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**Chairman of the Council Working Group for the elaboration of the  
Strategic Plan and the Financial Plan for the Union 2016-2019**

ANNEX 2 TO RESOLUTION 71:

STRATEGIC PLAN FOR THE UNION FOR 2016-2019

# Annex 2 to Resolution 71

## Strategic plan for the Union for 2016-2019

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The four-year strategy guides the activities of the Union in 2016-2019 in accordance with the Constitution and Convention of ITU.

The structure of the 2016-2019 strategic plan of the Union follows the structure of the ITU results-based management (RBM) framework, as shown in Section 1 below. Section 2 defines the vision, mission and values, Section 3 defines the ITU strategic goals and sets the targets, and Section 4 defines the sector and intersectoral objectives, the outcomes, the enablers of the strategic goals and objectives of the Union and, for purposes of linkage of the strategic with the operational plans of the Union, the sector and intersectoral outputs. Section 5 plots the roadmap from strategy to execution, by laying down the implementation criteria for prioritization. The activities and outputs are defined in detail in the operational planning process, thereby ensuring a strong linkage between strategic and operational planning (as described in Section 5.1).

## 1 ITU results-based management (RBM) framework and structure of the strategic plan

The RBM framework presented below describes the relationships between the activities of ITU, outputs they produce, and overall objectives and strategic goals of the Union, which contribute to the organization's mission and vision.

The ITU results chain is divided into five levels: *activities*, *outputs*, *objectives* and *outcomes*, *strategic goals* and *targets*, and *vision* and *mission*. The ITU *values* represent overarching shared and common beliefs that drive priorities of the Union.

Table 1: The ITU RBM framework (as presented in the ITU Strategic and Operational plans)

	<b>Vision &amp; Mission</b> (Section 2)	<b>Vision</b> is the better world ITU wants to see. <b>Mission</b> refers to the main overall purposes of the Union, as per the Basic Instruments of ITU.	<b>Values:</b> ITU's shared and common beliefs that drive its priorities and guide all decision-making processes (Section 2)
RBM planning Implementation ↑ ↓	<b>Strategic goals &amp; Targets</b> (Section 3)	<b>Strategic goals</b> refer to the Union's high-level targets to which the objectives contribute, directly or indirectly. They relate to the whole of ITU. <b>Targets</b> are the expected results during the period of the strategic plan; they provide an indication as to whether the Goal is being achieved. Targets may not always be achieved for reasons that may be beyond the control of the Union.	
	<b>Objectives &amp; Outcomes</b> (Section 4)	<b>Objectives</b> refer to the specific aims of the Sector and Intersectoral activities in a given period. <b>Outcomes</b> provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the organization's control.	
	<b>Outputs</b> (Section 4)	<b>Outputs</b> are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans.	
	<b>Activities</b>	<b>Activities</b> are various actions/services for transforming resources (inputs) into outputs. Activities may be grouped into processes.	

Each of the levels above represents a distinct step in the causal logic of the ITU RBM framework. The bottom two levels (activities and outputs) relate to how financial contributions from the membership and other revenues of ITU are being invested in order to implement various functions, programmes and initiatives of the Union. The top three levels refer to the actual changes and impact that ITU envisages, i.e. the long-term economic, socio-cultural, institutional, environmental, technological or other effects of the Union's work.

## 2 ITU vision, mission and values

### 2.1 Vision

*“An information society, empowered by the interconnected world, where telecommunication/information and communication technologies enable and accelerate social, economic and environmentally sustainable growth and development for everyone”*

ITU is committed to enabling a connected world. In this interconnected world, information and communication technologies (ICTs) play a key role as an ultimate enabler for social, economic and environmentally sustainable development, benefiting each and every person on the planet. ICTs are redefining how development objectives may be achieved. Delivering affordable access to telecommunication/ICT networks, services and applications to all the world’s inhabitants is a vital driver of development.

### 2.2 Mission

*“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”*

### 2.3 Values

The core values of ITU are the principles and common beliefs that drive the priorities of the Union and the decision-making process of the organization.

- ***People-centred, service-oriented and results-based***

Being people-centred, ITU is focused on people in order to deliver results that matter to each and every individual. Being service-oriented, ITU is committed to further delivering high-quality services and maximizing satisfaction of beneficiaries and stakeholders. Being results-based, ITU aims for tangible results and to maximize the impact of its work.

- ***Inclusiveness***

Recognizing inclusiveness as a universal value, ITU is committed to ensuring that the benefits of telecommunication/ICTs reach everyone in an equitable manner, including developing countries, persons with specific needs as well as marginal and vulnerable populations, including youth, indigenous peoples, older persons, persons with disabilities, persons with diverse income levels, rural and remote populations, as well as ensuring gender equality in telecommunication/ICTs. Significance of inclusiveness is twofold: everyone benefits from the work of ITU, and everyone can contribute.

- ***Universality and neutrality***

As a United Nations specialized agency, ITU reaches, covers and represents all parts of the world. Within the remit of the Basic Instruments of the Union, its operations and activities reflect the express will of its membership. Appreciating the significance of being neutral, ITU also recognizes the overarching pre-eminence of human rights. It is essential to protect the right to freedom of expression, the right to communicate and the right to privacy.

- ***Synergies through collaboration***

A diverse array of organizations contributes to the development of the telecommunication/ICT. ITU, as a major player in this diverse environment, embraces collaboration as the best way to contribute to the fulfilment of its mission.

- **Innovativeness**

Innovation is a key element in the transformation of the telecommunication/ICT environment. In order to be successful in what it does, ITU recognizes that it must continuously contribute to shaping and adapting quickly to this rapidly changing telecommunication/ICT environment.

- **Efficiency**

Efficiency is a concern for all stakeholders in the telecommunication/ICT environment. ITU is committed to providing increased value for money, focusing on its priorities and avoiding conflicting efforts and activities.

- **Continuous improvement**

Recognizing that in a fast-moving, rapidly-evolving environment there are no permanent solutions, ITU embraces the value of *continuous improvement* of its products, services and processes, by adjusting focus as required and raising performance and quality standards.

- **Transparency**

As an enabler for many of the above values, transparency allows accountability for decisions, actions and results. Embracing transparency, ITU communicates and demonstrates progress towards the achievement of its goals.

### 3 Strategic goals and targets of the Union

#### 3.1 Strategic goals

The Council in its role in managing the Union between Plenipotentiary Conferences, and all three ITU Sectors will cooperate towards achievement of the ITU-wide goals: the ITU Radiocommunication Sector (ITU-R), the ITU Telecommunication Standardization Sector (ITU-T) and the ITU Telecommunication Development Sector (ITU-D). Successful coordination and collaboration among the Sectors, their three Bureaux and the General Secretariat shall underpin the Union's progress in achieving these goals.

In 2016-2019 ITU will work to achieve its mission through the following four goals:

##### 3.1.1 Goal 1: Growth – Enable and foster access to and increased use of telecommunications/ICTs

Recognizing the role of telecommunication/ICTs as a key enabler for social, economic and environmentally sustainable development, ITU will work to enable and foster access to, and increase the use of telecommunication/ICTs. Growth in the use of telecommunication/ICTs has a positive impact on short- and long-term socio-economic development. The Union, including its members, are committed to working together and collaborating with all stakeholders in the telecommunication/ICT environment in order to achieve this goal.

##### 3.1.2 Goal 2: Inclusiveness – Bridge the digital divide and provide broadband for all

Being committed to ensuring that everyone without exception benefits from telecommunication/ICTs, ITU will work to bridge the digital divide and enable the provision of broadband for all. Bridging the digital divide focuses on global telecommunication/ICT inclusiveness, fostering telecommunication/ICT access, accessibility, affordability and use in all countries and regions and by all peoples, including marginal and vulnerable populations, such as women, children, people with different income levels, Indigenous Peoples, older persons and persons with disabilities. The Union will continue to work towards enabling the provision of broadband for all, so everyone can take advantage of these benefits.

### 3.1.3 Goal 3: Sustainability – Manage challenges resulting from telecommunication/ICT development

To promote the beneficial use of telecommunication/ICTs, the Union recognizes the need to manage challenges that emerge from the rapid growth of telecommunication/ICTs. The Union focuses on enhancing the sustainable and safe use of telecommunication/ICTs, in close collaboration with all organizations and entities. Accordingly, the Union will work towards minimizing the negative impact of undesired collaterals, such as cybersecurity threats, including potential harm to most vulnerable parts of the society, in particular children, and negative effects on the environment, including e-waste.

### 3.1.4 Goal 4: Innovation and partnership – Lead, improve and adapt to the changing telecommunication/ICT environment

The fourth goal of the Union's strategy for 2016-2019 is innovation: fostering an innovative ecosystem and adapting to the changing telecommunication/ICT environment. In the rapidly evolving environment, the goal set by the Union is to contribute to the development of an environment that is sufficiently conducive to innovation, where advances in new technologies and strategic partnerships become a key driver for the post-2015 development agenda. The Union recognizes the global need to adapt systems and practices continuously, since technological innovation is transforming the telecommunication/ICT environment. The Union recognizes the need of fostering the engagement and cooperation with other entities and organizations in pursuing that goal.

## 3.2 Targets of the Union

Targets represent the effect and long-term impact of the Union's work and provide an indication of progress towards achievement of the strategic goals. ITU will work collaboratively with the full range of other organizations and entities around the world committed to advancing the use of telecommunications/ICTs. The purpose of such targets is to provide the direction where the Union should focus its attention and materialize the ITU vision for an interconnected world for the 4 year period of the strategic plan.

### 3.2.1 Principles for global telecommunication/ICT targets

Following best practice for setting targets, the global telecommunication/ICT targets are set in compliance with the following criteria:

- **Specific:** Targets describe the tangible impact that the Union would like to see from its efforts: the long-term economic, socio-cultural, institutional, environmental, technological or other effects sought, which may, however, be largely outside the Union's direct control.
- **Measurable:** Targets build on existing statistical indicators, leveraging ITU knowledge bases, are measurable and have an established baseline.
- **Action-oriented:** Targets guide specific efforts under the strategic and operational plans of the Union.
- **Realistic and relevant:** Targets are ambitious, but realistic, and are linked with the strategic goals of the Union.
- **Time-bound and traceable:** Targets correspond to the time-frame within the four-year period of the strategic plan of the Union, i.e. by 2020.

### 3.2.2 Global telecommunication/ICT targets

Table 2 below presents the Global telecommunication/ICT targets for each of the strategic goals of the ITU.

Table 2: Global telecommunication/ICT targets

<b>Goal 1 Growth – Enable and foster access to and increased use of telecommunications/ICTs</b>
<ul style="list-style-type: none"> <li>- <b>Target 1.1:</b> Worldwide, 55% of households should have access to the Internet by 2020</li> <li>- <b>Target 1.2:</b> Worldwide, 60% of individuals should be using the Internet by 2020</li> <li>- <b>Target 1.3:</b> Worldwide, telecommunication/ICTs should be 40% more affordable by 2020<sup>1</sup></li> </ul>
<b>Goal 2 Inclusiveness –Bridge the digital divide and provide broadband for all</b>
<ul style="list-style-type: none"> <li>- <b>Target 2.1.A:</b> In the developing world, 50% of households should have access to the Internet by 2020</li> <li>- <b>Target 2.1.B:</b> In the least developed countries (LDCs), 15% of households should have access to the Internet by 2020</li> <li>- <b>Target 2.2.A:</b> In the developing world, 50% of individuals should be using the Internet by 2020</li> <li>- <b>Target 2.2.B:</b> In the least developed countries (LDCs), 20% of individuals should be using the Internet by 2020</li> <li>- <b>Target 2.3.A:</b> The affordability gap between developed and developing countries should be reduced by 40% by 2020<sup>2</sup></li> <li>- <b>Target 2.3.B:</b> Broadband services should cost no more than 5% of average monthly income in developing countries by 2020</li> <li>- <b>Target 2.4:</b> Worldwide, 90% of the rural population should be covered by broadband services by 2020<sup>3</sup></li> <li>- <b>Target 2.5.A:</b> Gender equality among Internet users should be reached by 2020</li> <li>- <b>Target 2.5.B:</b> Enabling environments ensuring accessible telecommunications/ICTs for persons with disabilities should be established in all countries by 2020</li> </ul>
<b>Goal 3 Sustainability – Manage challenges resulting from the telecommunication/ICT development</b>
<ul style="list-style-type: none"> <li>- <b>Target 3.1:</b> Cybersecurity readiness should be improved by 40% by 2020<sup>4</sup></li> <li>- <b>Target 3.2:</b> Volume of redundant e-waste to be reduced by 50% by 2020<sup>5</sup></li> <li>- <b>Target 3.3:</b> Green House Gas emissions generated by the telecommunication/ICT sector to be decreased per device by 30% by 2020<sup>6</sup></li> </ul>
<b>Goal 4 Innovation and partnership – Lead, improve and adapt to the changing telecommunication/ICT environment</b>
<ul style="list-style-type: none"> <li>- <b>Target 4.1:</b> Telecommunication/ICT environment conducive to innovation<sup>7</sup></li> <li>- <b>Target 4.2:</b> Effective partnerships of stakeholders in telecommunication/ICT environment<sup>8</sup></li> </ul>

### 3.3 Strategic risk management and mitigation

Bearing in mind the prevailing challenges, evolutions and transformations that have the most potential to impact activities of the ITU during the period of the strategic plan, the following list of top-level strategic risks presented in Table 3 has been identified, analysed and evaluated. These risks have been considered when planning the strategy for 2016-2019, and the corresponding mitigation measures have been identified as necessary. It should be emphasized that the strategic risks are not meant to represent deficiencies of ITU's operations. They represent forward-looking uncertainties that may affect efforts to fulfil the mission of the Union during the period of the strategic plan.

ITU has identified, analysed and assessed these strategic risks. Apart from the strategic planning processes, setting the overall framework on how to mitigate these risks, operational mitigation measures will be defined and implemented through the operational planning process of the Union.

<sup>1</sup> Cost of ICT services to be 60% of the 2012 value.

<sup>2</sup> Cost of ICT services comparing to the 2012 value.

<sup>3</sup> Due to data limitations, currently mobile-broadband signal coverage is considered in determining this target.

<sup>4</sup> Data being compiled by the Global Cybersecurity Index (GCI).

<sup>5</sup> Exceptionally to the targets framework, this target needs to be discussed at the ITU-T Study Group 5.

<sup>6</sup> Exceptionally to the targets framework, this target needs to be discussed at the relevant ITU Study Group.

<sup>7</sup> Target 4.1 is a qualitative target.

<sup>8</sup> Target 4.2 is a qualitative target.

Table 3: Strategic risks and mitigation measures

Risk	Strategic mitigation measure	Reflected in
<ul style="list-style-type: none"> <li>• <b>Diminishing relevance and ability to demonstrate clear added value</b></li> </ul> <p>Represents the risk of conflicting efforts, inconsistencies and competition with other relevant organizations and bodies, as well as the risk of misperception of ITU's mandate, mission and role.</p>	<b>1. Identify and concentrate on activities with unique added value</b>	- Vision, Mission, Strategic goals and Objectives/Outcomes, Criteria for prioritization
<ul style="list-style-type: none"> <li>• <b>Spreading too thin</b></li> </ul> <p>Represents the risk of mission dilution and the risk of losing sight of the organization's core mandate.</p>	<b>2. Ensure cohesiveness and strength of focus</b>	- Criteria for prioritization
<ul style="list-style-type: none"> <li>• <b>Failure to respond quickly to emerging needs and innovate sufficiently while still providing high-quality deliverables</b></li> </ul> <p>Represents the risk of unresponsiveness, leading to disengagement of membership and other stakeholders.</p>	<b>3. Be fast moving, agile, responsive and innovative</b> <b>4. Proactively engage stakeholders</b>	- Goal 4 related to Innovation, ITU values - Vision, Mission, Values, Strategic goals and Objectives/Outcomes, Criteria for prioritization
<ul style="list-style-type: none"> <li>• <b>Inadequate adjustment of implementation strategies, tools, methodology and processes to keep up with best practices and changing needs</b></li> </ul> <p>Represents the risk of the study group structure, methods and tools becoming inadequate, of the implementation tools and methods becoming unreliable and failing to ensure maximum effectiveness, and of inadequate cooperation among the Sectors.</p>	<b>5. Continuously improve strategies, tools, methodologies and processes according to best practice</b>	- Values, Implementation criteria - Process of monitoring the implementation and adjusting the strategic plan
<ul style="list-style-type: none"> <li>• <b>Inadequacy of funding</b></li> </ul> <p>Represents the risk of reduced financial contributions from membership.</p>	<b>6. Be more efficient and prioritize</b> <b>7. Ensure effective financial planning</b>	- Implementation criteria

## 4 Sector and Intersectoral Objectives, Outcomes and Outputs

ITU will implement strategic goals of the Union for 2016-2019 through a number of objectives to be attained in this period. Each Sector will contribute to the overarching goals of the Union in the context of its specific remit, through the implementation of the sector-specific objectives and the overarching intersectoral objectives. The Council will ensure efficient coordination and oversight of this work.

### 4.1 Sector and intersectoral objectives

Sector and intersectoral objectives will contribute to the ITU Strategic Goals as presented in Table 4 below<sup>9</sup>, supported by the enablers of the goals and the objectives of the Union provided by the secretariat.

<sup>9</sup> Boxes and ticks demonstrate primary and secondary links to goals.



Table 4: Linkage of Sector and intersectoral Objectives to ITU Strategic Goals

	Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation & partnership
<b>ITU-R objectives</b>				
R.1. Meet, in a rational, equitable, efficient and economical way, the ITU membership's requirements for radio-frequency spectrum and satellite-orbit resources, while avoiding harmful interference	☑	✓	✓	✓
R.2. Provide for worldwide connectivity and interoperability, improved performance, quality and affordability of service and overall system economy in radiocommunications, including through the development of international standards	☑	✓	✓	✓
R.3. Foster the acquisition and sharing of knowledge and know-how on radiocommunications		☑		
<b>ITU-T objectives</b>				
T.1. Develop non-discriminatory international standards (ITU-T Recommendations), in a timely manner, and foster interoperability and improved performance of equipment, networks, services and applications	☑	✓	✓	✓
T.2. Promote the active participation of the membership, in particular developing countries, in the definition and adoption of non-discriminatory international standards (ITU-T Recommendations)		☑		
T.3. Ensure effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures	☑	✓	✓	✓
T.4 Foster the acquisition and sharing of knowledge and know-how on the standardization activities of ITU-T	✓	☑	✓	✓
T.5 Extend and facilitate cooperation with international and regional standardization bodies	✓	✓	✓	☑
<b>ITU-D objectives</b>				
D.1. Foster international cooperation on telecommunication/ICT development issues		☑		
D.2. Foster an enabling environment for ICT development and foster the development of telecommunication/ICT networks as well as relevant applications and services, including bridging the standardization gap	☑			
D.3 Enhance confidence and security in the use of telecommunications/ICTs, and roll-out of relevant applications and services			☑	
D.4. Build human and institutional capacity, provide data and statistics, promote digital inclusion and provide concentrated assistance to countries in special need		☑		
D.5. Enhance environmental protection, climate-change adaptation and mitigation, and disaster-management efforts through telecommunications/ICTs	☑			
<b>Intersectoral objectives</b>				
I.1. Enhance international dialogue among stakeholders	✓	✓	✓	☑

<b>Enablers</b>	<ul style="list-style-type: none"> <li>- Ensure efficient and effective use of human, financial and capital resources, as well as a work-conducive, safe and secure working environment</li> <li>- Ensure efficient and accessible conferences, meetings, documentation, publications and information infrastructures</li> <li>- Ensure efficient membership-related, protocol, communication and resource mobilization services</li> <li>- Ensure efficient planning, coordination and execution of the strategic plan and operational plans of the Union</li> <li>- Ensure effective and efficient governance of the organization (internal and external)</li> </ul>
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## 4.2 Objectives, outcomes and outputs

The Sector and intersectoral objectives will be met by achieving the related outcomes, implemented by the outputs presented in the table below:

*Table 5: Objectives, outcomes and outputs*

Objective	Outcomes	Outputs
<b>ITU-R objectives</b>		
<b>R.1. Meet, in a rational, equitable, efficient and economical way, the ITU membership's requirements for radio-frequency spectrum and satellite-orbit resources, while avoiding harmful interference</b>	R.1-1: Increased number of countries having satellite networks and earth stations recorded in the Master International Frequency Register (MIFR)	- Final Acts of World Radiocommunication Conferences, updated Radio Regulations
	R.1-2: Increased number of countries having terrestrial frequency assignments recorded in the MIFR	- Final Acts of Regional Radiocommunication Conferences, Regional Agreements
	R.1-3: Increased percentage of countries which have completed the transition to digital terrestrial television	- Rules of procedure adopted by Radio Regulations Board (RRB)
	R.1-4: Increased percentage of spectrum assigned to satellite networks which is free from harmful interference	- Results of the processing of space notices and other related activities
	R.1-5: Increased percentage of assignments to terrestrial services recorded in the master register which are free from harmful interference	- Results of the processing of terrestrial notices and other related activities
<b>R.2. Provide for worldwide connectivity and interoperability, improved performance, quality and affordability of service and overall system economy in radiocommunications, including through the development of international</b>	R.2-1: Increased mobile broadband access including in frequency bands identified for International Mobile Telecommunications (IMT)	- RRB decisions other than adoption of Rules of Procedure
	R.2-2: Reduced mobile broadband price basket <sup>10</sup> , as percentage of Gross national income (GNI) per capita	- Improvement of software of ITU-R
		- Decisions of Radio Assembly, ITU-R Resolutions
		- ITU-R Recommendations, Reports (including the CPM report) and Handbooks
		- Advice from the Radiocommunication Advisory Group

<sup>10</sup> Outcome refers to the mobile-broadband sub-basket of the ITU ICT Price Basket (IPB). For more information please refer to ITU (2013): Measuring the Information Society 2013 report, available at: [http://www.itu.int/en/ITU-D/Statistics/Documents/publications/mis2013/MIS2013\\_without\\_Annex\\_4.pdf](http://www.itu.int/en/ITU-D/Statistics/Documents/publications/mis2013/MIS2013_without_Annex_4.pdf)

Objective standards	Outcomes	Outputs
<b>R.3. Foster the acquisition and sharing of knowledge and know-how on radiocommunications</b>	<p>R.3-1: Increased knowledge and know-how on Radio Regulations, Rules of Procedures, Regional Agreements and best practices on spectrum use</p> <p>R.3-2: Increased participation in ITU-R activities, in particular, developing countries</p>	<ul style="list-style-type: none"> <li>- ITU-R publications</li> <li>- Assistance to members, in particular developing countries and LDCs</li> <li>- Liaison/support to development activities</li> <li>- Seminars, workshops and other events</li> </ul>
<b>ITU-T objectives</b>		
<b>T.1. Develop non-discriminatory international standards (ITU-T Recommendations), in a timely manner, and foster interoperability and improved performance of equipment, networks, services and applications</b>	<p>T.1-1: Increased utilization of ITU-T Recommendations</p> <p>T.1-2: Improved conformance to ITU-T Recommendations</p> <p>T.1-3: Enhanced standards in new technologies and services</p>	<ul style="list-style-type: none"> <li>- Resolutions, Recommendations and Opinions of World Telecommunication Standardization Assembly (WTSA)</li> <li>- WTSA regional consultation sessions</li> <li>- Advice and Decisions of Telecommunication Standardization Advisory Group (TSAG)</li> <li>- ITU-T Recommendations and related results of ITU-T Study Groups</li> <li>- ITU-T general assistance and cooperation</li> <li>- Conformity database</li> <li>- Interoperability test centres and events</li> <li>- Development of test suites</li> </ul>
<b>T.2. Promote the active participation of the membership, in particular developing countries in the definition and adoption of non-discriminatory international standards (ITU-T Recommendations)</b>	<p>T.2-1: Increased participation in the ITU-T standardization process, including attendance of meetings, submission of contributions, taking leadership positions and hosting of meetings/workshops</p> <p>T.2-2: Increase of the ITU-T membership, including Sector Members, Associates and Academia</p>	<ul style="list-style-type: none"> <li>- Bridging the standardization gap (e.g. remote participation, fellowships, establishment of regional study groups)</li> <li>- Workshops and seminars including training activities</li> <li>- Outreach and promotion</li> </ul>
<b>T.3. Ensure effective allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures</b>	<p>T.3-1: Timely and accurate allocation of international telecommunication numbering, naming, addressing and identification resources, as specified in the relevant recommendations</p>	<ul style="list-style-type: none"> <li>- Relevant TSB databases</li> <li>- Allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures</li> </ul>
<b>T.4 Foster the acquisition and sharing of knowledge and know-how on the</b>	<p>T.4-1: Increased knowledge on ITU-T standards and on best practices in the implementation of ITU-T standards.</p>	<ul style="list-style-type: none"> <li>- ITU-T publications</li> <li>- Database publications</li> <li>- Outreach and promotion</li> </ul>

<b>Objective</b>	<b>Outcomes</b>	<b>Outputs</b>
<b>standardization activities of ITU-T</b>	T.4-2: Increased participation in ITU-T's standardization activities and increased awareness of the relevance of ITU-T standards T.4-3: Increased Sector visibility	- ITU Operational Bulletin
<b>T.5 Extend and facilitate cooperation with international and regional standardization bodies</b>	T.5-1: Increased number of common texts with other standards organizations T.5-2: Decreased number of conflicting standards T.5-3: Increased number of Memoranda of Understanding / collaboration agreements with other organizations T.5-4: Increased number of ITU-T A.4, A.5 and A.6 qualified organizations T.5-5: Increased number of workshops/events organized jointly with other organizations	- Memoranda of Understanding (MoUs) and collaboration agreements - ITU-T A.4/A.5/A.6 qualifications - Jointly organized workshop/events - Joint texts with other organizations
<b>ITU-D objectives<sup>11</sup></b>		
<b>D.1. Foster international cooperation on telecommunication/ICT development issues</b>	D.1-1: Draft strategic plan for ITU-D D.1-2: WTDC Declaration D.1-3: WTDC Action Plan D.1-4: Resolutions and recommendations D.1-5: New and revised Questions for study groups D.1-6: Increased level of agreement on priority areas D.1-7: Assessment of the implementation of the Action Plan and of the WSIS Plan of Action D.1-8: Identification of regional initiatives D.1-9: Increased number of contributions and proposals for the Action Plan D.1-10: Enhanced review of priorities, programmes, operations, financial matters and strategies D.1-11: Work programme D.1-12: Comprehensive preparation of progress report to the Director	- World Telecommunication Development Conference (WTDC) - Regional preparatory meetings (RPMs) - Telecommunication Development Advisory Group (TDAG) - Study groups

<sup>11</sup> ITU-D outputs and the implementation framework are further detailed in the Dubai Action Plan, endorsed by the World Telecommunication Development Conference 2014

Objective	Outcomes	Outputs
	<p>of BDT on the implementation of the work programme</p> <p>D.1-13: Enhanced knowledge-sharing and dialogue among Member States and Sector Members (including Associates and Academia) on emerging telecommunication/ICT issues for sustainable growth</p> <p>D.1-14: Strengthened capacity of members to develop and implement ICT strategies and policies as well as to identify methods and approaches for the development and deployment of infrastructure and applications</p>	
<p><b>D.2. Foster an enabling environment for ICT development and foster the development of telecommunication/ICT networks as well as relevant applications and services, including bridging the standardization gap</b></p>	<p>D.2-1: Enhanced dialogue and cooperation among national regulators, policy-makers and other telecommunication/ICT stakeholders on topical policy, legal and regulatory issues to help countries achieve their goals of creating a more inclusive information society</p> <p>D.2-2: Improved decision-making on policy and regulatory issues and conducive policy, legal and regulatory environment for the ICT sector</p> <p>D.2-3: Enhanced awareness and capability of countries to enable planning, deployment, operation and maintenance of sustainable, accessible and resilient ICT networks and services, including broadband infrastructure, and improved knowledge of available broadband transmission infrastructure worldwide</p> <p>D.2-4: Enhanced awareness and capability of countries to participate in and contribute to the development and deployment of ITU Recommendations and put in place sustainable and appropriate conformance and interoperability programmes, on the basis of ITU Recommendations, at national, regional and subregional levels by promoting the establishment of mutual recognition agreement (MRA) regimes and/or building testing labs, as appropriate</p> <p>D.2-5: Enhanced awareness and capability of countries in the fields of frequency planning and assignment, spectrum management and radio monitoring, in efficient utilization of tools for managing the spectrum and in measurement and regulation related to human exposure to electromagnetic fields (EMF)</p> <p>D.2-6: Enhanced awareness and capability of countries in the transition</p>	<ul style="list-style-type: none"> <li>- Policy and regulatory frameworks</li> <li>- Telecommunication/ICT networks, including conformance and interoperability and bridging the standardization gap</li> <li>- Innovation and partnership</li> </ul>

Objective	Outcomes	Outputs
	<p>from analogue to digital broadcasting and in post-transition activities, and effectiveness of implementation of the guidelines prepared</p> <p>D.2-7: Strengthened members' capacity to integrate telecommunication/ICT innovation in national development agendas</p> <p>D.2-8: Enhanced public-private partnership to foster the development of telecommunications/ICTs</p>	
<p><b>D.3. Enhance confidence and security in the use of telecommunications/ICTs, and roll-out of relevant applications and services</b></p>	<p>D.3-1: Strengthened capacity of Member States to incorporate and implement cybersecurity policies and strategies into nationwide ICT plans, as well as appropriate legislation</p> <p>D.3-2: Enhanced ability of Member States to respond to cyberthreats in a timely manner</p> <p>D.3-3: Enhanced cooperation, information exchange and know-how transfer among Member States and with relevant players</p> <p>D.3-4: Improved capacity of countries for the planning of national sectoral e-strategies to foster the enabling environment for upscaling ICT applications</p> <p>D.3-5: Improved capacity of countries to leverage ICT/mobile applications to improve the delivery of value-added services in high-priority areas (e.g. health, governance, education, payments, etc.) in order to provide effective solutions for various challenges in sustainable development through public-private collaboration</p> <p>D.3-6: Enhanced innovation, knowledge and skills of national institutions to use ICT and broadband for development</p>	<ul style="list-style-type: none"> <li>- Building confidence and security in the use of ICTs</li> <li>- ICT applications and services</li> </ul>
<p><b>D.4. Build human and institutional capacity, provide data and statistics, promote digital inclusion and provide concentrated assistance to countries in special need</b></p>	<p>D.4-1: Enhanced capacity building of membership in international Internet governance</p> <p>D.4-2: Improved knowledge and skills of ITU membership in the use of telecommunications/ICTs</p> <p>D.4-3: Enhanced awareness of the role of human and institutional capacity building for telecommunications/ICTs and development for the</p>	<ul style="list-style-type: none"> <li>- Capacity building</li> <li>- Telecommunication/ICT statistics</li> <li>- Digital inclusion of people with special needs</li> <li>- Concentrated assistance to least developed countries (LDCs), small island developing states (SIDS) and landlocked developing countries (LLDCs)</li> </ul>

Objective	Outcomes	Outputs
	<p>ITU membership</p> <p>D.4-4:Enhanced information and knowledge of policy-makers and other stakeholders on current telecommunication/ICT trends and developments based on high-quality, internationally comparable telecommunication/ICT statistics and data analysis</p> <p>D.4-5:Enhanced dialogue between telecommunication/ICT data producers and users and increased capacity and skills of producers of telecommunication/ICT statistics to carry out data collections at the national level based on international standards and methodologies</p> <p>D.4-6:Strengthened capacity of Member States to develop and implement digital inclusion policies, strategies and guidelines to ensure telecommunication/ICT accessibility for people with specific needs<sup>12</sup> and the use of telecommunications/ICTs for the social and economic empowerment of people with specific needs</p> <p>D.4-7: Improved capacity of members to provide people with specific needs with digital literacy training and training on the use of telecommunications/ICTs for social and economic development</p> <p>D.4-8:Improved capacity of members in using telecommunications/ICTs for the social and economic development of people with specific needs, including telecommunication/ICT programmes to promote youth employment and entrepreneurship</p> <p>D.4-9:Improved access to and use of telecommunications/ICTs in LDCs, SIDS, LLDCs and countries with economies in transition</p> <p>D.4-10:Enhanced capacity of LDCs, SIDS and LLDCs on telecommunication/ICT development</p>	
<p><b>D.5. Enhance environmental protection, climate-change adaptation and mitigation, and disaster-management efforts through telecommunications/ICTs</b></p>	<p>D.5-1: Improved availability of information and solutions for Member States, regarding climate-change mitigation and adaptation</p> <p>D.5-2: Enhanced capacity of Member States in relation to climate-change mitigation and adaptation policy and regulatory frameworks</p>	<ul style="list-style-type: none"> <li>- ICTs and climate-change adaptation and mitigation</li> <li>- Emergency telecommunications</li> </ul>

<sup>12</sup> People with specific needs are indigenous peoples, persons with disabilities, including age related disabilities, youth, women and girls.

Objective	Outcomes	Outputs
	<p>D.5-3: Development of e-waste policy</p> <p>D.5-4: Developed standards-based monitoring and early-warning systems linked to national and regional networks</p> <p>D.5-5: Collaboration to facilitate emergency disaster response</p> <p>D.5-6: Established partnerships among relevant organizations dealing with the use of telecommunication/ICT systems for the purpose of disaster preparedness, prediction, detection and mitigation</p> <p>D.5-7: Increased awareness of regional and international cooperation for easy access to, and sharing of, information related to the use of telecommunications/ICTs for emergency situations</p>	
<b>Intersectoral objectives</b>		
<b>I.1. Enhance international dialogue among stakeholders</b>	I.1-1: Increased collaboration among relevant stakeholders, aiming to improve the efficiency of the telecommunication/ICT environment	<ul style="list-style-type: none"> <li>- Intersectoral world conferences, fora, events and platforms for high-level debate (such as World Conference on International Telecommunications (WCIT), World Telecommunication/ICT Policy Forum (WTPF), World Summit on the Information Society (WSIS)<sup>13</sup>, World Telecommunication and Information Society Day (WTISD), ITU Telecom)</li> </ul>
<b>I.2. Enhance partnerships and cooperation within the telecommunication/ICT environment</b>	I.2-1: Increased synergies from partnerships on telecommunication/ICTs	<ul style="list-style-type: none"> <li>- Knowledge-sharing, networking and partnerships</li> <li>- Memoranda of Understanding (MoUs)</li> </ul>
<b>I.3. Enhance identification and analysis of emerging trends in the telecommunication/ICT environment</b>	I.3-1: Timely identification and analysis of emerging trends in telecommunication/ICTs and establishment of new areas of activities related to them	<ul style="list-style-type: none"> <li>- Intersectoral initiatives and reports on emerging telecommunication/ICT trends and other similar initiatives (including ITU News)</li> </ul>
<b>I.4. Enhance/promote recognition of (importance of) the telecommunication/ICTs as a key enabler of social, economic and environmentally</b>	I.4-1: Increased multilateral and inter-governmental recognition of telecommunication/ICTs as a cross-cutting enabler for all three pillars of sustainable development (economic growth, social inclusion and environmental balance) as defined in the outcome document of the	<ul style="list-style-type: none"> <li>- Reports and other inputs to UN inter-agency, multilateral and inter-governmental processes</li> </ul>

<sup>13</sup> Pending UN decision to continue the initiative.



Objective	Outcomes	Outputs
sustainable development	United Nations Rio+20 Sustainable Development Conference, and in support of the UN mission for peace, security and human rights	
<b>I.5. Enhance access to telecommunications/ICTs for persons with disabilities and specific needs</b>	(to be defined)	(to be defined)
The following Outputs of the activities of the ITU governing bodies contribute to the implementation of all the objectives of the Union:		<ul style="list-style-type: none"> <li>- Decisions, Resolutions, Recommendations and other results of the Plenipotentiary Conference</li> <li>- Decisions and Resolutions of the Council, as well as results of the Council Working Groups</li> </ul>

### 4.3 Enablers

The aim of the enablers of the strategic goals and the objectives of the Union is to support the activities of the ITU, towards achieving the objectives and strategic goals. The support processes contribute to the enablers of the strategic goals as presented in the table below:

*Table 6: Support processes contribution to Enablers*

<b>Enablers of the strategic goals</b>	Ensure efficient and effective use of human, financial and capital resources, as well as a work-conducive, safe and secure working environment	Ensure efficient and accessible conferences, meetings, documentation, publications and information infrastructures	Ensure efficient membership-related, protocol, communication and resource mobilization services	Ensure efficient planning, coordination and execution of the strategic plan and operational plans of the Union	Ensure effective and efficient governance of the organization (internal and external)
<b>Support processes</b>					
Management of the Union	X			X	X
Organization of conferences, assemblies, seminars and workshops (including translation and interpretation)		X			
Publication services		X			
IT services		X			
Human resource management	X				
Financial resource management	X				
Legal services					X
Internal audit	X				X
Engagement with Membership and external stakeholders (including UN)			X		
Communication services (audio/visual services, Press release services, Social media, management of the web, branding, speechwriting, ICT Discovery)			X		
Protocol services			X		
Facilitation of the work of Governing bodies (PP, Council, Council Working Groups)					X
Safety and security services	X				
Badging production and distribution		X			
Resource mobilization services			X		
Corporate strategic management and planning				X	X

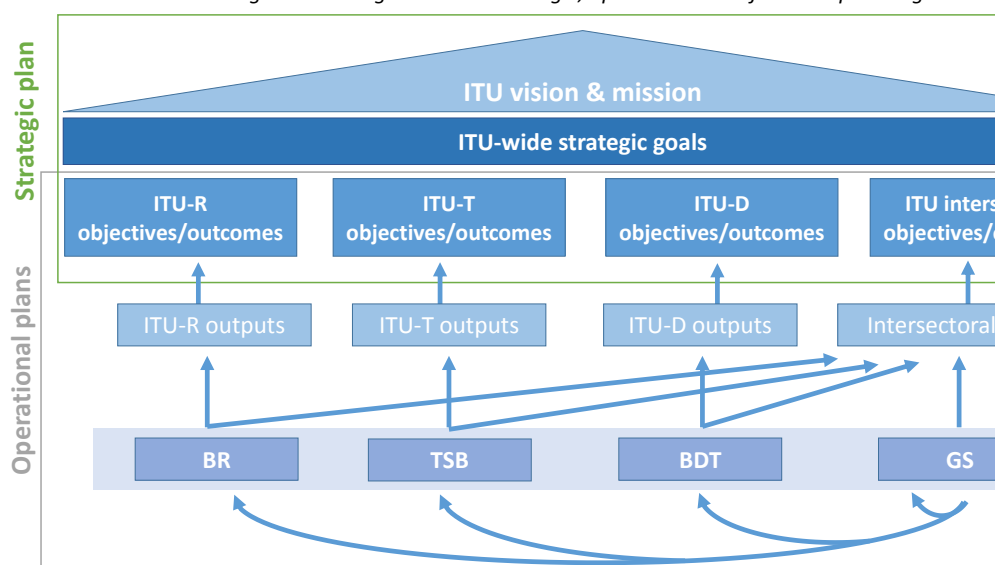
## 5 Implementation and evaluation

### 5.1 Linkage between strategic, operational and financial planning

The strong and coherent linkage between the Union's strategic, operational and financial planning is achieved by implementing the ITU RBM framework in accordance with Resolutions 71, 72 and 151 as per the following structure:

- This four-year **strategic plan** defines the strategic goals of the Union and the Sector and sets the objectives/outcomes for the four-year period. It lays down the **implementation criteria** for consideration in the operational planning and budgeting processes. The strategic plan is implemented within the context of the financial limits established by the Plenipotentiary Conference.
- The four-year **financial plan**, Decision 5 (Rev. Busan, 2014) forecasts revenue and expenditure for the four-year period, in full consistency with the strategic plan and defines resource allocation for implementation.
- Biennial **budgets**, approved by the Council, implement the results-based budgeting according to the provisions of the financial plan.
- The four-year rolling **operational plans**, approved by the Council, follow the principles of the strategic plan and are set in accordance to the financial plan and the biennial budget. Operational plans describe the Sector and intersectoral outputs produced to achieve the Union's objectives and the corresponding activities of the Bureaux and the General Secretariat. The Bureaux contribute directly to Sector or intersectoral outputs. The activities of the General Secretariat either contribute directly to the intersectoral outputs (via intersectoral activities), or provide services to the Bureaux and the intersectoral activities, as presented below:

Figure 1: Linkage between strategic, operational and financial planning



### 5.2 Implementation criteria

Implementation criteria set the framework to enable proper identification of appropriate activities for the Union, so that the objectives, outcomes and strategic goals of the Union are achieved in an efficient manner. They define the criteria for establishing priorities for the resource allocation within the biennial budget of the Union.

The implementation criteria set for the Union's strategy for 2016-2019 are:

1. **Adherence to ITU values:** The core values of ITU shall drive the priorities and provide the basis for decision-making.
2. **Following results-based management (RBM) principles, including:**
  - a. **Performance monitoring and evaluation:** Performance against the achievement of the goals/objectives shall be monitored and evaluated in accordance to the operational plans, as approved by the Council, and opportunities for improvement shall be identified, in order to support the decision-making process.
  - b. **Risk identification, assessment and treatment:** An integrated process to manage uncertain events that may impact achievement of objectives and goals shall be in place, to enhance informed decision-making.
  - c. **Results-based budgeting (RBB) principles:** The budgeting process shall allocate resources on the basis of the goals and objectives to be achieved, as defined within this strategic plan.
  - d. **Impact-oriented reporting:** Progress towards the achievement of ITU's strategic goals shall be clearly reported, focusing on the impact of the activities of the Union.
3. **Implementing efficiently:** Efficiency has become an overarching imperative for the Union. ITU shall assess whether its stakeholders obtain maximum benefit from the services ITU provides, according to the resources available (value for money).
4. **Aiming to mainstream UN recommendations and apply harmonized business practices,** as ITU is part of the UN system as a UN specialized agency.
5. **Working as One ITU:** Sectors shall work cohesively for the implementation of the strategic plan. The secretariat shall support coordinated operational planning, avoiding redundancies and duplication and maximizing synergies across the Sectors, the Bureaux and the General Secretariat.
6. **Long-term development of the organization to sustain performance and relevance of expertise:** Aspiring to the concept of the learning organization, the organization shall continue operating in an interconnected way and to invest further in staff so as to sustainably deliver most value.
7. **Prioritization:** It is important to define specific criteria for prioritizing among different activities and initiatives that the Union is willing to undertake. The factors to be considered are the following:
  - a. **Added value:**
    - Prioritize based on unique value contribution by ITU (outcomes that cannot be achieved otherwise)
    - Be involved where and to the extent that ITU adds significant value
    - Not prioritize activities that other stakeholders can undertake
    - Prioritize based on ITU's available expertise for implementation.
  - b. **Impact and focus:**
    - Focus on maximum impact for the wider constituency, while considering inclusiveness
    - Undertake fewer activities with greater impact, rather than many activities with diluted impact
    - Be consistent and undertake activities that clearly contribute to the big picture as determined by the ITU strategic framework
    - Give priority to activities yielding tangible results.
  - c. **Membership needs:**
    - Prioritize membership demands, by following a customer-oriented approach
    - Give priority to activities that Member States cannot implement without the support of the organization.

### 5.3 Monitoring, evaluation and risk management in the ITU RBM framework

Results will be the main focus of strategy, planning and budgeting in the ITU RBM framework. Performance monitoring and evaluation, and risk management will ensure that the strategic, operational and financial planning processes are based on informed decision-making and appropriate resource allocation.

The ITU performance monitoring and evaluation framework will be further developed according to the strategic framework outlined in the 2016-2019 strategic plan, to measure progress towards achievement of the ITU objectives and outcomes, strategic goals and targets set out in this Strategic Plan, evaluating performance and detecting issues that need to be addressed.

The ITU risk management framework will be further developed, to ensure an integrated approach to the ITU results-based management framework set in the 2016-2019 Strategic Plan of the Union.