

**REPORT OF THE DIRECTOR GENERAL ON THE IMPLEMENTATION  
OF THE STRATEGIC PLAN FOR ITSO (2024-2026)**

**I. EXECUTIVE SUMMARY**

1. Article IX(b) of the ITSO Agreement requires the Assembly of Parties to consider the general policy and the long-term objectives of ITSO. The Forty-First Assembly of Parties (AP-41) decided to extend the Strategic Plan for the period 2024-2026. This document reports on the implementation of the Strategic Plan during the period 2024 to 2026.

**II. THE STRATEGIC ACTION PROGRAM IMPLEMENTATION**

2. Considering its mission and the goals and objectives of ITSO that were approved by the Assembly before and extended to 2026; and taking into account the telecommunication market environment as well as the legal framework of the Organization, the Director General conducted actions meant to accomplish the Action Program for the period 2024 to 2026, which was structured in accordance with the following objectives:

**Goal 1: Maintain the continuity of the provision of international public telecommunications satellite services.**

3. While the supervisory functions of ITSO will continue to be exercised through the PSA, a commercially successful Intelsat/SES remains the best assurance that it will comply with its Public Service Obligations.

4. In the performance of this supervisory role, the Director General was tasked to implement the following actions, contained in the Strategic Plan for 2024-2026 which was approved by AP-41:

*(i) Supervise the performance by Intelsat (now SES) of the Core Principles*

5. **Status:** Under the PSA, the Company must provide sufficient information to demonstrate compliance with the Core Principles, including global connectivity, coverage, and non-discriminatory access. Since 2018, Intelsat has not provided enough information for the Director General to confirm full compliance with its Public Service Obligations. SES is a multi-orbit operator with a global coverage structure that differs significantly from Intelsat's. In light of the new relationship with SES and changes in the satellite sector, the Director General is reviewing what information is needed to effectively monitor SES's performance. The Director General will ensure that the information required under Article 3 of the PSA is provided. By the time of the Assembly of Parties later in 2026, the Director General will be in a position to provide a full evaluation of SES's performance of the Core Principles.

*(ii) Implement the recommendations of the Working Groups approved by AP-41 designed to improve and support the supervisory role of ITSO, its functioning as well as its resilience*

6. **Status:** The AP-41 Ad Hoc WG has finalized a comprehensive report with strategic recommendations in 2025 and this report will be presented to AP-42. Furthermore, the Report on the status of implementation of AP-41 decisions, which will be presented to AP-42, will report on the implementation of the AP-41 WG recommendations.

*(iii) Monitor the developments in respect of the proposed acquisition of Intelsat by SES*

7. **Status:** The Director General has closely followed the acquisition of Intelsat by SES and has established contact with SES since the acquisition took effect, to ensure a smooth transition. The Director General kept the Parties informed on key developments regarding the acquisition and its subsequent implementation by SES. Details of the SES Acquisition are provided in document IAC-26-9.

*(iv) Continue to monitor the financial performance of Intelsat subsequent to the 2022 emergence from the Chapter 11 financial restructuring*

8. **Status:** One of the outcomes of Intelsat's emergence from Chapter 11 Financial restructuring in February 2022 was that the company would be privately held for at least 5 years. Under these circumstances, financial information on the company's performance was not publicly available and therefore ITSO has not been able to monitor the financial situation of Intelsat. However, since the SES acquisition of Intelsat, taking into account that the financial information on SES is publicly available, ITSO will be able to monitor the financial performance of SES and will provide a report to AP-42.

*(v) Continue to monitor the implementation of specific satellite deployments following the FCC's C-band repurposing*

*(vi) Continue to work with Partners in cost effectively meeting the requirements for capacity building programs*

9. **Status:** Currently, ITSO has partnership agreements with 13 organizations<sup>1</sup>. As a result of implementing these partnerships, more than 2500 participants have been trained since 2010. Due

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<sup>1</sup> The International Telecommunication Union (ITU), the Commonwealth Telecommunications Organization (CTO), the African Telecommunications Union (ATU), the East African Communications Organization (EACO), the Comisión Técnica Regional de Telecomunicaciones (COMTELCA), the South African Development Community (SADC), the African Union Commission (AUC), the Inter-American Development Bank (IADB), American University Washington College of Law (AUWCL), Associação de Reguladores de Comunicações e Telecomunicações (ARCTEL), the Caribbean Telecommunications Union (CTU), the West Africa Telecommunications Regulators Assembly (WATRA), and the Intersputnik International Organization of Space Communications.

to the lack of funds, ITSO was not able to undertake any capacity building program for the period 2024-2026. The last capacity building event took place in 2023. The Director General is having discussions with SES and some of the partners to reestablish the capacity building program. ITSO and SES are working together on a webinar for the ITSO Parties. In addition, ITSO is organizing a half-day seminar the day before AP-42 on satellite issues.

*(vii) Work with Intelsat/SES, the ITU and national regulatory authorities to promote an open satellite communications market and further refinement of a comprehensive regulatory framework.*

10. **Status:** ITSO regularly collaborates with the ITU and its Telecommunication Development Bureau (BDT) to raise policymakers' and regulators' awareness of the importance of satellite connectivity (especially broadband) for driving economic growth and achieving universal access. ITSO submitted an informative contribution to the World Telecommunications Development Conference of the ITU (WTDC-25) to highlight the relevance of the mandate of Resolution ITU-R 69-2 (2023) "Development and deployment of international public telecommunications via satellite in developing countries" for the upcoming work of the ITU-D and strengthen the linkage between the Radiocommunication and Telecommunication Development Sectors of the ITU. In the coming ITU-D study cycle, an opportunity to strength the cooperation ITU-D and ITSO will emerge because several ITU-D Resolutions are addressing the importance of the Resolution ITU-R 69-2 and undertake its mandates.

**Goal 2: Protect the Parties' Common Heritage orbital locations and associated frequency assignments.**

11. Continuous performance of the Public service obligations by the Company was the primary consideration for the transfer of assets to the Company at the time of privatization and the basis for use by the Company of the orbital locations and frequency assignments of the Parties' Common Heritage. In addition, the Director General, on behalf of ITSO, must address all issues arising from the Parties' Common Heritage and communicate the views of the ITSO Parties to the Notifying Administrations.

12. To achieve this goal, the Director General was tasked to implement the following actions, contained in the Strategic Plan for 2024-2026 which was approved by AP-41:

*(i) Review with Intelsat/SES and the Notifying Administrations, on a regular basis, the anticipated utilization of the orbital slots of the Parties' Common Heritage considering Intelsat/SES's satellite deployment plan*

*(ii) Implement the recommendations of the Working Groups as approved by AP-41 that relate to the Parties' Common Heritage*

*(iii) Review with Intelsat/SES, where necessary, the status of inter-system coordination as it relates to the Parties' Common Heritage*

*(iv) Review with the Notifying Administrations the existing procedure that supplements the implementation of Article XII (e)(iv) of the ITSO Agreement considering the entry into force of the Amended Article XII (c)(ii)*

13. **Status:** Between 2024 and 2026, the Director General engaged in several fruitful discussions with the Notifying Administrations to improve the structure and content of their annual reports, ensuring compliance with the amended Article XII (c)(ii) and alignment with ITSO Parties' expectations. ITSO has been working closely with the Notifying Administrations and SES to ensure that any relevant information is shared with ITSO in a timely manner. Additionally, ITSO coordinated and organized several meetings of the Working Group established by AP-41, with detailed reports of these activities provided in documents IAC-26-14 and IAC-26-15. The Director General proposed a structured format for periodic reports from Notifying Administrations to the AP-40 and AP-41 Working Groups, with two reports per year. The updated reporting content aimed to ensure consistent and complete data, enabling the Director General to assess compliance with the Core Principles and track key developments, such as suspended frequency assignments. The proposed content for the annual report has been endorsed by AP-40, AP-41, and the Frequency Working Party (FWP) and has been under discussion with Notifying Administrations. Given recent developments, notably the more collaborative relationship with SES, as well as the changing satellite environment with SES being a multi-orbit provider, and the fact that the Notifying Administrations started to share more detailed information in their reports since 2024, the Director General is reviewing what information should be provided in collaboration with the Notifying Administrations and SES.

*(v) Continue to work with the Member States to address all issues arising from the Parties' Common Heritage and collect the views of the Member States on these issues by:*

*(vi) Working with ITU experts from the Member States in analyzing any ITU notifications concerning Parties' Common Heritage locations and coordinating an appropriate response to the Notifying Administrations<sup>2</sup>*

*(vii) Seeking the advice of the Frequency Working Party on any of the issues raised above.*

14. **Status:** ITSO continued to monitor relevant ITU notifications concerning the Parties' Common Heritage confirming the assessment of the evolution of the CH with ITU secretariat (space services department) and used ITU meetings to gather Member States' views on related issues. The Common Heritage Reports for 2024 and 2025 were prepared to record developments during the period. The AP-41 Working Group held several virtual meetings, with details provided in document IAC-26-14 and IAC-26-15. Additionally, the FWP met twice in June and November 2025 to address matters related to the Parties' Common Heritage.

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<sup>2</sup> Article XII (e) (iv) of ITSO Agreement establishes:

“(e) Each Party selected to act as a Notifying Administration pursuant to paragraph (c) shall:

. . . . notify and consult with the Director General on ITU satellite system co-ordinations that are undertaken on behalf of the Company to assure that global connectivity and service to lifeline users are maintained.”

*(viii) Contribute to the implementation of Resolution ITU-R 69 concerning the “Development and deployment of international public telecommunications via satellite in developing countries” and follow up on WRC-23 decisions that are relevant to the ITSO mission*

*(ix) Continue to make effort on the use of the C-band in international public telecommunications services*

15. **Status:** The contribution to the World Telecommunications Development Conference of the ITU (WTDC-25) that ITSO submitted was aimed at highlighting the relevance Resolution ITU-R 69-2 for the future work of the ITU-D. Referencing Resolution 69-2 would enable the ITU-D to:

- Promote satellite connectivity as an enabler of universal access in remote and underserved regions;
- Enhance policy and regulatory alignment across sectors;
- Encourage capacity-building and knowledge-sharing on satellite technologies; and
- Foster cooperation among governments, operators, and international organizations.

The mandates of the Resolution ITU-R 69-2 are included in several ITU-D Resolutions. In the Provisional Final Report, WTDC-25 reflects these goals and makes reference to Resolution ITU-R 69-2 within Resolution 37 (Rev. Baku, 2025) “Bridging the Digital Divide”. Furthermore, the work program for Study Group 1, Question 1/1 “Enabling policies and strategies for universal connectivity with a focus on underserved, remote and rural areas” now includes new topics dedicated to “Sharing and disseminating results of the studies towards promoting affordable access to satellite telecommunications, including broadband connectivity” and “Sharing case studies on capacity-building activities on the use of broadband connectivity via satellite.” Also, Resolution ITU-D 77 “Broadband technology and applications for greater growth and development of telecommunication/information and communication services and broadband connectivity”, includes a recalling to Resolution ITU R 69-2 as part of its scope.<sup>3</sup>

The FWP follows the studies carried out by ITU that may affect the Parties’ Common Heritage, including ITU-R 69. In preparation for the ITU World Radio Conference 2027 (WRC 27), the FWP will review the WRC 27 input documents to develop a set of recommended actions on topics of interest to ITSO Parties.

**Goal 3: Contribute to the promotion of a global information and communications infrastructure.**

16. As a result of exercising its supervisory function, ITSO has become the focal point for ITSO Parties as they assess their satellite communications requirements. The availability of satellite broadband services has emerged as a primary objective of many developing countries and

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<sup>3</sup> More details on WTDC-25 outcomes can be found in the Provisional Final Report: <https://www.itu.int/itu-d/meetings/wtdc25/wp-content/uploads/sites/29/2025/11/090-E.pdf>

therefore ITSO continues to promote policies and services that bridge the digital (broadband) divide.

17. To achieve this goal, the Director General was tasked to implement the following actions, contained in the Strategic Plan for 2024-2026 which was approved by AP-41:

*(i) Participate in the development and implementation of partnerships with Intelsat/SES and other partners for the provision of satellite broadband services.*

*(ii) Support activities undertaken by the UN, the ITU and other ICT actors to ensure the continued availability of resources for the provision of satellite broadband services including continuing to contribute to the work of the Broadband Commission for Sustainable Development as established by the ITU and UNESCO.*

*(iii) Promote with telecommunications policy-makers and regulators the key role played by satellites in providing “digital opportunities” and extending the benefits of satellite communications to developing countries, while raising awareness of the advantages of open markets, in promoting the build-out of global information and communications technology.*

18. **Status:** ITSO signed a cooperation agreement with SES on December 8, 2025, covering activities of mutual interest, including collaboration on national, regional, and international regulatory matters, joint workshops on satellite services and technology, and the sharing of technical, regulatory, and policy materials, including SES solutions. In addition, the Director General attended key ITU meetings, including WTDC 2025, and participated in panels to promote the role of satellites.

#### IV. CONCLUSION

19. The implementation of the Strategic Plan for ITSO for the period 2024-2026 is still ongoing and efforts are being made to achieve as much as possible, notwithstanding the fact that the budget resources have been inadequate for the years 2024 and 2025.

20. The Director General seeks comments and views of the Advisory Committee on the actions undertaken by the Organization so far and welcomes any proposals for improvement in performing any of the outstanding tasks.