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PROPOSALS FOR THE WORK OF THE CONFERENCE

**Draft Revisions to ANNEX 2 TO RESOLUTION 71
STRATEGIC PLAN FOR THE UNION FOR 2016-2019**

The United States of America is pleased to submit its proposed modifications to **Annex 2 to Resolution 71**, document PP-14/42 (Rev.1), for consideration by the 2014 ITU Plenipotentiary Conference (PP-14).

USA/27A3/1

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 Sectoral 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 Sectoral 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)

← RBM planning ↑ Implementation	Vision & Mission (Section 2)	Vision is the better world ITU wants to see. Mission refers to the main overall purposes of the Union, as per the Basic Instruments of ITU.	Values: ITU’s shared and common beliefs that drive its priorities and guide all decision-making processes (Section 2)
	Strategic goals & Targets (Section 3)	Strategic goals refer to the Union’s high-level targets to which the objectives contribute, directly or indirectly. They relate to the whole of ITU. Targets 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.	
	Objectives &	Objectives refer to the specific aims of the Sectoral and intersectoral	

Outcomes	activities in a given period.
(Section 4)	Outcomes provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the organization's control.
Outputs	Outputs are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans.
(Section 4)	
Activities	Activities 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.~~

Reasons: The ITU is a specialized technical organization there are other UN organizations that are responsible for human rights and privacy issues.

The proposed changes are intended to provide clarity without changing the intention.

- ***Synergies through collaboration***

A diverse array of organizations and stakeholders 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.

Reasons: Collaboration is not limited to organizations.

- ***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 and ensures progress towards the achievement of its goals, in particular, administrative, financial, and decision-making processes.

Reasons: The proposed changes are intended to provide clarity without changing the intention.

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. Considering this complex telecommunications\ICT environment requires enhanced collaboration with and participation of other organizations and stakeholders in ITU's telecommunication\ICT related policy activities.

Reasons: The proposed modification to include enhanced collaboration with and active participation of all interested stakeholders in international telecommunication issues is an important step toward the ITU continuing to promote openness and transparency in its processes – with regard to both the working methods and the issues under discussion.

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 stakeholders, 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.~~

Reasons: The edits are intended to provide clarity without being prescriptive.

Reasons: Collaboration is not limited to organizations.

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 so that advances in new technologies can function as a key driver for sustainable development and growth. ~~, 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 to foster the engagement and cooperation with other ~~entities and~~ organizations, stakeholders and entities in pursuing that goal.

Reasons: The edits are intended to provide clarity without being prescriptive.

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. Targets are intended to be met by a broader community. 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 four-year period of the strategic plan.

Reasons: To recognize that meeting targets is a community effort.

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

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

- **Target 1.1:** Worldwide, 55% of households should have access to the Internet by 2020
 - **Target 1.2:** Worldwide, 60% of individuals should be using the Internet by 2020
 - **Target 1.3:** Worldwide, telecommunication/ICTs should be 40% more affordable by 2020⁴¹
-

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

- **Target 2.1.A:** In the developing world, 50% of households should have access to the Internet by 2020
 - **Target 2.1.B:** In the least developed countries (LDCs), 15% of households should have access to the Internet by 2020
 - **Target 2.2.A:** In the developing world, 50% of individuals should be using the Internet by 2020
 - **Target 2.2.B:** In the least developed countries (LDCs), 20% of individuals should be using the Internet by 2020
 - **Target 2.3.A:** The affordability gap between developed and developing countries should be reduced by 40% by 2020⁴²
 - **Target 2.3.B:** Broadband services should cost no more than 5% of average monthly income in developing countries by 2020
 - **Target 2.4:** Worldwide, 90% of the rural population should be covered by broadband services by 2020⁴³
 - **Target 2.5.A:** Gender equality among Internet users should be reached by 2020
 - **Target 2.5.B:** Enabling environments ensuring accessible telecommunications/ICTs for persons with disabilities should be established in all countries by 2020
-

Goal 3 Sustainability – Manage challenges resulting from the telecommunication/ICT development

⁴¹ Cost of ICT services to be 60% of the 2012 value.

⁴² Cost of ICT services comparing to the 2012 value.

⁴³ Due to data limitations, currently mobile-broadband signal coverage is considered in determining this target.

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- Target 3.1: ~~Cybersecurity readiness should be improved by 40% by 2020~~⁴⁴

Reasons: The terminology "Cybersecurity readiness" is not defined; therefore any measurable impact cannot be quantified.

- Target 3.2: : ~~Worldwide, increase in collection and proper disposal of telecommunications e-waste by Volume of redundant e-waste to be reduced by 250% by 2020~~⁴⁵

Reasons: To provide for a more measurable target consistent with the ITU's work stream. It was unclear as to what was meant by "redundant e-waste".

- Target 3.3: ~~Green House Gas emissions generated by the telecommunication/ICT sector to be decreased per device by 30% by 2020~~⁴⁶

Reasons: Not in the ITU's core work stream and there are other organizations that can address this issue and better measure the impact. Furthermore, they are the subject of other international agreements and venues. The targets do not take into account the amount of GHG reduced by the use of ICTs in carbon-intensive areas that would offset the GHG generated by ICTs.

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

- Target 4.1: Telecommunication/ICT environment conducive to innovation⁴⁷
 - Target 4.2: Effective partnerships of stakeholders in telecommunication/ICT environment⁴⁸
-

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.

Table 3: Strategic risks and mitigation measures

Risk	Strategic mitigation measure	Reflected in
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⁴⁴ ~~Data being compiled by the Global Cybersecurity Index (GCI).~~

⁴⁵ Exceptionally to the targets framework, this target needs to be discussed at the ITU-T Study Group 5.

⁴⁶ ~~Exceptionally to the targets framework, this target needs to be discussed at the relevant ITU Study Group.~~

⁴⁷ Target 4.1 is a qualitative target.

⁴⁸ Target 4.2 is a qualitative target.

<ul style="list-style-type: none"> • Diminishing relevance and ability to demonstrate clear added value <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>	<ol style="list-style-type: none"> 1. Identify and concentrate on activities with unique added value 	<ul style="list-style-type: none"> - Vision, Mission, Strategic goals and Objectives/Outcomes, Criteria for prioritization
<ul style="list-style-type: none"> • Spreading too thin <p>Represents the risk of mission dilution and the risk of losing sight of the organization’s core mandate.</p>	<ol style="list-style-type: none"> 2. Ensure cohesiveness and strength of focus 	<ul style="list-style-type: none"> - Criteria for prioritization
<ul style="list-style-type: none"> • Failure to respond quickly to emerging needs and innovate sufficiently while still providing high-quality deliverables <p>Represents the risk of unresponsiveness, leading to disengagement of membership and other stakeholders.</p>	<ol style="list-style-type: none"> 3. Be fast moving, agile, responsive and innovative 4. Proactively engage stakeholders 	<ul style="list-style-type: none"> - Goal 4 related to Innovation, ITU values - Vision, Mission, Values, Strategic goals and Objectives/Outcomes, Criteria for prioritization
<ul style="list-style-type: none"> • Inadequate adjustment of implementation strategies, tools, methodology and processes to keep up with best practices and changing needs <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>	<ol style="list-style-type: none"> 5. Continuously improve strategies, tools, methodologies and processes according to best practice 	<ul style="list-style-type: none"> - Values, Implementation criteria - Process of monitoring the implementation and adjusting the strategic plan
<ul style="list-style-type: none"> • Inadequacy of funding <p>Represents the risk of reduced financial contributions from membership.</p>	<ol style="list-style-type: none"> 6. Be more efficient and prioritize 7. Ensure effective financial planning 	<ul style="list-style-type: none"> - Implementation criteria

4 Sectoral 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 Sectoral and intersectoral objectives

Sectoral and intersectoral objectives will contribute to the ITU Strategic Goals as presented in Table 4 below⁴⁹, supported by the enablers of the goals and the objectives of the Union provided by the secretariat.

⁴⁹ Boxes and ticks demonstrate primary and secondary links to goals.

Table 4: Linkage of Sectoral and intersectoral objectives to ITU strategic goals

	Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation & partnership
ITU-R objectives				
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		☑		
ITU-T objectives				
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	✓	✓	✓	☑
ITU-D objectives				
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	☑			
Intersectoral objectives				
I.1. Enhance international dialogue among stakeholders	✓	✓	✓	☑
I.2. Enhance partnerships and cooperation within the telecommunication/ICT environment	✓	✓	✓	☑
I.3. Enhance identification and analysis of emerging trends in the telecommunication/ICT environment	✓	✓	✓	☑
I.4. Enhance/promote recognition of (importance of) the telecommunication/ICTs as a key enabler of social, economic and environmentally sustainable development		☑	☑	
I.5. Enhance access to telecommunications/ICTs for persons with disabilities and specific needs		☑		

Objectives

- Enablers**
- 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)

4.2 Objectives, outcomes and outputs

The Sectoral 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
ITU-R objectives		
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	<p>R.1-1: Increased number of countries having satellite networks and earth stations recorded in the Master International Frequency Register (MIFR)</p> <p>R.1-2: Increased number of countries having terrestrial frequency assignments recorded in the MIFR</p> <p>R.1-3: Increased percentage of assignments recorded in the MIFR with favourable finding</p> <p>R.1-4: Increased percentage of countries which have completed the transition to digital terrestrial television broadcasting</p> <p>R.1-5: Increased percentage of spectrum assigned to satellite networks which is free from harmful interference</p> <p>R.1-6: Increased percentage of assignments to terrestrial services recorded in the master register which are free from harmful interference</p>	<ul style="list-style-type: none"> - Final Acts of World Radiocommunication Conferences, updated Radio Regulations - Final Acts of Regional Radiocommunication Conferences, Regional Agreements - Rules of procedure adopted by Radio Regulations Board (RRB) - Results of the processing of space notices and other related activities - Results of the processing of terrestrial notices and other related activities - RRB decisions other than adoption of Rules of Procedure - Improvement of software of ITU-R

Objective	Outcomes	Outputs
<p>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</p>	<p>R.2-1: Increased mobile broadband access <u>to radiocommunications services including in frequency bands identified for International Mobile Telecommunications (IMT)</u></p> <p>Reasons: The overall objective is focused broadly on radiocommunications, so the outcome should also be broad – or should include multiple outcomes related to different services.</p> <p>R.2-2: Reduced mobile broadband price basket⁵⁰, as percentage of Gross national income (GNI) per capita</p> <p>R.2-3: Increased number of fixed links and increased amount of traffic handled by the fixed service (Tbit/s)</p> <p>R.2-4: Number of households with Digital Terrestrial Television reception</p> <p>R.2-5: Number of satellite transponders (equivalent 36 MHz) in operation and corresponding capacity (Tbit/s). Number of VSAT terminals, Number of households with satellite television reception.</p> <p>R.2-6: Increased number of devices with radionavigation-satellite reception</p> <p>R.2-7: Number of Earth exploration satellites in operation, corresponding quantity and resolution of transmitted images and data volume downloaded (Tbytes)</p>	<ul style="list-style-type: none"> - Decisions of Radio Assembly, ITU-R Resolutions - ITU-R Recommendations, Reports (including the CPM report) and Handbooks - Advice from the Radiocommunication Advisory Group
<p>R.3. Foster the acquisition and sharing of knowledge and know-how on radiocommunications</p>	<p>R.3-1: Increased knowledge and know-how on Radio Regulations, Rules of Procedures, Regional Agreements, Recommendations and best practices on spectrum use</p> <p>R.3-2: Increased participation in ITU-R activities (including through remote participation), in particular by developing countries</p>	<ul style="list-style-type: none"> - ITU-R publications - Assistance to members, in particular developing countries and LDCs - Liaison/support to development activities - Seminars, workshops and other events
<p>ITU-T objectives</p>		

⁵⁰ 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

Objective	Outcomes	Outputs
<p>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</p>	<p>T.1-1: Increased utilization of ITU-T Recommendations T.1-2: Improved <u>interoperability utilizing conformance to</u> ITU-T Recommendations T.1-3: Enhanced standards in new technologies and services Reasons: To align the outcomes and outputs with the Conformance and Interoperability Action Plan.</p>	<ul style="list-style-type: none"> - Resolutions, Recommendations and Opinions of World Telecommunication Standardization Assembly (WTSA) - WTSA regional consultation sessions - Advice and Decisions of Telecommunication Standardization Advisory Group (TSAG) - ITU-T Recommendations and related results of ITU-T Study Groups; <u>to support the mutual recognition of test results</u> - ITU-T general assistance and cooperation - <u>Conformity database</u> - Interoperability test centres and events - <u>Development of test suites</u>
<p>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)</p>	<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, especially from developing countries T.2-2: Increase of the ITU-T membership, including Sector Members, Associates and Academia</p>	<ul style="list-style-type: none"> - Bridging the standardization gap (e.g. remote participation, fellowships, establishment of regional study groups) - Workshops and seminars including offline and online training activities, complementing the capacity building work on bridging the standardization gap undertaken in the ITU-D - Outreach and promotion
<p>T.3. Ensure effective allocation and <u>database</u> management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures</p>	<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"> - Relevant TSB databases - Allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T Recommendations and procedures
<p>Reasons: The ITU maintains databases of international telecommunication codes, but does not manage resources for customers. ITU-T also on its web-sites refers to “databases”: http://www.itu.int/ITU-T/dbase/</p>		

Objective	Outcomes	Outputs
T.4 Foster the acquisition and sharing of knowledge and know-how on the standardization activities of ITU-T	<p>T.4-1: Increased knowledge on ITU-T standards and on best practices in the implementation of ITU-T standards.</p> <p>T.4-2: Increased participation in ITU-T's standardization activities and increased awareness of the relevance of ITU-T standards</p> <p>T.4-3: Increased Sector visibility</p>	<ul style="list-style-type: none"> - ITU-T publications - Database publications - Outreach and promotion - ITU Operational Bulletin
T.5 Extend and facilitate cooperation with international and regional standardization bodies	<p>T.5-1: Increased number of common texts <u>communications</u> with other standards organizations</p> <p>T.5-2: Decreased number of conflicting standards</p> <p>T.5-3: Increased number of Memoranda of Understanding / collaboration agreements with other organizations</p> <p>T.5-4: Increased number of ITU-T A.4, A.5 and A.6 qualified organizations</p> <p>T.5-5: Increased number of workshops/events organized jointly with other organizations</p> <p>Reasons: We fully support increased communication and cooperation to achieve positive standards outcomes. However, the goal T.5-1 and the final "Output" assume how to best achieve positive results, rather than facilitating the membership to determine what is the best for a specific technical area. Joint workshops/events (like in T.5-5) and liaison communications may be the best approach rather than increasing the number of common texts with other standards organizations.</p> <p>There are various means that we can and should explore to improve coordination and communications between standards developers, but increasing joint text is not necessarily the appropriate solution to avoiding duplication or conflicting standards. These decisions should be membership-driven.</p>	<ul style="list-style-type: none"> - Memoranda of Understanding (MoUs) and collaboration agreements - ITU-T A.4/A.5/A.6 qualifications - Jointly organized workshop/events - <u>Joint texts with other organizations</u>

Objective	Outcomes	Outputs
ITU-D objectives¹⁰		
D.1. Foster international cooperation on telecommunication/ICT development issues	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 of BDT on the implementation of the work programme 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 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	<ul style="list-style-type: none"> - World Telecommunication Development Conference (WTDC) - Regional preparatory meetings (RPMs) - Telecommunication Development Advisory Group (TDAG) - Study groups
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	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 D.2-2: Improved decision-making on policy and regulatory issues and	<ul style="list-style-type: none"> - Policy and regulatory frameworks - Telecommunication/ICT networks, including conformance and interoperability and bridging the standardization gap - Innovation and partnership

¹⁰ITU-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
standardization gap	<p>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 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>	
D.3. Enhance confidence and security in the use of telecommunications/ICTs, and roll-out of relevant applications and services	<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</p>	<ul style="list-style-type: none"> - Building confidence and security in the use of ICTs - ICT applications and services

Objective	Outcomes	Outputs
	<p>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>	
<p>D.4. Build human and institutional capacity, provide data and statistics, promote digital inclusion and provide concentrated assistance to countries in special need</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 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 needs¹¹ 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>	<ul style="list-style-type: none"> - Capacity building - Telecommunication/ICT statistics - Digital inclusion of people with specific needs - Concentrated assistance to least developed countries (LDCs), small island developing states (SIDS) and landlocked developing countries (LLDCs)

¹¹ People with specific needs are indigenous peoples, persons with disabilities, including age related disabilities, youth, women and girls.

Objective	Outcomes	Outputs
	<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>D.5. Enhance environmental protection, climate-change adaptation and mitigation, and disaster-management efforts through telecommunications/ICTs</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> <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>	<ul style="list-style-type: none"> - ICTs and climate-change adaptation and mitigation - Emergency telecommunications
<p>Intersectoral objectives</p>		
<p>I.1. Enhance international dialogue among stakeholders</p>	<p>I.1-1: Increased collaboration among relevant stakeholders, aiming to improve the efficiency of the telecommunication/ICT environment</p>	<ul style="list-style-type: none"> - 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)¹², World Telecommunication and Information Society Day (WTISD), ITU Telecom)

¹² Pending UN decision to continue the initiative.

Objective	Outcomes	Outputs
I.2. Enhance partnerships and cooperation within the telecommunication/ICT environment	I.2-1: Increased synergies from partnerships on telecommunication/ICTs	<ul style="list-style-type: none"> - Knowledge-sharing, networking and partnerships - Memoranda of Understanding (MoUs)
I.3. Enhance identification and analysis of emerging trends in the telecommunication/ICT environment	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"> - Intersectoral initiatives and reports on emerging telecommunication/ICT trends and other similar initiatives (including ITU News)
I.4. Enhance/promote recognition of (importance of) the telecommunication/ICTs as a key enabler of social, economic and environmentally sustainable development	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 United Nations Rio+20 Sustainable Development Conference, and in support of the UN mission for peace, security and human rights	<ul style="list-style-type: none"> - Reports and other inputs to UN inter-agency, multilateral and inter-governmental processes
I.5. Enhance access to telecommunications/ICTs for persons with disabilities and specific needs	<p>I.5-1 Increased availability and compliance of telecommunication/ICT equipment, services and applications with universal design principles</p> <p>I.5-2 Increased engagement of organizations of persons with disabilities and specific needs in the work of the Union</p> <p>I.5-3 Increased awareness, including multilateral and inter-governmental recognition, of the need to enhance access to telecommunications/ICTs for persons with disabilities and specific needs</p>	<ul style="list-style-type: none"> - Accessibility of telecommunications/ICTs reports, guidelines, and checklists - Mobilization of resources and technical expertise, for example, through promoting greater participation in international and regional meetings by persons with disabilities and specific needs - Further development and implementation of the ITU Accessibility Policy and related plans - Advocacy, both at UN level and at regional and national levels
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"> - Decisions, Resolutions, Recommendations and other results of the Plenipotentiary Conference - Decisions and Resolutions of the Council, as well as results of the Council Working Groups

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

Support processes	Enablers of the strategic goals	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)
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 resources management		X				
Financial resources 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

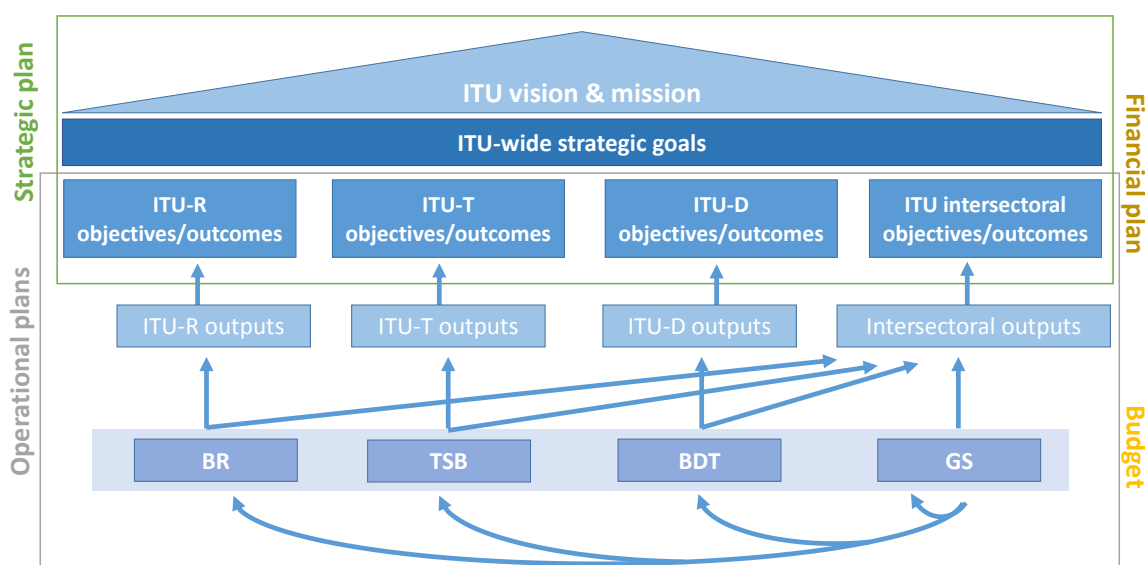
5 Implementation and evaluation

5.1 Linkage between strategic, operational and financial planning

The strong and coherent linkage between the Union’s strategic, operational and financial planning is ensured by implementing the ITU RBM framework in accordance with Resolutions 71, 72 and 151 (Rev. Busan, 2014), as per the following structure:

- This four-year **strategic plan** defines the strategic goals of the Union and the Sectoral and intersectoral objectives/outcomes for the four-year period. It lays down the **implementation criteria** to be taken into consideration in the operational planning and budgeting processes. The strategic plan should be 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 expenses for the four-year period, in full consistency with the strategic plan and defines resources available for its implementation.
- Biennial **budgets**, approved by the Council, implement the results-based budgeting (RBB) mechanism, 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 define the Sectoral and intersectoral outputs produced to achieve the Union’s objectives and outcomes, and describe the corresponding activities of the Bureaux and the General Secretariat. The activities of the Bureaux contribute directly to Sectoral or intersectoral outputs. The activities of the General Secretariat either contribute directly to the intersectoral outputs (via intersectoral activities), or provide support 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 of the Union, so that the objectives, outcomes and strategic goals of the Union are achieved in the

most effective and efficient manner. They define the criteria for establishing priorities for the resource-allocation process 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 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 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.

Reasons: The reasons are indicated directly under the modifications, within the text of Annex II to Resolution 71

MOD USA/27A3/2

RESOLUTION 77 (REV. ~~GUADALAJARA, 2010~~BUSAN, 2014)

**Future conferences, assemblies and
forums of the Union (~~2011-2014~~2016-2019)**

The Plenipotentiary Conference of the International Telecommunication Union
(~~Guadalajara, 2010~~Busan, 2014),

considering

a) the strategic plan and the financial plan established for the Union and its Sectors for the period 2016-2019, and the priorities identified therein,

recognizing

a) Resolution 111 (Rev. Antalya, 2006) of the Plenipotentiary Conference;

b) Resolution 153 (Rev. Guadalajara, 2010) of ~~the Plenipotentiary Conference~~this conference;

c) No. 91 of the ITU Constitution, that Radiocommunication assemblies shall also normally be convened every three to four years, and may be associated in place and time with world radiocommunication conferences,

having considered

a) Document ~~PP-10/55~~PP-14/56 submitted by the Secretary-General, on planned conferences and assemblies;

b) the need to take into account the financial resources of the Union when scheduling world conferences and assemblies, particularly the necessity for ensuring efficient Union operations within limited resources;

c) the growing importance to seek synergies with the numerous other forums, exhibitions and symposiums organized under the auspices of the ITU, including ITU Telecom, WTPF, WSIS Forum and Global Symposium for Regulators;

d) the increasing demands placed on administrations and on delegates involved in world conferences and assemblies of the Union;

be) the proposals submitted by several Member States,

bearing in mind

the necessary preparatory work to be carried out by Member States, Sector Members, the General Secretariat and the Sectors of the Union before each ~~session of a~~world conference or assembly,

noting

that the dates for the next Radiocommunication Assembly (RA) have been set for ~~16-20 January 2012~~26-30 October, 2015, and those for the next World Radiocommunication Conference (WRC) for ~~23 January 2012~~22-27 November 2015,

resolves

- 1 that there shall not be more than one treaty conference in any calendar year;
- 2 that there shall not be more than one sector conference or assembly in any calendar year;
- 3 that exhibitions, forums, high level events, and symposiums of a worldwide character shall be limited to no more than one in any calendar year provided they could be accomplished within existing resources;
- ~~14~~ that the schedule of future conferences, assemblies and forums for the years ~~2011-2014~~2016-2019 shall be as follows:
 - 1.14.1 World Telecommunication Standardization Assembly (WTSA): ~~November 2012~~ shall be in the fourth quarter of 2016;
 - ~~1.2~~ World Conference on International Telecommunications (WCIT): November 2012;
 - ~~1.3~~ World Telecommunication Development Conference (WTDC): March-April 2014;
 - ~~1.4~~ Plenipotentiary Conference (PP-14): to be held in Korea (Republic of);
 - 4.2 World Telecommunication Development Conference (WTDC) shall be held in the fourth quarter of 2017 and every 4 years hereafter;
 - 4.3 Plenipotentiary Conference shall be held in the second half of 2018 and limited to a maximum duration of three weeks
 - 4.4 World Radiocommunication Conference shall be held in 2019;
- 25 that the agendas of world and regional conferences shall be established in accordance with the relevant provisions of the ITU Convention and the agendas of assemblies shall be established, as appropriate, taking into account the resolutions and recommendations of the relevant conferences and assemblies;
- 36 i) that the dates and duration given in *noting* above for RA-15 and ~~WRC-12~~WRC-15, for which the agenda has been established and approved, must not be modified;
 - ii) that the conferences and assemblies mentioned in *resolves* ~~41~~ should be held within the periods indicated there, that the precise dates and places, where not already decided, will be set by the ITU Council after consultation of the Member States, leaving sufficient time between the various conferences, and that the precise duration shall be decided by the Council after their agendas have been established.

Reasons: To set forth a conference schedule that is in accord with the resources available to the ITU, to Member States and to Sector Members. Both the strategic plan and the financial plan for the Union are for the time period from 2016-2019 and therefore all documents should be drafted to be consistent with this time period. The draft financial plan includes one WTSA, one WTDC, one WRC, one RA and one PP and this modification would be consistent with the financial plan.

NOC **USA/27A3/3**

RESOLUTION 86 (REV. MARRAKESH, 2002)

Advance publication, coordination, notification and recording procedures for frequency assignments pertaining to satellite networks

The Plenipotentiary Conference of the International Telecommunication Union (Marrakesh, 2002),

Reasons: Resolution 86 (Rev. Marrakesh, 2002) instructed the World Radiocommunication Conference 2003 (WRC-03) and subsequent Conferences to review and update the advance publication, coordination, notification and recording procedures for frequency assignments pertaining to satellite networks, including the associated technical characteristics to facilitate the rational, efficient, and economical use of radio frequencies and any associated orbits, including the geostationary-satellite orbit. Additionally, Resolution 86 (Rev. Marrakesh 2002) requested that WRC-03 and subsequent Conferences consider the issues of equitable access to the satellite orbits, ensuring that the procedures, characteristics and appendices reflect the latest technologies and achieving simplification and cost savings for BR and administrations.

In response, WRC-03 developed Resolution 86 (WRC-03) identifying the scope and the criteria for the implementation of the Plenipotentiary Resolution 86 (Rev. Marrakesh, 2002). WRC-07 further amended this Resolution to ensure regular reviews of these satellite regulatory procedures at subsequent Conferences.

At WRC-12 administrations continued to examine and modify satellite regulatory procedures under WRC-12 Agenda Item 7 in accordance with WRC Resolution 86 (Rev. WRC-07). Incremental modifications were made to the satellite regulatory procedures resulting in a more efficient use of the orbital resources and improved equitable access. No further revision of Resolution 86 (Rev. WRC 2007) was deemed necessary.

In their preparations for the 2015 World Radiocommunication Conference (WRC-15), administrations are currently examining and considering modification to the satellite advance publication, coordination, notification and recording procedures under the standing agenda item, WRC-15 Agenda Item 7, in accordance with WRC Resolution 86 (Rev. WRC-07).

In light of the success of Resolution 86 (WRC-07) in working towards the goals of Resolution 86 (Rev. Marrakesh 2002), there is no need to modify Resolution 86 (Rev. Marrakesh 2002).

NOC **USA/27A3/4**

RESOLUTION 130 (REV. GUADALAJARA, 2010)

**Strengthening the role of ITU in building confidence
and security in the use of information and
communication technologies**

The Plenipotentiary Conference of the International Telecommunication Union
(Guadalajara, 2010),

Reasons: Since the 2010 Plenipotentiary Conference in Guadalajara, Resolution 130 has enabled the ITU to conduct a broad range of cybersecurity activities to support member states seeking to build confidence and security in the use of ICTs. The United States believes that the Resolution in its current form will continue to support the ITU's activities in this area for four years more.

Resolution 130 includes important provisions that enable greater coordination not only between the sectors, but with expert organizations, and it clearly defines the scope of the ITU's remit. As written, the resolution remains relevant, even as the field has evolved.

But Resolution 130 is more than an effective resolution. The consensus achieved in 2010 was the product of a long and challenging negotiation between ITU member states with very different perspectives on issues of importance to them. In this sense, Resolution 130 is a monument to the willingness of ITU member states to seek common ground on critical issues and an example of the spirit of compromise that the ITU embodies.

For these reasons, the United States proposes **NOC** to Resolution 130.
