooperate under the implementation of this strategic plan to fulfil the purposes of the Union.

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.



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 inclusion².
- 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 Including women and girls, youth, indigenous peoples, older persons, persons with disabilities and persons with specific needs.

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.

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.

3 ITU results framework

A Strategic goals and targets

Goal	Targets	Target indicators
Universal Connectivity	1.1: Universal broadband coverage	– Percentage of the world population covered by broadband services (SDG indicator 9.c.1 – ITU is custodian agency)
	1.2: Broadband services to be affordable for all	– Cost of entry-level broadband services in developing countries as percentage of monthly gross national income (GNI) per capita
	1.3: Broadband access to every household	– Percentage of households with access to the Internet (by level of development; urban/rural)
	1.4: Ownership of and access to Internet-enabled devices	– Percentage of individuals using a smart telephone – Percentage of individuals who own a smart telephone
	1.5: Access to the Internet for all schools	– Percentage of schools with entry-level Internet service (at least 500 MB per month)
	1.6: Improved cybersecurity preparedness of countries (with key capabilities: presence of strategy, national computer incident/emergency response teams and legislation)	– Increased commitment measured through the pillars of the Global Cybersecurity Index (GCI)
	1.7: Universal access to the Internet by all individuals	– Percentage of individuals using the Internet (by urban/rural; aggregated by region, level of development) (SDG indicator 17.8.1 – ITU is custodian agency)

Goal	Targets	Target indicators
Sustainable Digital Transformation	2.1: All digital gaps to be bridged (in particular gender, age and urban/rural)	– Percentage of individuals using the Internet (by gender, age and urban/rural)
	2.2: Majority of individuals to have digital skills	– Percentage of youth and adults with ICT skills (by type of skill) (SDG indicator 4.4.1 – ITU is custodian agency)
	2.3: Universal usage of Internet services by businesses	– Percentage of businesses using the Internet (total and by size)
	2.4: Majority of individuals accessing government services online	– Percentage of population interacting with government services online
	2.5: Significant improvement of ICTs' contribution to climate and environment action	– Global e-waste recycling rate – Contribution of telecommunications/ICTs to global greenhouse gas emissions

B Thematic priorities and outcomes

Thematic priorities	Outcome	Outcome indicators
Spectrum use for space and terrestrial services	1) Radio-frequency spectrum and orbit resources are used efficiently, economically, rationally and equitably <i>a) Space services</i> <i>b) Terrestrial services</i>	– Number of countries having notified frequency assignments for recording in the MIFR with completion of coordination – Number of countries having notified frequency assignments for recording in the MIFR with completion of coordination in the last four-year period – Number of countries having earth stations recorded in the MIFR – Number of countries which notified earth stations in the MIFR in the last four-year period – Number of countries having terrestrial assignments recorded in the MIFR with favourable findings – Number of countries having terrestrial assignments recorded in the MIFR in the last four-year period

Thematic priorities	Outcome	Outcome indicators
	2) Avoidance of causing harmful interference <i>a) To space services</i> <i>b) To terrestrial services</i>	– Percentage of spectrum assigned to satellite networks that is free from reported harmful interference – Percentage of spectrum used for space services within the admissible interference criteria contained in the Radio Regulations – Cases of harmful interference (space services) reported to the BR and resolved/to be resolved in the last four-year period (percentage) – Cases of harmful interference (terrestrial services) reported to BR and resolved/to be resolved in the last four-year period (percentage) – Percentage of spectrum use for terrestrial services within the admissible interference criteria, where applicable, contained in the Radio Regulations
	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	– Number of downloads of ITU-R recommendations

Thematic priorities	Outcome	Outcome indicators
International telecommunication numbering resources	1) Effective allocation and management of international telecommunication numbering, naming, addressing and identification (NNAI) resources in accordance with ITU-T recommendations and procedures	– Number of notifications on changes to national numbering plans
	2) Enhanced availability of international telecommunication networks and services	– Number and type of assignments
	3) Reduced misappropriation and misuse of numbering, naming, addressing and identification (NNAI) resources	– Number of E.164 misuse notifications
Inclusive and secure telecommunication/ICT infrastructure and services	1) Enhanced connectivity and access for all to fixed and mobile broadband services	– Number and percentage of fixed/mobile broadband subscriptions (SDG indicator 17.6.2 – ITU is custodian agency) – Percentage of fixed and mobile broadband subscriptions (by throughput) – Percentage of fixed and mobile broadband subscriptions (by technology: copper, fibre, 4G/5G, FWA, other) – Percentage of population covered (by type of network) – Number of countries with a national emergency telecommunication plan as part of their national and local disaster risk reduction strategies

Thematic priorities	Outcome	Outcome indicators
	2) Enhanced use of radiocommunication services	– Percentage of countries which have completed the transition to digital terrestrial television – Number of operational GNSS constellations/satellites (the number of satellites may include the same operational satellite several times since more than one satellite network may support the operations of an actual satellite) – Number of devices with GNSS embedded Rx (billions) – Number of Earth exploration satellites (constellations/GSO systems/all satellites) – Number of countries operating Earth exploration satellites/number of countries using data or products from Earth exploration satellites
	3) Enhanced digital skills and literacy	– Percentage of digitally skilled users (by level: basic skills, standard skills and advanced skills)
	4) Enhanced knowledge of the ITU membership on interoperability and performance with respect to inclusive and secure telecommunication/ ICT infrastructure, services and applications	– Total number of events/participants/countries in ITU seminars, workshops and capacity-building events related to this outcome
	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	– Number of countries receiving technical assistance from ITU to build confidence and security in the use of telecommunications/ ICTs and to adopt risk-management practices – Number of countries receiving technical assistance from ITU to address cybersecurity-related incidents

Thematic priorities	Outcome	Outcome indicators
	6) Enhanced utilization of ITU's unique partnerships for capacity building and training on digital skills and public awareness of cybersecurity issues	– Total number of events/participants/countries in ITU seminars, workshops and capacity-building events related to this outcome
	7) Assisting the ITU membership in developing their national cybersecurity strategies	– Number of countries receiving technical assistance from ITU to develop their national cybersecurity strategies
	8) Assisting the ITU membership in implementing international standards that are relevant to this thematic priority	– Number of countries receiving technical assistance from ITU to implement international standards related to this outcome
Digital applications	1) Enhanced interoperability and performance of telecommunication/ICT applications	– Number of approved ITU-T recommendations, corrigenda, amendments and supplements pertaining to applications – Number of downloads of ITU-T recommendations, corrigenda, amendments and supplements pertaining to applications
	2) Enhanced adoption and use of telecommunication/ICT applications, including for e-government	– Adoption of digital strategies – Percentage of individuals accessing e-government services online
	3) Increased deployment of telecommunication/ICT networks and services needed for such applications	– Population covered by at least a 4G mobile network – Fixed broadband (percentage of total): >10 Mbit/s
	4) Improved capacity to leverage telecommunication/ICT-centric innovation and entrepreneurship for sustainable development	– Adoption of ICT-centric innovation and entrepreneurship strategies

Thematic priorities	Outcome	Outcome indicators
Enabling environment	1) Conducive policy and regulatory environment for innovation and investment to drive social and economic growth	– Number of countries advancing to the next generation of regulation (G1-G4) and/or to a higher level of preparedness for the digital transformation (G5) – Proportion of investment in ICT from total investment
	2) Digitally skilled users	– Percentage of digitally skilled users (by level: basic skills, standard skills and advanced skills)
	3) Enhanced digital inclusion (including women and girls, youth, indigenous peoples, older persons, persons with disabilities and persons with specific needs)	– Mobile-telephone ownership (by gender) (SDG indicator 5.b.1 – ITU is custodian agency) – Internet use gender gap – Internet use generational gap – Youth (<15, 15-24) and older persons (>75) – Number of countries with enabling environments ensuring accessible telecommunications/ICTs for persons with disabilities and persons with specific needs

Thematic priorities	Outcome	Outcome indicators
	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 <i>a) Bridging the standardization gap – enhanced ability of all countries, in particular developing countries, to develop, access, implement and influence ITU-T recommendations</i>	– Number of countries receiving technical assistance through BDT actions to enhance policy and regulatory frameworks for telecommunication/ICT connectivity, access, affordability and inclusion – Percentage of individuals using the Internet and owning a mobile and digital device – Percentage of persons with disabilities using the Internet and owning a mobile and digital device – Percentage of females using the Internet and owning a mobile and digital device – Percentage of youth using the Internet and owning a mobile and digital device – Total number of ITU-T study group leadership positions held (by level of development)

Thematic priorities	Outcome	Outcome indicators
	<i>b) Increased knowledge and know-how on the Radio Regulations, Rules of Procedure, regional agreements, recommendations and best practices on spectrum use</i> <i>c) Increased participation in ITU-R activities (including through remote participation), in particular by developing countries</i>	– Total number of ITU-T study group meetings/participants – Total number of countries represented in ITU-T study group meetings (by level of development) – Total number of contributions submitted to ITU-T study group meetings (by level of development of the country of the contributing organization) – Total number of ITU-T recommendation downloads – Total number of workshops and other events in support of ITU-T study groups/participants – Number of ITU-R free online publication downloads (millions) – Total number of events/participants/countries in ITU seminars, workshops and capacity-building events (world and regional seminars, and symposia) organized by BR – Number of technical assistance actions for terrestrial services provided/countries receiving/time spent (days) – Total number of events/participants/countries/contributions in ITU-R conferences, assemblies and study group-related meetings
	5) Enhanced adoption of policies and strategies for the environmentally sustainable use of telecommunications/ICTs	– Number of countries applying harmonized data-collection methodology – Number of countries with a WEEE policy, legislation or regulation

Appendix A – Allocation of resources (linkage with the financial plan)

APPENDIX A

Allocation of resources – Linkage between the 2024-2027 strategic and financial plans

Thematic priorities	CHF(000)					In %	
	2024	2025	2024-2025	2026	2027	2026-2027	2024-2027
TP1 Spectrum and satellite orbits	57 023	57 080	114 103	58 237	62 703	120 940	235 043
TP2 International numbering resources	3 343	3 243	6 586	3 301	3 291	6 592	13 178
TP3 Inclusive and secure infrastructure and services	48 068	47 125	95 193	47 965	48 402	96 367	191 560
TP4 Digital applications	21 029	20 323	41 352	20 737	20 675	41 412	82 764
TP5 Enabling environment	33 697	33 727	67 424	34 189	34 933	69 122	136 546
Subtotal	163 160	161 498	324 658	164 429	170 004	334 433	659 091
Progressive global reduction	-1 000	-1 605	-2 605	-2 105	-2 710	-4 815	-7 420
Total	162 160	159 893	322 053	162 324	167 294	329 618	651 671
							100,00%

ANNEX 2 TO RESOLUTION 71 (REV. BUCHAREST, 2022)

Situational analysis

1 ITU as a part of the United Nations system

1 ITU is the United Nations (UN) specialized agency for telecommunications/information and communication technologies (ICTs). ITU allocates global radio-frequency spectrum and associated satellite-orbit resources, develops technical standards that ensure networks and technologies seamlessly interconnect, and strives to improve access to and use of telecommunications/ICTs for underserved communities worldwide. ITU is committed to connecting all the world's people – wherever they live and whatever their means, leaving no one behind. ITU's work aims to protect and support everyone's fundamental right to communicate.

2 ITU has been based on the partnership of diverse members since its inception in 1865. It is therefore unique in the UN system, as it brings together 193 Member States and over 900 private-sector companies, universities and civil-society organizations, that work together to harness the power of telecommunications/ICTs to promote universal and affordable connectivity for all.

2 Developments since the ITU 2018 Plenipotentiary Conference

2.1 Developments in the UN system

³ **Digital transformation and cooperation have become one of the top priorities across the UN.** The rapid advancement of digital technologies is transforming economic and social activities globally. In response, digital transformation has been considered as a top priority across the UN system, especially to support the achievement of the Sustainable Development Goals (SDGs). Notably, the UN Secretary-General's strategies and priorities are increasingly focused on digital and cybersecurity issues, the number of resolutions on digital technologies in the UN General Assembly and other UN entities has grown, while many UN entities have launched digital transformation strategies and initiatives for their programmes, funds and internal processes. Digital-themed UN conferences and international days are also becoming more frequent. In particular, the UN Secretary-General outlined his vision of an open, free and secure digital future for all in the Roadmap for Digital Cooperation, released in June 2020.³ This was reinforced through a set of recommendations, responding to the commitments made by Member States in the declaration on the commemoration of the 75th anniversary of the United Nations⁴, in his recent report "Our Common Agenda", released in September 2021.⁵

³ [United Nations](#), May 2020.

⁴ [United Nations](#), September 2020.

⁵ [United Nations](#), September 2021.

4 These evolutions in the UN system may create parallel workstreams and related inefficiencies across UN entities whose work overlaps with ITU's mandate in areas of telecommunications/ICTs, such as universal connectivity. They may also hinder ITU's value added in supporting digital transformation across its membership. However, these developments can also create opportunities to enhance ITU's unique role as a leading organization in the telecommunication/ICT landscape. In particular, ITU can collaborate and participate across UN agencies' workstreams, to increase synergies and knowledge-sharing and generate new and increased funding, as well as support for telecommunication/ICT initiatives at global, regional and local levels. For example, ITU has already been part of the UN workstreams to lead the implementation of the Secretary-General's Roadmap for Digital Cooperation, as well as to support the UN-wide effort to put forward "Our Common Agenda". Overall, this will enable ITU to fulfil its programmatic, operational and management mandates in a more coherent and coordinated manner within the UN system and ensure that its priorities are strengthened and reflected in related UN system-wide work, outputs and agenda-setting.

5 **The UN development system reform involves a set of far-reaching changes to support Member States in achieving the SDGs.** The 2030 Agenda for Sustainable Development resulted in bold changes to the UN development system (UNDS), including the development of a new generation of UN country teams (UNCTs), focused on common country analysis (CCA) and a strategic UN Sustainable Development Cooperation Framework (UNSDCF) led by independent and empowered UN Resident Coordinators (RC).⁶ UNSDCF, in particular, underscores UNDS's collective commitment to help countries address SDG priorities and gaps; it also enhances the accountability of UNCTs and host governments, to collectively deliver development results. To do this, the UN system employs CCA further to conduct independent, impartial and collective analyses of countries' progress, opportunities and challenges in delivering their commitments to the 2030 Agenda, UN norms and standards, and the principles of the UN Charter, as reflected in the Cooperation Framework Guiding Principles. UNDS has also enhanced and promoted common business operations through the mutual recognition of policy and procedure best practices.⁷ This allows UN entities to adopt each other's policies, procedures, system contracts and related operational mechanisms to deliver on their mandates, without further evaluation, checks or approvals.

⁶ [United Nations](#), June 2019.

⁷ [United Nations](#), 1 February 2017.

6 To ensure the UN system works for ITU, the Union can continue to engage with the reformed UNDS, especially with the empowered RC system. In particular, the Union can work to raise awareness among RCs on ITU's mandate and functions, by involving them in meetings and consultations with the membership. It can also further leverage ITU's regional presence and support the regional and area offices on engagements with RCs, in CCAs and UNSDCF. Moreover, to enhance its involvement in the CCA and other UN periodic reviews, ITU can provide telecommunication/ICT-related guidelines or data for specific countries or regions. Meanwhile, ITU can continue to build on its existing role in the UN system. The organization is a signatory to UNSCDF and has worked closely with the UN Development Coordination Office (DCO) to provide an offer to RCs, and has participated in virtual briefings organized with DCO. The directors of the ITU regional offices are also regularly updated on new developments, including updated guidance on RC-UN agency engagement, such as the revised management and accountability framework that was recently published with national, regional and global chapters.

2.2 Developments in the telecommunication and ICT landscape

7 Coronavirus disease (COVID-19) demonstrated the critical role of telecommunications and ICTs in connecting societies and accelerating digital transformation. The COVID-19 crisis created unprecedented demand for communication networks. As a result of global lockdowns and the rise of teleworking, distance learning, remote entertainment and telemedicine, Internet traffic has risen by 30 per cent.⁸ Consumers have also become more reliant on digital tools, with 74 per cent of global users reporting significant increases in their Internet use during COVID-19 lockdowns.⁹ To meet these evolving consumer needs, new technologies are scaling rapidly. 5G network rollouts have continued unabated and enabled faster connectivity across longer distances. From March 2020, an average of eight new 5G networks have launched monthly, up from six for the same period in 2019.¹⁰ ICT infrastructure is also evolving and becoming more democratized. Cloud Internet traffic doubled its 2019 volume during the pandemic.¹¹ Meanwhile, the Internet of Things, quantum computing and artificial intelligence are becoming more sophisticated and widespread. These technologies have the potential to improve operational efficiency, accelerate automation and unlock new capabilities.¹² The COVID-19 crisis has demonstrated that emerging technologies are essential to the functioning of our society and economy and provide critical infrastructure. As digitalization advances, ensuring equitable and sustainable development is increasingly pressing.

⁸ [ITU](#), June 2021.

⁹ [Ericsson](#), April 2020.

¹⁰ [GSMA](#), December 2020.

¹¹ [Deloitte](#), December 2020.

¹² [McKinsey](#), June 2021.

8 **However, the socio-economic impacts of the COVID-19 pandemic have left vulnerable communities behind.** The pandemic has widened differences in telecommunication/ICT investments and infrastructure development between countries. In developed countries, telecommunication/ICT capital investment has increased to accommodate rising Internet traffic and led to an expansion of 5G and optical fibre infrastructure. In developing countries, capital investment and expenditures per capita have fallen, while the deployment of 4G and 5G coverage is lagging. 5G currently reaches 3 per cent of the population in Latin America and 0 per cent in Africa. Thus, with the rapid pace of digitalization after the COVID-19 pandemic, those without affordable connectivity risk being left further behind. In 2021, some 2.9 billion people remain offline, 96 per cent of whom live in developing countries.¹³ In the UN-designated least developed countries (LDCs)¹⁴ in particular, affordability and lack of literacy and digital skills remain significant barriers to the adoption of digital tools. There are almost six times more people in the usage gap than the coverage gap, and while handset affordability has improved, over 50 per cent of LDCs fall short of international affordability targets.¹⁵ As more services are delivered online, the most vulnerable in society will have increasingly limited access to education, medicine, government services, e-commerce and communication tools.

¹³ [ITU](#), June 2021.

¹⁴ [ITU](#), 2021.

¹⁵ [GSMA](#), December 2020.

9 **Meanwhile, as the climate crisis intensifies, it is increasingly urgent for the telecommunication/ICT sector to advance progress towards the World Summit on the Information Society (WSIS) action lines and the 2030 Agenda for Sustainable Development.** Human influence has warmed the climate at a rate unprecedented in the last 2000 years. Meanwhile, the rapid advancement and deployment of telecommunications/ICTs globally has led to an increase in greenhouse gas (GHG) emissions, energy consumption and electronic waste. According to recent estimates, the telecommunication/ICT sector accounts for 3-4 per cent of global CO₂ emissions, about twice that of civil aviation. With global data traffic expected to grow around 60 per cent per year, the industry's share is expected to grow further.¹⁶ However, while the sector requires energy resources, telecommunications/ICTs also offer new opportunities to mitigate and adapt to climate change. For example, telecommunications/ICTs play a crucial role in monitoring and analysing short- and long-term climate trends, enabling disaster risk reduction and management and raising awareness to help protect the environment and reduce GHG emissions. In this context, as 2030 approaches, it is increasingly pressing to leverage the power of telecommunications/ICTs to drive sustainable development and accelerate progress towards the WSIS action lines and the SDGs.

¹⁶ [BCG](#), June 2021.

10 **To respond to these challenges and unlock the potential of digitalization, ITU has the opportunity to play a vital role in bridging the digital divide and enabling sustainable digital transformation.** ITU's diverse membership is uniquely positioned to address digital inequalities. In particular, governments and regulators in developing countries can launch initiatives targeted at reversing declining capital spending and stimulating investments to enable network roll-out. They can also collaborate to reduce demand-side barriers to connectivity, through efforts to enhance affordability, digital literacy, local content development and adoption of mobile broadband. As an organization, ITU can continue to serve as a platform to drive responsive technical and regulatory action and encourage collaboration between regulators and industry. ITU could also further harness data to enhance digital regulation, by building analytics capabilities, adopting data-driven tools in decision-making and providing regulators with regulatory solutions to respond to changes in the telecommunication/ICT landscape.¹⁷ Finally, to support the achievement of the SDGs, ITU can continue to play a crucial role in helping members leverage the power of telecommunications/ICTs to promote sustainability, tackle the climate crisis and reduce the environmental footprint of the sector. In particular, ITU's work could contribute to addressing rising energy consumption, GHG emissions and e-waste generation through the application of an environmental lens across its work.

2.3 Progress on ITU's targets in the 2020-2023 strategic plan

11 The strategic plan for the Union for 2020-2023 contained five strategic goals (Growth, Inclusiveness, Sustainability, Innovation and Partnership) measured through 24 targets contributing to the achievement of the Connect 2030 Agenda.

¹⁷ [ITU](#), June 2021.

12 **Uptake of the Internet has accelerated during the pandemic.** An estimated 4.9 billion people are using the Internet in 2021,¹⁸ meaning that roughly 63 per cent of the world's population is online – an increase of 17 per cent – with almost 800 million people estimated to have come online since 2019. Internet penetration increased more than 20 per cent on average in Africa, in Asia and the Pacific, and in the UN-designated LDCs.

13 **Growth has been necessarily much weaker in developed economies, given that Internet use is already almost universal,** at more than 90 per cent. This growth differential has contributed to a modest narrowing of the divide between the world's most- and least-connected countries: for example, the divide between developed economies and LDCs went from 66 percentage points in 2017 to 63 percentage points in 2021.

14 **Broadband subscriptions have picked up in 2021:** Following a small decline in 2020, the penetration of mobile-cellular subscriptions worldwide rose again in 2021, reaching a record 110 subscriptions per 100 inhabitants. Mobile subscriptions with broadband capability (3G or better) followed the same trend, reaching 83 subscriptions per 100 people.

15 **The urban-rural gap, though less severe in developed countries, remains a major challenge for digital connectivity in the rest of the world.** Globally, people in urban areas are twice as likely to use the Internet than those in rural areas (76 per cent urban compared to 39 per cent rural). In developed economies, the urban-rural gap appears negligible in terms of Internet usage (with 89 per cent of people in urban areas having used the Internet in the last three months, compared to 85 per cent in rural areas), whereas in developing countries, people in urban areas are twice as likely to use the Internet as those in rural areas (72 per cent urban compared to 34 per cent rural). In LDCs, urban dwellers are almost four times as likely to use the Internet as people living in rural areas (47 per cent urban compared to 13 per cent rural).

¹⁸ [ITU](#), November 2021.

16 **The digital gender divide is also narrowing globally, but large gaps remain in poorer countries.** In the developed world, the digital gender divide has been virtually eliminated (89 per cent of men and 88 per cent of women online) but wide gaps remain in LDCs (31 per cent of men compared to just 19 per cent of women) and in landlocked developing countries (38 per cent of men compared to 27 per cent of women).

17 **A generational gap is evident across all world regions.** On average, 71 per cent of the world's population aged 15-24 is using the Internet, compared with 57 per cent of all other age groups. This generational gap is reflected across all regions. It is most pronounced in LDCs, where 34 per cent of young people are connected, compared to only 22 per cent of the rest of the population. Greater uptake among young people bodes well for connectivity and development. In LDCs, for example, half of the population is less than 20 years old, suggesting that local labour markets will become progressively more connected and technology-savvy as the younger generation enters the workforce.

18 **Monitoring the world's evolving digital divide.** ITU figures also point to a glaring gap between digital network availability versus actual connection. While 95 per cent of people in the world could theoretically access a 3G or 4G mobile broadband network, billions of them do not connect.

19 **Affordability of devices and services remains a major barrier.** The widely accepted target for affordable broadband connectivity in developing countries sets the cost of an entry-level mobile broadband package at 2 per cent of gross national income (GNI) per capita. Yet in some of the world's poorest nations, getting online can cost a staggering 20 per cent or more of per capita GNI.

20 **Lack of digital skills and an appreciation of the benefits of an online connection is another bottleneck,** compounded by a lack of content in local languages, as well as by interfaces that demand literacy and numeracy skills that many people do not possess.

2.4 Assessing ITU's value proposition and its organizational effectiveness

21 Several projects and initiatives undertaken in the last strategic planning cycle reviewed ITU's capabilities and provided recommendations on how to further improve its value proposition to its membership and advice to ITU management on enhancing organizational effectiveness. These included the review of ITU's regional presence, the ITU Culture and Skills project and informal consultations with members during the strategic planning process.

22 In particular, feedback gathered from the membership underscored the need to establish clear areas of impact and leverage synergies across the ITU Sectors. To enhance ITU's membership offering, it was also suggested providing members with a catalogue of services. Finally, the feedback reinforced the need to improve internal management through results-based management and enhance transparency and accountability.

23 The ITU Culture and Skills project report emphasized the need for ITU to reform its organizational culture, by fostering cross-functional collaboration, bottom-up innovation, and responsiveness to changes in the telecommunication/ICT landscape. It also highlighted the need to tackle process inefficiencies, duplication and perceived bureaucracy that lead to reactive and slow decision-making. Other areas of improvement regarding culture included providing staff with clearer ownership and accountability through performance-driven talent management, while also reinforcing inspirational leadership by minimizing organizational hierarchy.

24 Finally, in terms of regional presence, the review of ITU's regional presence recommended that ITU further integrate its regional and global planning instruments to enhance the alignment and focus of regional programmes and initiatives. Specifically, it emphasized the need to clarify regional mandates and responsibilities and to ensure ITU's regional presence represents the ITU as a whole, aligns with the organization's vision and mission, and takes a leading role in coordinating specific activities.

2.5 Strengths, weaknesses, opportunities and threats (SWOT) analysis

25 To respond to the rapid changes in the digital landscape, it will be vital for ITU to leverage its existing strengths as the leading UN agency focused on telecommunications/ICTs and clearly demonstrate its critical role in enhancing access to and use of these technologies for sustainable development. ITU will also strive to leverage both internal and external opportunities to reinforce the added value of its services, products and initiatives. However, to build and maintain its vital role in the telecommunication and ICT sector, the Union must also focus on remedying its weaknesses as an organization and responding to emerging threats.

26 The SWOT analysis will be considered and reflected in the organization's overall risk-management framework, presented to and reviewed by the ITU Council annually.

ANNEX 3 TO RESOLUTION 71 (REV. BUCHAREST, 2022)

Glossary of terms

Term	Definition
Activities	Activities are various actions/services for transforming resources (inputs) into outputs ¹⁹ .
Enablers	Ways of working that allow the Union to deliver on its goals and priorities more effectively and efficiently.
Financial plan	The financial plan covers a four-year period and sets the financial basis from which biennial budgets are elaborated. The financial plan is elaborated within the context of Decision 5 (Revenue and expenses for the Union), which reflects, <i>inter alia</i> , the amount of the contributory unit approved by the Plenipotentiary Conference. It is linked to the strategic plan, in accordance with Resolution 71, by the allocation of financial resources to the strategic goals of the Union.
Indicators	Indicators are the criteria used to measure the achievement of outcomes and targets in the results framework.
Inputs	Inputs are resources, such as financial, human, material and technological resources, used by activities to produce outputs.
Mission	Mission refers to the main overall purposes of the Union, as per the basic instruments of ITU.
Operational plan	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.
Outcomes	Outcomes provide an indication as to whether the key results under the thematic priorities are being achieved. Outcomes are usually partly, but not entirely, within the control of the organization.
Outputs	Outputs are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans. Outputs are cost objects and are represented in the applicable cost-accounting system by internal orders. Outputs will be defined and measured in operational plans for each Sector and the General Secretariat.

¹⁹ The activities and outputs are defined in detail in the operational planning process, thereby ensuring a strong linkage between strategic and operational planning.

Term	Definition
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.
Results-based budgeting (RBB)	Results-based budgeting (RBB) is the programme budget process in which: (a) the programme is formulated in order to meet a set of predefined thematic priorities and outcomes; (b) the outcomes justify resource requirements, under the thematic priorities; and (c) actual performance in achieving outcomes is measured by outcome indicators.
Results-based management (RBM)	Results-based management (RBM) is a management approach that directs organizational processes, resources, products and services towards the achievement of measurable results. It provides the management frameworks and tools for strategic planning, risk management, performance monitoring and evaluation and financing activities based on targeted results.
Results framework	A results framework is the strategic management tool used to plan, monitor, evaluate and report within the RBM methodology. It provides the necessary sequence to achieve desired results (results chain) – beginning with inputs, moving through activities and outputs, grouped under product and service offerings, to outcomes – at the level of thematic priorities, and desired impact – at the level of the ITU strategic goals and targets. It explains how results are to be achieved, including causal relationships and underlying assumptions and risks. The results framework reflects strategic-level thinking across the entire organization.
Strategic goals	The Union's high-level goals which enable the realization of its mission.
Strategic plan	The strategic plan defines the strategy of the Union for a four-year period in order to fulfil its mission. It defines strategic goals, thematic priorities, outcomes, product and service offerings, and enablers, representing the plan of the Union within that period. It is the main instrument embodying the Union's vision. The strategic plan should be implemented within the context of the financial limits established by the Plenipotentiary Conference.
Strategic risks	Strategic risks refer to the uncertainties and untapped opportunities that affect an organization's strategy and strategy execution.
Strategic risk management (SRM)	Strategic risk management (SRM) is a management practice that identifies and focuses action on uncertainties and untapped opportunities that affect an organization's ability to deliver on its mission.

Term	Definition
Strengths, weakness, opportunities and threats (SWOT) analysis	A study done by an organization in order to find its strengths and weaknesses, and what problems or opportunities it should deal with. SWOT is formed from the initial letters of "strengths", "weaknesses", "opportunities" and "threats". Internal factors: – <i>Strengths</i> are capabilities that enable the organization to perform well – capabilities that need to be leveraged. – <i>Weaknesses</i> are characteristics that affect the good performance of the organization and need to be addressed. External factors: – <i>Opportunities</i> are trends, forces, events and ideas that the organization can capitalize on. – <i>Threats</i> are possible events or forces outside the control of the organization that the organization needs to mitigate.
Targets and target indicators	Targets are the desired results the Union aims to achieve to deliver on its strategic goals. The target indicators provide an indication as to whether the goal is being achieved during the period of the strategic plan. Targets may not always be achieved for reasons that may be beyond the control of the Union.
Thematic priorities	Areas of work that the Union focuses on and in which outcomes will be achieved to meet the strategic goals.
Values	ITU's shared and common beliefs that drive its priorities and guide all decision-making processes.
Vision	The better world ITU wants to see.

List of terms in all six official languages

English	Arabic	Chinese	French	Russian	Spanish
Activities	الأنشطة	活动	Activités	Виды деятельности	Actividades
Enablers	العوامل التمكينية	推动因素	Catalyseurs	Средства достижения целей	Factores
Financial plan	الخطة المالية	财务规划	Plan financier	Финансовый план	Plan Financiero
Indicators	المؤشرات	指标	Indicateurs	Индикаторы	Indicadores
Inputs	المدخلات	投入	Contributions	Исходные ресурсы	Insumos
Mission	الرسالة	使命	Mission	Миссия	Misión
Operational plan	الخطة التشغيلية	运作规划	Plan opérationnel	Оперативный план	Plan Operacional
Outcomes	النتائج	成果	Résultats	Конечные результаты	Resultados
Outputs	النواتج	输出成果	Produits	Намеченные результаты деятельности	Productos
Performance indicators	مؤشرات الأداء	绩效指标	Indicateurs de performance	Показатели деятельности	Indicadores de Rendimiento
Product and service offerings	عروض المنتجات والخدمات	所提供的产品和服务	Offres de produits et de services	Предлагаемые продукты и услуги	Ofertas de productos y servicios
Results-based budgeting	الميزنة على أساس النتائج	基于结果的预算制定	Budgétisation axée sur les résultats	Составление бюджета, ориентированного на результаты	Elaboración del Presupuesto basado en los resultados
Results-based management	الإدارة على أساس النتائج	基于结果的管理	Gestion axée sur les résultats	Управление, ориентированное на результаты	Gestión basada en los resultados
Results framework	إطار النتائج	结果框架	Cadre de présentation des résultats	Структура результатов	Marco de resultados

English	Arabic	Chinese	French	Russian	Spanish
Strategic goals	الغايات الاستراتيجية	总体战略目标	Buts stratégiques	Стратегические цели	Metas estratégicas
Strategic plan	الخطة الاستراتيجية	战略规划	Plan stratégique	Стратегический план	Plan Estratégico
Strategic risks	المخاطر الاستراتيجية	战略风险	Risques stratégiques	Стратегические риски	Riesgos estratégicos
Strategic risk management	إدارة المخاطر الاستراتيجية	战略风险管理	Gestion des risques stratégiques	Управление стратегическими рисками	Gestión de riesgos estratégicos
Strengths, weakness, opportunities and threats (SWOT) analysis	تحليل مواطن القوة والضعف والفرص والمخاطر (SWOT)	优势、劣势、机会与威胁 (SWOT) 分析	Analyse des forces, faiblesses, possibilités et menaces (SWOT)	Анализ сильных и слабых сторон, возможностей и угроз (SWOT)	Análisis de fortalezas, debilidades, oportunidades y amenazas (SWOT)
Targets and target indicators	المقاصد ومؤشرات المقاصد	具体目标和具体目标指标	Cibles et indicateurs relatifs aux cibles	Целевые показатели и индикаторы целевых показателей	Finalidades e indicadores de finalidad
Thematic priorities	الأولويات المواضيعية	主题重点	Priorités thématiques	Тематические приоритеты	Prioridades temáticas
Values	القيم	价值/价值观	Valeurs	Ценности	Valores
Vision	الرؤية	愿景	Vision	Концепция	Visión