Strategic plan
for the Union for
2016-2019

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ITU

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FOREWORD BY THE SECRETARY GENERAL OF THE ITU

The Strategic plan for the Union for 2016-2019, adopted by membership at the 2014 Plenipotentiary Conference in Busan, Korea (PP-14), guides the activities of the Union in accordance with the Basic Instruments of the ITU. It sets the vision, mission and values of the organization, an ITU-wide set of strategic goals and targets, and ITU Sector and intersectoral objectives and outcomes to be achieved in the next four-year period.

The Plenipotentiary Conference also adopted the 'Connect 2020 Agenda for Global Telecommunication/ICT Development', where Member States, inspired by ITU's Strategic plan, have committed to the same vision and goals and to achieve the same targets by 2020, in collaboration with all stakeholders across the ICT ecosystem.

In elaborating the plan, ITU undertook public consultations which included the wide participation of key stakeholders. It was the first time a UN Agency openly consulted the public on its future strategy.

The key words for the implementation of this strategy will be vision, action and harmony. The vision will be reflected in the way ITU's priorities, as defined by our members at PP-14, are tackled; action, in the efforts to energetically execute and implement these priorities to the satisfaction of members in making that vision a reality; and harmony, in the approach to collaborating with an increasingly wide range of actors in today's fast-moving, fast-growing ICT sector.

The plan includes four strategic goals – growth, inclusiveness, sustainability, and innovation and partnership – aiming to help ITU continue meeting the challenges ahead as well as embracing new opportunities.

In *growing* ICT access, ITU membership aims to foster growth in the use of ICTs and create a positive impact on socio-economic development. By *including* everyone, the benefits of ICTs would be extended to all, bridging digital divides and reaching marginal and vulnerable populations. The ability to *sustain* the tremendous benefits delivered by the ICTs is key, since growth also brings challenges and risks that need to be managed. By *innovating* and advancing *partnerships,* the evolving ICT ecosystem can ensure its adaptation to the rapidly changing technological and social environment.

Improved efficiency will be required to implement all planned activities while providing the highest quality services to membership, and the ongoing implementation of results-based management is key to achieving it. ITU will implement the Strategic Plan backed by the deep knowledge and expertise of its staff and membership, and its proven ability over 150 years to adapt, reform and innovate to stay in tune with market demands.

It is my pleasure to present the Strategic plan for the Union for 2016-2019.

Houlin Zhao
ITU Secretary-General
March, 2015

ANNEX 2 TO RESOLUTION 71 (REV. BUSAN, 2014)

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

The structure of the strategic plan for the Union for 2016-2019 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 between the strategic and 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 § 5.1).

1. ITU results-based management framework and structure of the strategic plan

The results-based management (RBM) framework presented below describes the relationships between the activities of ITU, the outputs they produce, and the 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 the Union's priorities.

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 & outcomes (Section 4)	**Objectives** refer to the specific aims of the Sectoral and intersectoral activities in a given period. **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 (Section 4)	**Outputs** are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans.	
		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 for 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 telecommunications/ICTs reach everyone in an equitable manner, including developing countries[1], persons with specific needs and 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 telecommunications/ ICTs. The 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. ITU also recognizes the overarching pre-eminence of human rights, including the right to freedom of opinion and expression, which includes the freedom to seek, receive and impart information and ideas through any media and regardless of frontiers, and the right to not be subjected to arbitrary interference with privacy.

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1 * These include the least developed countries, small island developing states, landlocked developing countries and countries with economies in transition.

Synergies through collaboration

A diverse array of organizations contribute to the development of telecommunications/ICTs. 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 ITU 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 telecommunications/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, telecommunications/ICTs. Growth in the use of telecommunications/ICTs has a positive impact on short- and long-term socio-economic development. The Union, including its members, is 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 telecommunications/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 for 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 telecommunications/ICTs, ITU recognizes the need to manage challenges that emerge from the rapid growth of telecommunications/ICTs. The Union focuses on enhancing the sustainable and safe use of telecommunications/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 the most vulnerable parts of 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 ITU'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 to foster 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 ITU's work and provide an indication of progress towards achievement of the strategic goals. The Union 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 to materialize the ITU vision for an interconnected world for the fouryear 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 ITU 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 ITU's strategic goals.

Table 2 – Global telecommunication/ICT targets

Goal 1: Growth – Enable and foster access to and increased use of telecommunications/ICT
– **Target 1.1**: Worldwide, 55 per cent of households should have access to the Internet by 2020
– **Target 1.2**: Worldwide, 60 per cent of individuals should be using the Internet by 2020
– **Target 1.3:** Worldwide, telecommunications/ICTs should be 40 per cent more affordable by 2020 [41]
Goal 2: Inclusiveness – Bridge the digital divide and provide broadband for all
– **Target 2.1.A**: In the developing world, 50 per cent of households should have access to the Internet by 2020
– **Target 2.1.B**: In the least developed countries (LDCs), 15 per cent of households should have access to the Internet by 2020
– **Target 2.2.A**: In the developing world, 50 per cent of individuals should be using the Internet by 2020
– **Target 2.2.B**: In the least developed countries (LDCs), 20 per cent 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 per cent by 2020 [42]
– **Target 2.3.B**: Broadband services should cost no more than 5 per cent of average monthly income in developing countries by 2020
– **Target 2.4:** Worldwide, 90 per cent of the rural population should be covered by broadband services by 2020 [43]
– **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
– **Target 3.1**: Cybersecurity readiness should be improved by 40 per cent by 2020
– **Target 3.2:** Volume of redundant e-waste to be reduced by 50 per cent by 2020 [44]
– **Target 3.3:** Greenhouse gas emissions generated by the telecommunication/ICT sector to be decreased per device by 30 per cent by 2020 [45]
Goal 4: Innovation and partnership – Lead, improve and adapt to the changing telecommunication/ICT environment
– **Target 4.1:** Telecommunication/ICT environment conducive to innovation [46]
– **Target 4.2:** Effective partnerships of stakeholders in the telecommunication/ICT environment 747

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[41] Cost of ICT services to be 60 per cent 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.

3.3 Strategic risk management and mitigation

Bearing in mind the prevailing challenges, evolutions and transformations that have the most potential to impact on ITU activities during the period of the strategic plan, the 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.

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44 Exceptionally within the targets framework, this target needs to be discussed in ITU-T Study Group 5.

45 Exceptionally within the targets framework, this target needs to be discussed in the relevant ITU study group.

46 Target 4.1 is a qualitative target.

47 Target 4.2 is a qualitative target.

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Table 3 – Strategic risks and mitigation measures

Risk	Strategic mitigation measure	Reflected in
• **Diminishing relevance and ability to demonstrate clear added value** 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	1) **Identify and concentrate on activities with unique added value**	– Vision, Mission, Strategic goals and Objectives/ Outcomes, Criteria for prioritization
• **Spreading too thin** Represents the risk of mission dilution and the risk of losing sight of the organization's core mandate	2) **Ensure cohesiveness and strength of focus**	– Criteria for prioritization
• **Failure to respond quickly to emerging needs and innovate sufficiently while still providing high-quality deliverables** Represents the risk of unresponsiveness, leading to disengagement of membership and other stakeholders	3) **Be fast moving, agile, responsive and innovative** 4) **Proactively engage stakeholders**	– Goal 4 related to Innovation, ITU values – Vision, Mission, Values, Strategic goals and Objectives/ Outcomes, Criteria for prioritization
• **Inadequate adjustment of implementation strategies, tools, methodology and processes to keep up with best practices and changing needs** 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	5) **Continuously improve strategies, tools, methodologies and processes according to best practice**	– Values, Implementation criteria – Process of monitoring implementation of, and adjusting, the strategic plan
• **Inadequacy of funding** Represents the risk of reduced financial contributions from membership	6) **Be more efficient and prioritize** 7) **Ensure effective financial planning**	– Implementation criteria

4. Sectoral and intersectoral objectives, outcomes and outputs

ITU will implement the 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 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 below,[48] supported by the enablers of the goals and the objectives of the Union provided by the secretariat.

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[48]   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, economical and timely 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, affordability and timeliness 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) with a view to bridging the standardization gap		☑		
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, regional and national standardization bodies	✓	✓	✓	☑

	Goal 1: Growth	Goal 2: Inclusiveness	Goal 3: Sustainability	Goal 4: Innovation & partnership
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) telecommunications/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		☑		

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 means of 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, economical and timely way, the ITU membership's requirements for radio-frequency spectrum and satellite-orbit resources, while avoiding harmful interference	R.1-1: Increased number of countries having satellite networks and earth stations recorded in the Master International Frequency Register (MIFR) R.1-2: Increased number of countries having terrestrial frequency assignments recorded in the MIFR R.1-3: Increased percentage of assignments recorded in the MIFR with a favourable finding R.1-4: Increased percentage of countries which have completed the transition to digital terrestrial television broadcasting R.1-5: Increased percentage of spectrum assigned to satellite networks which is free from harmful interference	– Final acts of world radiocommunication conferences, updated Radio Regulations – Final acts of regional radiocommunication conferences, regional agreements – Rules of Procedure adopted by the Radio Regulations Board (RRB) – Results of the processing of space notices and other related activities
	R.1-6: Increased percentage of assignments to terrestrial services recorded in the MIFR which are free from harmful interference	– Results of the processing of terrestrial notices and other related activities – RRB decisions other than the adoption of Rules of Procedure – Improvement of ITU-R software

Objective	Outcomes	Outputs
R.2 Provide for worldwide connectivity and interoperability, improved performance, quality, affordability and timeliness of service and overall system economy in radiocommunications, including through the development of international standards	R.2-1: Increased mobile-broadband access, including in frequency bands identified for international mobile telecommunications (IMT) R.2-2: Reduced mobile-broadband price basket [49], as a percentage of gross national income (GNI) per capita R.2-3: Increased number of fixed links and increased amount of traffic handled by the fixed service (Tbit/s) R.2-4: Number of households with digital terrestrial television reception 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	– Decisions of the Radiocommunication Assembly, ITU-R resolutions – ITU-R recommendations, reports (including the CPM report) and handbooks – Advice from the Radiocommunication Advisory Group
	R.2-6: Increased number of devices withradionavigation-satellite reception R.2-7: Number of Earth exploration satellites in operation, corresponding quantity and resolution of transmitted images and data volume downloaded (Tbytes)	
R.3 Foster the acquisition and sharing of knowledge and know-how on radiocommunications	R.3-1: Increased knowledge and know-how on the Radio Regulations, Rules of Procedure, regional agreements, recommendations and best practices on spectrum use R.3-2: Increased participation in ITU-R activities (including through remote participation), in particular by developing countries	– ITU-R publications – Assistance to members, in particular developing countries and LDCs – Liaison/support to development activities – Seminars, workshops and other events

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[49]   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_An-nex_4.pdf

Objective	Outcomes	Outputs
	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.1-1: Increased utilization of ITU-T recommendations T.1-2: Improved conformance to ITU-T recommendations T.1-3: Enhanced standards in new technologies and services	– Resolutions, recommendations and opinions of the World Telecommunication Standardization Assembly (WTSA) – WTSA regional consultation sessions – Advice and decisions of the Telecommunication Standardization Advisory Group (TSAG) – ITU-T recommendations and related results of ITU-T study groups – ITU-T general assistance and cooperation – Conformity database – Interoperability test centres and events – Development of test suites
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) with a view to bridging the standardization gap	T.2-1: Increased participation in the ITU-T standardization process, including attendance of meetings, submission of contributions, taking of 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	– 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 ITU-D – Outreach and promotion
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.3-1: Timely and accurate allocation of international telecommunication numbering, naming, addressing and identification resources, as specified in the relevant recommendations	– Relevant TSB databases – Allocation and management of international telecommunication numbering, naming, addressing and identification resources in accordance with ITU-T recommendations and procedures

Objective	Outcomes	Outputs
T.4 Foster the acquisition and sharing of knowledge and know-how on the standardization activities of ITU-T	T.4-1: Increased knowledge on ITU-T standards and on best practices in their implementation of ITU-T standards 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-T publications – Database publications – Outreach and promotion – ITU Operational Bulletin
T.5 Extend and facilitate cooperation with international, regional and national standardization bodies	T.5-1: Increased communications 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 workshops/events

Objective	Outcomes		Outputs
	ITU-D objectives [50]		
D.1 Foster international cooperation on telecommunication/ICT development issues	D.1-1: Draft strategic plan for ITU-D		− World Telecommunication Development Conference (WTDC)
	D.1-2: WTDC Declaration		
	D.1-3: WTDC Action Plan		− Regional preparatory meetings (RPMs)
	D.1-4: Resolutions and recommendations		− Telecommunication Development Advisory Group (TDAG)
	D.1-5: New and revised Questions for study groups		
	D.1-6: Increased level of agreement on priority areas		− Study groups
	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		

Objective	Outcomes	Outputs
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.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 conducive policy, legal and regulatory environment for the ICT sector 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 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 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)	– Policy and regulatory frameworks – Telecommunication/ICT networks, including conformance and interoperability and bridging the standardization gap – Innovation and partnership

Objective	Outcomes	Outputs
	D.2-6: Enhanced awareness and capability of countriesin the transition from analogue to digital broadcasting and in post-transition activities, and effectiveness of implementation of the guidelines prepared D.2-7: Strengthened members' capacity to integrate telecommunication/ICT innovation in national development agendas D.2-8: Enhanced public-private partnership to foster the development of telecommunications/ICTs	
D.3 Enhance confidence and security in the use of telecommunications/ICTs, and roll-out of relevant applications and services	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 D.3-2: Enhanced ability of Member Statesto respond to cyber threats in a timely manner D.3-3: Enhanced cooperation, information exchange and know-how transfer among Member States and with relevant players	– Building confidence and security in the use of ICTs – ICT applications and services
	D.3-4: Improved capacity of countries for the planning of national sectoral e-strategies to foster the enabling environment for upscaling ICT applications 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 D.3-6: Enhanced innovation, knowledge and skills of national institutions to use ICT and broadband for development	
D.4 Build human and institutional capacity, provide data and statistics, promote digital inclusion and provide concentrated assistance to countries in special need	D.4-1: Enhanced capacity building of membership in international Internet governance D.4-2: Improved knowledge and skills of ITU membership in the use of telecommunications/ICTs D.4-3: Enhanced awareness of the role of human and institutional capacity building for telecommunications/ICTs and development for the ITU membership	– 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)

Objective	Outcomes	Outputs
	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	
	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	
	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[51] and the use of telecommunications/ICTs for the social and economic empowerment of people with specific needs	
	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	
	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	
	D.4-9: Improved access to and use of telecommunications/ICTs in LDCs, SIDS, LLDCs and countries with economies in transition	
	D.4-10: Enhanced capacity of LDCs, SIDS and LLDCs on telecommunication/ICT development	

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

Objective	Outcomes	Outputs
D.5 Enhance environmental protection, climate-change adaptation and mitigation and disaster-management efforts through telecommunications/ICTs	D.5-1: Improved availability of information and solutions for Member States, regarding climate-change mitigation and adaptation	– ICTs and climate-change adaptation and mitigation – Emergency telecommunications
	D.5-2: Enhanced capacity of Member States in relation to climate-change mitigation and adaptation policy and regulatory frameworks	
	D.5-3: Development of e-waste policy	
	D.5-4: Developed standards-based monitoring and early-warning systems linked to national and regional networks	
	D.5-5: Collaboration to facilitate emergency disaster response	
	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	
	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	

Objective		Outcomes	Outputs
		Intersectoral objectives	
I.1 Enhance international dialogue among stakeholders		I.1-1: Increased collaboration among relevant stakeholders, aiming to improve the efficiency of the telecommunication/ICT environment	– Intersectoral world conferences, forums, 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)[52], World Telecommunication and Information Society Day (WTISD), ITU Telecom)
I.2 Enhance partnerships and cooperation within the telecommunication/ ICT environment		I.2-1: Increased synergies from partnerships on telecommunications/ICTs	– 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 telecommunications/ICTs and establishment of new areas of activities related to them	– Intersectoral initiatives and reports on emerging telecommunication/ICT trends and other similar initiatives (including ITU News)
I.4 Enhance/promote recognition of (the importance of) telecommunications/ICTs as a key enabler of social, economic and environmentally sustainable development		I.4-1: Increased multilateral and intergovernmental recognition of telecommunications/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 United Nations mission of peace, security and human rights	– Reports and other inputs to UN inter-agency, multilateral and intergovernmental processes

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[52] Pending United Nations decision to continue the initiative.

Objective	Outcomes	Outputs
I.5 Enhance access to telecommunications/ICTs for persons with disabilities and specific needs	I.5-1 Increased availability and compliance of telecommunication/ICT equipment, services and applications with universal design principles I.5-2 Increased engagement of organizations of persons with disabilities and specific needs in the work of the Union I.5-3 Increased awareness, including multilateral and intergovernmental recognition, of the need to enhance access to telecommunications/ICTs for persons with disabilities and specific needs	– Reports, guidelines, and checklists relating to accessibility of telecommunications/ICTs – 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:		– 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 ITU activities, 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	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 the membership and external stakeholders (including UN)			X		
Communication services (audiovisual 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 results-based management (RBM) framework in accordance with Resolutions 71, 72 and 151 (Rev. Busan, 2014) of the Plenipotentiary Conference, 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** in Decision 5 (Rev. Busan, 2014) of the Plenipotentiary Conference 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 depicted below:

Figure 3 – Linkage between strategic, operational and financial planning
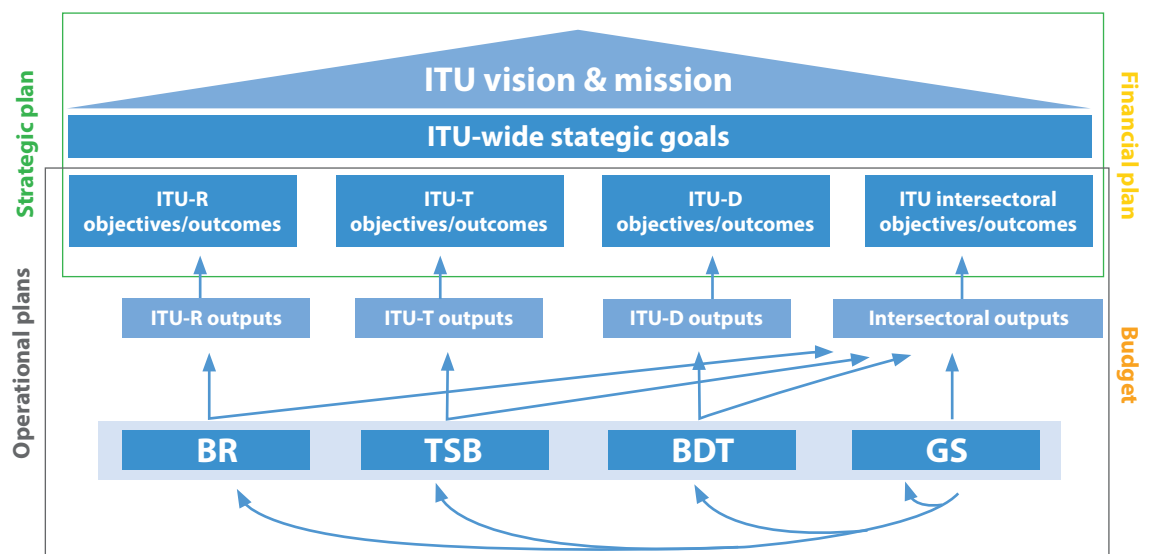
5.2 Implementation criteria

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:

- **Adherence to ITU values**: The core values of ITU shall drive priorities and provide the basis for decision-making.

- **Following results-based management principles**, including:

  - **Performance monitoring and evaluation**: Performance in the achievement of the goals/objectives shall be monitored and evaluated in accordance with the operational plans, as approved by the Council, and opportunities for improvement shall be identified, in order to support the decision-making process.

  - **Risk identification, assessment and treatment:** An integrated process to manage uncertain events that may impact on the achievement of objectives and goals shall be in place, to enhance informed decision-making.

  - **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.

  - **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.

- **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).

- **Aiming to mainstream UN recommendations and apply harmonized business practices**, since ITU is part of the UN system as a UN specialized agency.

- **Working as One ITU**: The 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.

- **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.

- **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:

- **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.

- **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.

–   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 results-based management framework

Results will be the main focus of strategy, planning and budgeting in the ITU RBM framework. Performance monitoring and evaluation, together with 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 strategic plan for 2016-2019, to measure progress towards achievement of the ITU objectives and outcomes, strategic goals and targets set out therein, 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 RBM framework set in the strategic plan for the Union for 2016-2019.

ANNEX 3 TO RESOLUTION 71 (REV. BUSAN, 2014)

Allocation of resources to objectives and strategic goals

ITU Strategic Objectives	Cost (CHF 000)	Reallocation in % Goal 1 Growth	Goal 2 Inclusiveness	Goal 3 Sustainability	Goal 4 Innovation & Partnership	CHF 000 Goal 1 Growth	Goal 2 Inclusiveness	Goal 3 Sustainability	Goal 4 Innovation & Partnership
R1 ITU-R Objective 1	149,257	50%	30%	10%	10%	74,629	44,777	14,926	14,926
R2 ITU-R Objective 2	41,323	50%	30%	10%	10%	20,661	12,397	4,132	4,132
R3 ITU-R Objective 3	63,554		100%			-	63,554	-	-
T1 ITU-T Objective 1	55,388	40%	30%	10%	20%	22,155	16,616	5,539	11,078
T2 ITU-T Objective 2	21,087		100%			-	21,087	-	-
T3 ITU-T Objective 3	1,570	50%	30%	10%	10%	785	471	157	157
T4 ITU-T Objective 4	27,097	30%	50%	10%	10%	8,129	13,549	2,710	2,710
T5 ITU-T Objective 5	2,078	30%	20%	10%	40%	623	416	208	831
D1 ITU-D Objective 1	47,755		100%			-	47,755	-	-
D2 ITU-D Objective 2	75,957	100%				75,957	-	-	-
D3 ITU-D Objective 3	34,587			100%		-	-	34,587	-
D4 ITU-D Objective 4	59,118		100%			-	59,118	-	-
D5 ITU-D Objective 5	19,990	100%				19,990	-	-	-
Intersectoral Objective 1	7,454	15%	15%	15%	55%	1,118	1,118	1,118	4,100
Intersectoral Objective 2	7,850	15%	15%	15%	55%	1,177	1,177	1,177	4,317
I3 Intersectoral Objective 3	11,701	10%	10%	10%	70%	1,170	1,170	1,170	8,191
I4 Intersectoral Objective 4	9,202	0%	50%	50%	0%	-	4'601	4,601	-
I5 Intersectoral Objective 5	738	0%	100%	0%	0%	-	738	-	-
Total Cost	635,704					226,395	288,543	70,325	50,441
						36%	45%	11%	8%

Strategic plan for the Union for 2016-2019

ANNEX 4 TO RESOLUTION 71 (REV. BUSAN, 2014)

Glossary of the strategic plan for the Union for 2016-2019

Term	Definition
Activities	Activities are various actions/services for transforming resources (inputs) into outputs.
Financial plan	The financial plan covers a four-year period and sets up the financial basis from which biennial budgets can be elaborated. The financial plan is elaborated within the context of Decision 5 (Revenue and expenses for the Union) which reflects, *inter alia*, the amount of the contributory unit approved by the Plenipotentiary Conference. It should be aligned with the strategic plan.
Inputs	Inputs are resources, such as financial, human, material and technological resources, used by activities to produce outputs.
Mission	Mission refers to the main overall purposes of the Union, as per the Basic Instruments of ITU.
Objectives	Objectives refer to the specific aims of the Sectoral and intersectoral activities in a given period.
Operational plan	The operational plan is prepared on a yearly basis by each Bureau, in consultation with the relevant advisory group, and by the General Secretariat, in accordance with the strategic and financial plans. It contains the detailed plan for the subsequent year and a forecast for the following threeyear period for each Sector and the General Secretariat. The Council reviews and approves the four-year rolling operational plans.
Outcomes	Outcomes provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the control of the organization.
Outputs	The outputs are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans. Outputs are cost objects and are represented in the applicable cost-accounting system by internal orders.
Performance indicators	Performance indicators are the criteria used to measure the achievement of outputs or outcomes. These indicators may be qualitative or quantitative.
Processes	Set of consistent activities intended to meet an intended objective/goal.
Results-based budgeting (RBB)	Results-based budgeting (RBB) is the programme budget process in which (a) the programme is formulated in order to meet a set of predefined objectives and outcomes; (b) the outcomes justify resource requirements, which are derived from and linked to outputs produced to achieve the outcomes; and (c) actual performance in achieving outcomes is measured by outcome indicators.
Results-based management (RBM)	Results-based management is a management approach that directs organizational processes, resources, products and services towards the achievement of measurable results. It provides the management frameworks and tools for strategic planning, risk management, performance monitoring and evaluation and financing activities based on targeted results.

Term	Definition
Results framework	A results framework is the strategic management tool used to plan, monitor, evaluate and report within the RBM methodology. It provides the necessary sequence to achieve desired results (results chain) – beginning with inputs, moving through activities and outputs, to outcomes – at the level of Sectoral and intersectoral objectives, and desired impact – at the level of ITUwide strategic goals and targets. It explains how results are to be achieved, including causal relationships and underlying assumptions and risks. The results framework reflects strategic level thinking across the entire organization.
Strategic goals	Strategic goals refer to the Union's high-level targets to which the objectives contribute, directly or indirectly. These relate to the whole of ITU.
Strategic plan	The strategic plan defines the strategy of the Union for a four-year period in order to fulfil its mission. It defines strategic goals and objectives and represents the plan of the Union within that period. It is the main instrument embodying the Union's strategic vision. The strategic plan should be implemented within the context of the financial limits established by the Plenipotentiary Conference.
Strategic risks	Strategic risks refer to the uncertainties and untapped opportunities that affect an organization's strategy and strategy execution.
Strategic risk management (SRM)	Strategic risk management is a management practice that identifies and focuses action on uncertainties and untapped opportunities that affect an organization's ability to deliver on its mission.
Strategic target	Strategic 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.
Values	ITU's shared and common beliefs that drive its priorities and guide all decision-making processes.
Vision	The better world ITU wants to see.