

Detailed operational plan

1 July 2010
English only

Report by the Secretary-General

DRAFT FOUR-YEAR ROLLING OPERATIONAL PLAN FOR THE GENERAL SECRETARIAT FOR THE PERIOD 2011-2014

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Foreword by the Secretary-General

I have the honour to present the draft four-year rolling operational plan of the General Secretariat for the 2011-2014 timeframe.

The plan highlights the activities of the different General Secretariat departments, divisions and units, both in terms of their support to intersectoral programmes and their support to the work of the Sectors. It focuses on the General Secretariat resource requirements to implement intersectoral objectives and outputs. Sectors contribution to the implementation of intersectoral objectives and outputs are reflected in each Sector's operational plan.

As you may recall, the structure and presentation of the operational plan of the General Secretariat was significantly revised in 2006. This is the last year that this structure and presentation is used. A new format will be adopted for the operational plan of the General Secretariat from 2012, in line with the objectives and outputs of the Strategic Plan 2012-2015. A draft skeleton of the format is submitted for information in Document [C10/INF/9](#). Your feedback and comments would be welcome so that the operational plan of the General Secretariat continues to be enhanced and refined to ensure it provides a transparent and valuable planning tool for the ITU membership, as well as for the management of the Union.

*Dr. Hamadoun I. TOURÉ
Secretary-General*

**PART I: EXECUTIVE SUMMARY:
MISSION, STRATEGIC ORIENTATIONS, OBJECTIVES AND PRIORITIES
OF THE GENERAL SECRETARIAT**

Mission, strategic orientations and critical success factors

- 1 The mission of the General Secretariat is to provide high-quality and efficient services to the membership of the Union, as identified in the Constitution and Convention and the Strategic Plan. The General Secretariat manages the administrative and financial aspects of the Union's activities, including the provision of conference services, planning and organization of major meetings, information services, security, strategic planning, and corporate functions (communications, legal advice, finance, personnel, procurement, internal audit, etc.). It also carries out other duties and responsibilities as identified in resolutions and decisions of the Plenipotentiary Conference, Council, Conferences and Assemblies.
- 2 The General Secretariat plays an essential role, both in its direct activities, in coordinating the Union's activities and in support of the Sectors, to meet the strategic orientations and goals identified in the Strategic Plan of the Union for 2008-11. In particular, it is involved in Goal 1 (maintaining and extending international cooperation), Goal 3 (widening the Union's membership), Goal 5 (continuing to improve the efficiency and effectiveness of ITU's structures and services), and Goal 6 (disseminating information and know-how). The General secretariat also provides strategic orientations for Goal 2 (digital divide), Goal 4 (cyber security) and Goal 7 (enabling environment).
- 3 From 2012, the General Secretariat activity will be dedicated to one strategic goal, broken down in 6 objectives, as identified in the Strategic Plan 2012-2015: effectiveness and efficiency in the planning, management, coordination and delivery of services to support the Union and its membership, ensuring the implementation of the financial and strategic plans of the Union and coordinating intersectoral activities as identified in the ITU Basic Texts.
- 4 To meet the demands of the membership and to attract new membership, the General Secretariat is constantly striving to improve its services and to organize its operations in the most efficient and cost-effective manner. Increasing use is being made of management tools and techniques (e.g. RBB, TTS, RBM) to facilitate the monitoring of outputs, measurement of costs, and finally the evaluation of results to make better use of resources and improve performance.
- 5 Critical success factors for the period 2011-2014 will be measured in terms of the effective and efficient response provided by the Secretariat to membership and, in particular, services provided for the implementation of PP-10 outcomes.

Priorities and outline of key actions

- 6 The period covered by the current Plan will present new challenges. Due to budgetary restraints, improved efficiency will be required to implement all planned activities and to provide the highest quality services to the membership. Key upcoming events include ITU TELECOM 40th Anniversary Celebration in 2011, as well as annual sessions of the Council and organization of meetings of Council Working Groups. Logistical support will be provided to meetings of the Sectors as well.
- 7 Efforts to modernize management practices will continue throughout the General Secretariat, as well as the progressive transformation to results-based management, better use of KPIs and introduction of new accounting standards in conformity with the UN system. The evolution to fuller use of the six official languages of the Union on an equal footing represents a key element

in the work of the C&P Department. Efforts to raise the visibility of the Union and to attract new membership are vital.

Intersectoral objectives and outputs in 2011

8 In accordance with the Strategic Plan 2008-11, the General Secretariat's five main intersectoral objectives are as follows (listed in no particular order).

Objective 1: Information to membership on activities and financial status

“To provide the membership, the Plenipotentiary Conference and the Council, Sector conferences and assemblies, study groups/working parties, with the necessary modern IT-infrastructure and other services for their work as well as with accurate, timely, coherent and transparent information on the ITU budget, programmes and activities and their financial implications, including the thorough application of the principles of cost recovery and the identification of new sources of funding, and with interpretation and translation services, documentation and publications, as required.”

Objective 2: Effective management of the Union

“To progressively improve the efficiency of the operation and management of the Union, by proposing to the Council a sound and balanced budget, by ensuring financial accountability, including the implementation of a results-based approach with appropriate feedback mechanisms, effective and efficient management of conferences and meetings, cost-effective provision of information services, enhanced security, infrastructure and facilities, effective management of human resources and, where appropriate, outsourcing.”

Objective 3: Intersectoral coordination of activities

“ To facilitate the internal coordination of activities among the three Sectors in their external relations and corporate communications and where work programmes are overlapping or are related, so as to assist the membership in ensuring that it benefits from the full complement of expertise available within the Union.”

Objective 4: International cooperation and agreements

“To further enhance international cooperation and, where agreed by membership, to develop innovative mechanisms for such cooperation, and to act as the depository of international treaties and agreements, consistent with the purposes of ITU.”

Objective 5: Information exchange and ITU promotion

“ To improve the exchange of information among the membership and to promote the activities of the Union in order to increase membership, encourage the use of ITU products and services, and raise the overall visibility of the Union within the ICT industry and the international community as a whole.”

Structure of the operational plan

9 The complete four-year rolling operational plan of the General Secretariat for the period 2011-2014 is structured in the following manner:

- **Part I** discusses the mission, strategic orientations, objectives and priorities of the General Secretariat;
- **Part II** describes ITU's intersectoral outputs (description, link to intersectoral strategic objectives, activities, expected results, performance indicators, risk factors), and the General Secretariat resource requirements;
- **Part III** explains the General Secretariat support for intersectoral and sectoral outputs;
- **Part IV** provides an overview of resource requirements estimated for the timeframe 2011-2014.
- **Annex 1** lists the general and specific activities carried out by the General Secretariat.
- **Annex 2** provides a list of abbreviations used in the plan.

TO BE NOTED

Service level agreements (SLAs) covering documentation and other shared services are concluded for all intersectoral outputs. Information on documentation is available at [Annex J of Document C09/10](#). For other shared services, SLAs will be drawn up as appropriate for Legal, Finance, Personnel, Procurement, Information Services, Security and Fellowship services to support each activity in accordance with the rules governing SLAs at ITU.

**PART II: INTERSECTORAL OUTPUTS
DESCRIPTION OF OUTPUT, RELATED ACTIVITIES, RESOURCE
REQUIREMENTS, EXPECTED RESULTS AND PERFORMANCE
INDICATORS**

II.1 PLENIPOTENTIARY CONFERENCE

II.1.1 Description

II.1.1.1 The Plenipotentiary Conference, the supreme policy-making body of the ITU, is convened every four years (Art. 8 of the Constitution). The Conference sets the Union's general policies and, inter alia, considers reports of the Council on activities of the Union, establishes four-year strategic and financial plans and elects the senior management of the Union, the Member States of Council and the members of the Radio Regulations Board.

II.1.1.2 The [2010 Plenipotentiary Conference](#) will be held in Guadalajara (Mexico) for a period of three-weeks from 4-22 October 2010. The year 2011 will be broadly dedicated to the implementation of PP-10 decisions.

II.1.2 Link to intersectoral strategic objectives

II.1.2.1 The Plenipotentiary Conference contributes to four intersectoral strategic objectives, namely:

- a) Objective 1 – Information to membership on activities and financial status
- b) Objective 2 – Effective management of the Union
- c) Objective 3 – Intersectoral coordination of activities
- d) Objective 4 – International cooperation and agreements

II.1.3 Activities

II.1.3.1 Details of the general and specific activities carried out by SG Departments to support this output are provided in Part III of this plan.

II.1.4 Resources

II.1.4.1 The figure and table below provide a projected breakdown of the human resources required to support activities and services for PP:

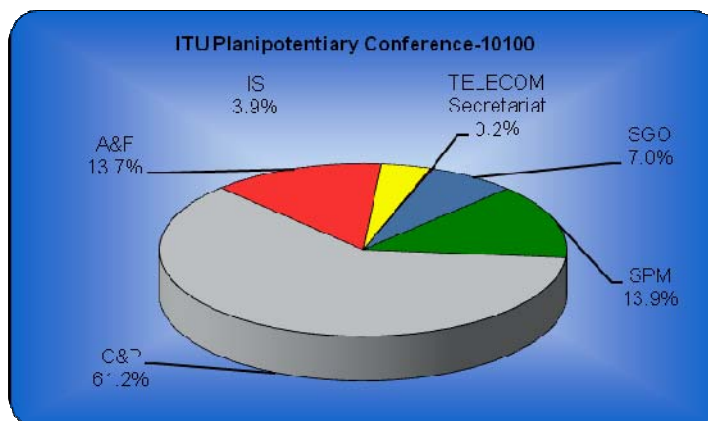


Figure II.1.1 – Human resources required to support PP ; projection for 2014 required to be similar to 2010 which is next PP year. As follows;

| | Budgeted work months | Projection | | | |
|---|----------------------|------------|------|------|------|
| | | 2011 | 2012 | 2013 | 2014 |
| ITU Plenipotentiary Conference (PP-10) | | | | | |
| SGO | 8 | 4 | 4 | 20 | |
| SPM | 7 | 4 | 7 | 54 | |
| C&P | 29 | 15 | 29 | 243 | |
| A&F | 5 | 1 | 5 | 60 | |
| IS | 2 | 1 | 2 | 15 | |
| TELECOM Secretariat | 0 | 0 | 0 | 1 | |

Table II.1.A – HR (in work months) required to support PP

II.1.5 Expected results and key performance indicators (KPIs)

| PLENIPOTENTIARY CONFERENCE (2011-2014 timeframe) | | | |
|---|---|--|---|
| Expected results | KPIs | | |
| | Description | Measurement | Risk Factor |
| Through the Council, the Plenipotentiary Conference is expected to provide effective and timely follow-up and support to implement its general policy decisions and lay the foundations for the work of the Union: 1. Establish the strategic and financial plans (cf. CS51, CV/Art. 5 and GR) | - Trends in participation and contributions to PP - Quality of output (Final Acts) and impact of decisions - Media interest in ITU/PP | - Number and diversity of contributions/issues - Number and level of participation - Ratification of FAs Signature of FAs (more appropriate than ratification since FAs are signed at the end of the PP?) - Participant journalists & media coverage/reviews/citations/web visits - Feedback & reports on activities/achievements (Int'l & National level surveys) | - National political and socio-economic priorities - Changing telecommunication environment - Global financial crisis |
| 2. Review the activities of the Union (cf. CS50) in terms of strategy & policy implementation and financial & human resources management | - Quality and timely reports on implementation - Development & implementation of RBM processes | - Adherence to CS/CV/GR provisions governing ITU documentation - % reports prepared on time by Council & SG | - Late contributions/Council reps - Misunderstanding of RBM |
| 3. Set the level of the contributory unit; approve accounts of the Union (cf. CS51A, 53, GR, FinRegs) | - Trend in ITU financial base - Trend in other income (cost-recovery activities) - Quality and timely input to Council on financial matters | - Expenditure v/s budget (quarterly review) - Accurate assessment of revenue base - % increase in collection of debts - % increase in other income (cost recovery...) - adherence to Financial Regulations | - Increase in number of debtors - Late contributions - Inaccurate forecasts |
| 4. Adopt general directives dealing with the staffing of the Union (cf. CS52, GR, Staff Regs&Rules) | - Trend in attractiveness of ITU as employer - Trend in level of staff satisfaction and retention rate of key staff members - Trend in innovation and learning and implementing staff training programmes | - % increase in number and diversity of qualified applicants - % staff turnover - % of overall budget spent on training - Adherence to Staff Regulations & Rules | - Competition for HR |
| 5. Elect Member States to serve on the Council, SG, DSG and Directors of the Bureaux of the Sectors, and members of the Radio Regulations Board (cf. CS54,55,56 and GR, in particular election procedures) | - Trend in attractiveness of ITU and number of candidates - Effective preparation at regional level - Timely preparation and smooth and efficient election process | - Number and diversity of candidates per region | - Difficulties in defining a clear majority - Excessive number of ballots - Difficulties in understanding election procedures |
| 6. Conclude agreements between the Union and other international organizations, as appropriate (CS58) | - Trend in number + nature of bilateral and multilateral agreements | - Level of implementation of agreements/MoUs - Timely reporting to MS | - Lack of interest - Difficulties arising during the negotiating process |
| 7. Adopt amendments to the ITU Constitution and the Convention, and to the General Rules of conferences, assemblies and meetings of the Union (cf. CS57, CS 58A, CS Art.55, CV Art.42 and GR) | - Trend in texts adopted/modified - Trend in publishing: type and time to publication | - % input documents prepared on time by MS - % documents & publications processed on time by Secretariat - % variance documentation & publications: forecast v/s actual | - Late contributions - Inaccurate forecasts |
| 8. Plan, organize, manage roll-out and evaluate PP10. | - Customer satisfaction - Trend in number of agenda items and time allocated to PP - Trend in cost of support for budget for PPs - Timely processing and distribution of documents, reports and Final Acts | - % MS satisfied with meeting preparation, roll-out & follow-up (survey) - Completion of PP10 three-week agenda - Adherence to PP10 time management plan and budget (& unit cost per delegate) - % hours worked in overtime & impact - Evaluation agenda items/time allocation/cost/output | - Late contributions - Inaccurate forecasts - Conflicting demands on internal resources - Controversial issues |

II.2 COUNCIL & WORKING GROUPS

II.2.1 Description

II.2.1.1 In accordance with No. 68 of the Constitution, the Council acts as governing body of the Union on behalf of the Plenipotentiary Conference, in the interval between Plenipotentiary Conferences. It facilitates the implementation of the provisions of the Constitution, the Convention, the Administrative Regulations, the decisions of the Plenipotentiary Conference and, where appropriate, the decisions of other conferences and meetings of the Union. The Council is composed of 25% of the total number of Member States, at present [46 Member States](#), elected by the Plenipotentiary Conference in accordance with No. 61 of the Constitution.

II.2.1.2 The dates for **Council 2011** have not yet been fixed. The Extraordinary Session of Council, at the end of PP-10, will have to take a decision on the dates of the 2011 session, taking into account the debates at PP-10. Provision is made in the 2010-2011 budget for a nine-day session to allow Council to adopt the budget for 2012-2013. Additional challenges will include implementation of the decisions adopted by PP-10 .

II.2.2 Link to intersectoral strategic objectives

II.2.2.1 The Council and its Working Groups contribute to three intersectoral strategic objectives, namely:

- Objective 1: Information to membership on activities and financial status
- Objective 2: Effective management of the Union
- Objective 3: Intersectoral coordination of activities

II.2.3 Activities

II.2.3.1 Details of the general and specific activities carried out by SG Departments to support this output are provided in Part III of this plan.

II.2.4 Resources

II.2.4.1 The figure and table below provide a projected breakdown of the human resources required to support activities and services for Council and Council Groups.

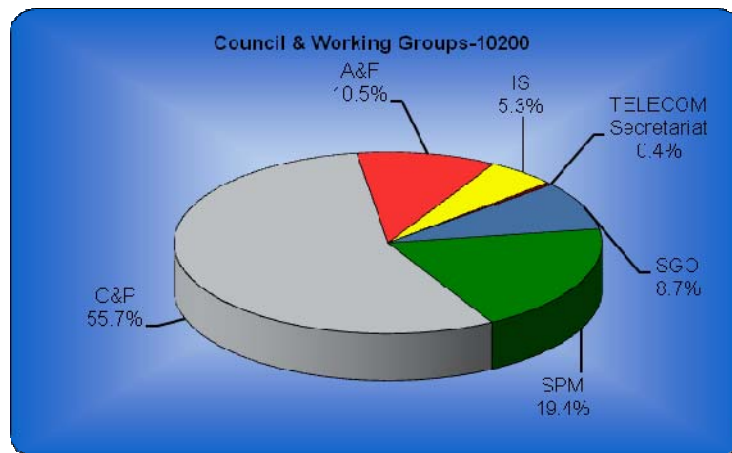


Figure II.2.1 –Human resources required to support Council & Council Groups

| | | Budgeted work months | Projection | | |
|--------------------------------|--|----------------------|------------|------|------|
| Council & Working Groups-10200 | | 2011 | 2012 | 2013 | 2014 |
| SGO | | 20 | 20 | 20 | 20 |
| SPM | | 46 | 46 | 46 | 46 |
| C&P | | 132 | 132 | 132 | 132 |
| A&F | | 25 | 25 | 25 | 25 |
| IS | | 12 | 12 | 12 | 12 |
| TELECOM Secretariat | | 1 | 1 | 1 | 1 |

Table II.2.A – Human resources (work months) to support Council & Council Groups

II.2.4.2 Details of additional resources required to support activities of the Council and Council Working Groups, e.g. Councillors’ travel expenses, interpretation, additional staff, and other direct costs, are included in the biennial budget for 2010-2011.

II.2.5 Expected results and key performance indicators (KPIs)

| COUNCIL AND COUNCIL GROUPS (2011-2014 timeframe) | | | |
|--|--|--|---|
| Expected Results | KPIs | | |
| | Description | Measurement | Risk Factor |
| 1. Follow-up and provide support for implementation of general policy decisions of PP10, inter alia, effective follow-up actions to WSIS, continued study of ITRs, review of the Financial Regulations and Rules, improvement of HRM, use of languages, terminology and definitions in use of ICTs. | <ul style="list-style-type: none"> - Trend in participation at Council (MS Obs, SMs, Orgs) - Trend in level of participation at Council - Trend in texts adopted (Res/Dec) - Trend in CWGs | <ul style="list-style-type: none"> - Number and level of participation (incl. impact of HLS) - Number and nature of CWGs - Number and diversity of adopted texts - Media coverage/web visits | <ul style="list-style-type: none"> - Global financial crisis - National priorities - Demands to lead CWGs |
| 2. Coordinate work of the General Secretariat and the Sectors; supervise overall management and administration of the Union between Plenipotentiary Conferences (ref. CS/Art.10, CV/Art.4, CV102, Council RoP, GRs): | <ul style="list-style-type: none"> - Effective preparation and timely transmission of Council documents and reports to MS on general policy, strategy and planning, financial and HR issues, and reports on activities and events of the Union: | <ul style="list-style-type: none"> % actions launched on time % reports prepared and distributed on time | <ul style="list-style-type: none"> - Heavy workload - Lack of prioritization |
| 2.1 Monitor the implementation of the strategic plan, the biennial budgets and related operational plans; report annually on activities and expenditure; establish the draft strategic plan for 2012-2015 (cf. CS74A, CV62B, Council RoP and GR); | <ul style="list-style-type: none"> - Quality and timely preparation and publication of reports - Timely preparation and transmission of information to MS to establish the draft strategic plan for 2012-2015 - Effective implementation of RBM | <ul style="list-style-type: none"> - Adherence to CS/CV/GR provisions governing ITU documentation - % reports prepared on time by CWGs/SG - % variance documentation & publications: forecast v/s actual - % of input/output documents processed on time by Secretariat | <ul style="list-style-type: none"> - Inaccurate forecasts - Late contributions |
| 2.2 Develop draft financial plan based on draft strategic plan, prepare corresponding biennial budgets; arrange for the annual audit of the accounts and approve them; implement decisions taken by conferences with financial implications and report on other finance-related issues; draw up GS operational plan (cf. FinRegs, CV87A, Council RoP and GR) | <ul style="list-style-type: none"> - Timely delivery of financial operating report, budget implementation reports, draft biennial budget for 2012-2013, and auditors reports - Timely preparation and adoption of operational plans | <ul style="list-style-type: none"> - Adherence to the Financial Regulations - % reports prepared on time by CWGs/SG/Ext.Auditor - % increase in collection of debts - Operational plan delivered on time throughout yearly approval process - Harmonized operational plans | <ul style="list-style-type: none"> - Debtors |
| 2.3 Monitor and review Staff Regulations and Rules and staff-related issues (cf. UN common system, Staff Regulations & Rules, Council RoP). | <ul style="list-style-type: none"> - Timely preparation and publication of reports on staff matters | <ul style="list-style-type: none"> - Adherence to Staff Regulations & Rules | <ul style="list-style-type: none"> Competition for HR |
| 3. Arrange for the convening of conferences and assemblies of the Union provide directives to the General Secretariat and the Sectors of the Union with regard to technical and other assistance in the preparation and organization of conferences and assemblies. | <ul style="list-style-type: none"> - Trend in number and venue of events to be organized - Timely reflection and planning to establish the schedule of future ITU events for 2011-2014 | <ul style="list-style-type: none"> - % of HCAs approved and signed [3 months before event] - Number & cost of preparatory missions | <ul style="list-style-type: none"> Capacity of host countries to respect HCA |
| 4. Resolve questions not covered by the Constitution, the Convention and the Administrative Regulations; Coordinate and/or conclude agreements with international organizations, including the United Nations (cf. CS/Art.8, Art.50, CV269A, B&C) | <ul style="list-style-type: none"> - Trend in number + nature of agreements | <ul style="list-style-type: none"> - Level of implementation of agreements – Timely reporting to MS | <ul style="list-style-type: none"> Inaccurate estimation of the questions to solve Under-estimation of resources for follow-up action |
| 5. Plan, organize, manage roll-out and evaluate Council sessions, including the Council High Level Segment | <ul style="list-style-type: none"> - Customer satisfaction - Trend in strategic issues discussed at Council HLS - Trend in number of agenda items and time allocated to Council - Trend in cost of support for Council - Timely processing and distribution of documents, reports and Final Res/Dec | <ul style="list-style-type: none"> - % MS satisfied with Council preparation, roll-out & follow-up (including HLS) - Timely completion of Council agenda - Adherence to Council time management plans - Expenditure v/s budget (incl. unit cost per delegate) - % documents & publication processed on time by Secretariat - % hours worked in overtime & impact - Evaluation: agenda items/time allocation/output/cost | <ul style="list-style-type: none"> - Late contributions - Inaccurate forecasts - Conflicting demands on internal resources |

II.3 – WORLD SUMMIT ON THE INFORMATION SOCIETY

II.3.1 Description of output

II.3.1.1 During the period 2011-2014, the main WSIS activity will be implementation and follow-up of the Summit outputs:

- a) Implementation of the Geneva and Tunis outcomes
- b) Moderation/Facilitation of action lines by ITU (C2, C5 and C6)
- c) Participation in other action lines as co-moderator/facilitator (e.g., C1, C3, C4, C7 and C11)
- d) Coordination of multi-stakeholder implementation as leading facilitating agency (e.g., through organization of WSIS Forums, action line facilitators meeting, or other related events)
- e) Chair/Vice-Chair of UNGIS and implementation of activities reflected in the UNGIS work plan
- f) Participation in CSTD and ECOSOC on WSIS related matters
- g) Maintenance of the WSIS stocktaking database and ICT success stories portal
- h) Research and publication of WSIS related reports and publications, including WSIS Stocktaking Report 2012 and 2014, Implementation and Country Case Studies, World Information Society Reports and others
- i) Organization of World Telecommunication and Information Society Day (May 17) and related events

II.3.2 Link to strategic objectives

II.3.2.1 Linked to ITU goals in the 2008-2011 strategic plan, including:

- a) Goal 1: Maintaining and extending international cooperation
- b) Goal 2: Bridging the digital divide
- c) Goal 3: Widening the Union's membership, extending participation and facilitating cooperation of an increasing number of administrations and organizations, as well as new actors, such as relevant WSIS stakeholders.
- d) Goal 4: Developing tools, to promote end-user confidence, and to safeguard the efficiency, security, integrity and interoperability of networks
- e) Goal 6: Disseminating information and know how
- f) Goal 7: Development of an enabling environment

II.3.3 Activities related to WSIS

II.3.3.1 Details of the general and specific activities carried out by SG Departments to support this output are provided in Part III of this plan. Other activities include:

- a) Coordinate ITU Activities as facilitator of WSIS Action Lines C2, C5 and C6 and their subgroups.
- b) Co-facilitate selected other WSIS Action Lines, including C1, C3, C4, C7 and C11.
- c) Maintain and improve the WSIS Stocktaking Platform, its database reporting system as well as social networking component, ensuring gradual growth of the online community;
- d) Prepare inputs to UN SG's report to CSTD and UN Secretary-General's report to ECOSOC and ITU participation in those meetings.

- e) Maintain and further develop WSIS related pages, including WSIS implementation page, UNGIS, ITU dedicated website, ITU implementation pages, especially on implementation of C2, C5 and C6, including Cybersecurity Gateway, as well as WSIS Stocktaking portal..
- f) Publication of WSIS Stocktaking Report 2012 and 2014, Implementation Case Studies, Country Case Studies,, World Information Society Report, UNGIS Publication on Financing Mechanisms for ICT4D and other WSIS-related materials.
- g) Organize the WSIS related meetings including WSIS Forums, UNGIS meetings, UNGIS parallel meeting within the framework of the World Conference on Least Developing Countries,
- h) Coordinate with other UN agencies and programs (UNESCO, UNDP, UNCTAD, etc) and other initiatives (e.g., GAID, WEF).

II.3.3.2 Besides the active involvement of ITU in Action Lines C2, C5 and C6, ITU has undertaken many other activities related to WSIS Action Lines as follows:

- a) Action Line C3 - Access to Information and Knowledge: ITU promotes universal access with equal opportunities for all to scientific knowledge and technical information
- b) Action Line C4 - Capacity-Building: ITU's work focuses on three themes: Challenges and New Approaches in Building Capacity; Global Capacity-Building Initiatives, and The Way Forward
- c) Action Line C7 - ICT Applications: Work on this Action Line includes e-science, e-environment, e-agriculture, e-business and e-employment, e-health and e-government
- d) Action Line C8: Cultural diversity and identity, linguistic diversity and local content: ITU carries out a number of activities supporting cultural diversity and identity, linguistic diversity and local content.
- e) Action Line C9: Media: ITU carries out various studies for IPTV that will enable enhanced, media rich delivery of contents to users of ICTs
- f) Action Line C1 (The role of public governance authorities and all stakeholders in the promotion of ICTs for development) and Action Line C11 (International and regional cooperation): In accordance with its mandate, the ITU continues to foster international and regional cooperation.

II.3.4 Resources to support activities related to WSIS

II.3.4.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

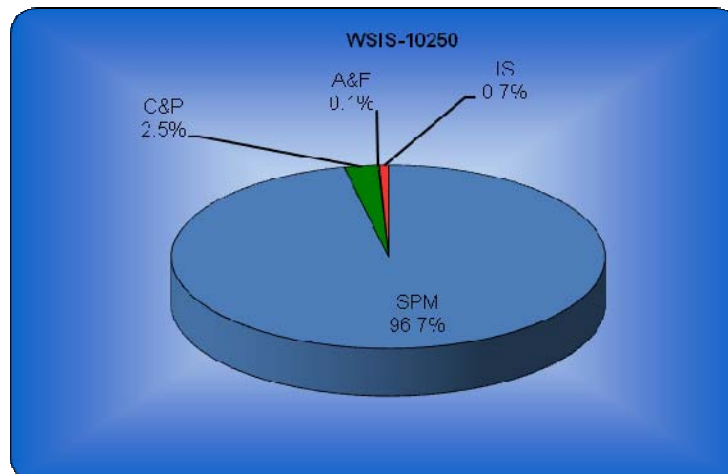


Figure II.3.1 –Human resources required to support WSIS

| WSIS-10250 | | Budget work months | Projection | | | |
|------------|--|--------------------|------------|------|------|--|
| | | 2011 | 2012 | 2013 | 2014 | |
| SPM | | 23 | 48 | 48 | 48 | |
| C&P | | 1 | 1 | 1 | 1 | |
| A&F | | 0,04 | 0,04 | 0,04 | 0,04 | |
| IS | | 0,29 | 0,29 | 0,29 | 0,29 | |

Table II.3.A –Human resources (work months) required to support WSIS**II.3.5 Expected results and key performance indicators (KPIs):**

| World Summit on the Information Society (2011-2014 timeframe) | | |
|---|---|--|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| Objectives: <ul style="list-style-type: none"> Play a lead facilitating role in the implementation process, alongside UNESCO and UNDP. Play a lead role within the UN system in coordinating substantive policy issues related to implementation of WSIS outcomes (As UNGIS chair or co-chair). Play a facilitation role in the WSIS implementation process as moderator/coordinator for the implementation of Action Lines C2, C5 and C6. | | |
| Organize meetings of Council WG-WSIS | Effectiveness and outcome of the meetings | Declining interest following conclusion of WSIS. |
| Ensure a leading facilitation role in the implementation of WSIS Action Lines together with UNESCO and UNDP. | Success, effectiveness and outcome of WSIS Action Line Facilitator meetings Increased coordination between Actions Lines Increased participation in WSIS-related meetings Key achievements in implementing WSIS Action Plan. | Declining interest of some Action Line facilitator in the WSIS implementation |
| Successful organization of WSIS Forums. Preliminary dates should be agreed and room bookings should be made as soon as possible. Facilitate the coordination of actions with the Sectors, via the WSIS Task Force. | Effective coordination, avoidance of duplication of efforts in overall process. Avoidance of duplication/overlap with the work of the sectors Effective collaboration on the implementation of the WSIS action plan among sectors Definition of strategic guidance on ITU's role in WSIS implementation. | Insufficient coordination among all stakeholders. Leadership role of ITU challenged by other organizations, including within UN system. |
| Coordinate ITU's role in UNGIS | UNGIS members' satisfaction Raised visibility of ITU and ICTs in the UN System | Lack of interest from some members |
| Facilitate coherent annual reporting to show progress made in WSIS implementation. | Avoidance of duplication of efforts Timely delivery of the annual report | Lack of relevant information |
| Active participation in wider policy dialogue on WSIS issues. | Increased participation on policy dialogue on WSIS issues | Lack of interest |
| Increasing ITU visibility in ICTs and in WSIS | Stronger representation of the Union in | Inadequate and insufficient |

| | | |
|---|--|---|
| implementation. Represent the Union in relevant WSIS-related international meetings and conferences. | relevant WSIS-related international meetings and conferences. Enhanced relation with the other UN Agencies. ITU positioning as a leading ICT player. | preparation within ITU. |
| Ensure the active participation in the WSIS Task Force in providing advice and guidance to the Secretary-General on the current and future developments on the ITU WSIS implementation. | Increased participation in the WSIS Task Force Effectiveness of advice of the WSIS Task Force to the Secretary-General on ITU WSIS implementation | Insufficient human and financial resources. |

II.4 – ITU TELECOM

II.4.1 Description of output

II.4.1.1 ITU TELECOM output 2011-2014 will entail the organization and execution of ITU TELECOM Events. Resolution 11 (Rev, Antalya 2006), if revised by PP-10 as proposed, will state that events are to be organized on a “predictable and regular basis, taking due account of the need to ensure the financial success of such events.”

This revised resolution does, however, include some key changes which will mean changes to ITU TELECOM’s output 2011-2014, as follows:

New Event Frequency: Revised resolution 11 proposes that events are now to be organized “on a predictable and regular basis.” The proposed new frequency would see a ITU TELECOM event held annually, alternating between a fixed location and, on the years when not in a fixed location, to be a rotated between regions and Member states.

New Event Format: Core focuses for the event will be networking, knowledge sharing- done through multiple summits and debates, and creating the environment and providing participants with the tools for deal making and consensus building.

New Event Features: Upcoming TELECOM events will incorporate new features, many of which were measures that were instructed to the Secretary-General in Resolution 1292 (Council 2008) and which were well received at the last World event. These will include Ministers/Heads of State debates, Forum panel debates, mainstreaming of the TDS, focus on the Telecom Village and networking opportunities and national, regional and thematic pavilions.

II.4.1.2 Taking into account these amendments, ITU TELECOM events seek- in the most effective way possible- to provide a “major networking platform” for the global ICT community. Under this “platform” the top names from both government and industry – drawn either from across the globe– can come together, meet, network, take part in groundbreaking debate and truly shape the world’s future ICT landscape.

Showcase options will enable participants to display the latest technologies, while national pavilions will provide a way for different countries to showcase their ICT industries to a global audience.

II.4.1.3 ITU TELECOM events are commercial in nature, and represent a fundamental business platform for the ITU, providing a privileged link between the private and public sectors.

II.4.2 Link to strategic objectives:

II.4.2.1 ITU TELECOM events are related to ITU Strategic Orientation Goals 1 (international cooperation), 2 (digital divide), 3 (widening membership), 6 (information dissemination), and 7 (promoting the development of an enabling environment).

II.4.2.2 ITU TELECOM events contribute to General Secretariat objectives 2, 3, 4 and 5 of the strategic plan, namely:

- a) Objective 2: Effective management of the Union;
- b) Objective 3: Intersectoral coordination of activities;
- c) Objective 4: International cooperation and agreements;
- d) Objective 5: Information exchange and ITU promotion.

II.4.3 Activities related to the ITU Telecom events

II.4.3.1 ITU TELECOM activities can be categorized as follows:

- 1) General administration, policy definition and management
- 2) Venue selection and negotiations with Host Country and contractors
- 3) Product definition, promotion, marketing and sales (including production of material)
- 4) Client relations (including exhibitors, visitors, and VIPs)
- 5) Event operations (including build-up, registration, security, freight, event logistics, dismantling, service providers management)
- 6) Leadership Program (including Heads of States, Heads of Governments, CEOs)
- 7) Forum (Programme definition, speaker relations and on-site conference management)
- 8) Media and public relations
- 9) Financial services
- 10) ICTs (applications, network design and management, databases, office services)
- 11) Other administrative services (travel, personnel, headquarter logistics, etc.)

II.4.3.2 Activities 1 to 6 are mainly performed by the ITU TELECOM Secretariat staff, while activities 9 to 11 are mostly performed by other ITU staff and charged through cost recovery.

Expected outputs and results

II.4.3.3 The expected outputs for the years 2011 to 2014 are: ITU TELECOM 40th Anniversary Celebration (2011) and ITU TELECOM WORLD 2012, 2013, and 2014.

2011 detailed activities:

II.4.3.4 In 2011, the following activities will be performed by the ITU TELECOM Secretariat and other ITU staff on cost recovery:

- 1) General administration, policy definition and management
 - a. Contribution to Council 2011
 - b. Implementation of PP-10 decisions (revised Resolution 11).
 - c. Development of strategic relationships with key partners
- 2) Venue selection and negotiations with Host Country and contractors :
 - a. Venue selection for WORLD 12.
- 3) Product definition, promotion, marketing and sales (including production of material)
 - a. Product definition, promotion, marketing and sales for 40th Anniversary Celebration (2011) and for WORLD 12
 - b. Preliminary work, including concept and design, for World 2012.
 - c. Implementation of global campaign definition for 2010-2011
- 4) Client relations (including exhibitors, visitors, and VIPs)
 - a. Event manual production and client relations for 40th Anniversary Celebration (2011)
- 5) Event operations (including build-up, registration, security, freight, event logistics, dismantling, service providers management)
 - a. Preparation for 40th Anniversary Celebration (2011)
- 6) Leadership Programme

- a. Design and management for 40th Anniversary Celebration (2011)
- 7) Forum (Programme definition, speaker relations and on-site conference management)
 - a. Design and management of Forum Programme of 40th Anniversary Celebration (2011)
- 8) Media and public relations
 - a. Develop and implement a communication plan for 40th Anniversary Celebration (2011)
 - b. Revitalization of the ITU TELECOM Brand
- 9) Financial services
 - a. 40th Anniversary Celebration (2011) budgets
- 10) ICTs (applications, network design and management, databases, office services)
 - a. Update client relations management software
 - b. TELECOM database maintenance

II.4.4 Resources to support activities related to ITU Telecom

II.4.4.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

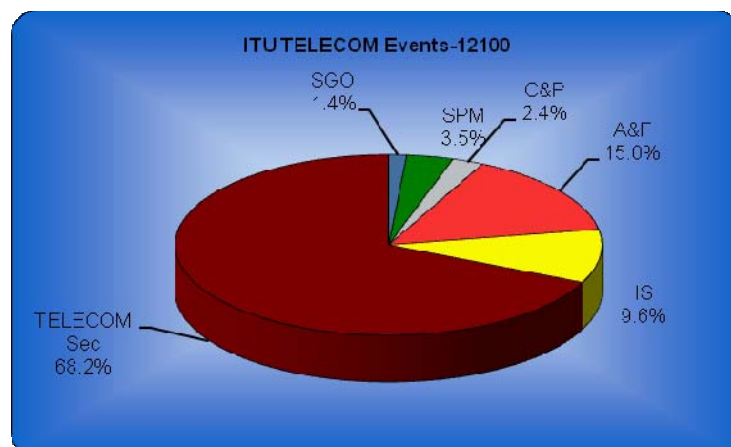


Figure II.4.1 – Human resources required to support ITU TELECOM

| | | Budget work months | Projection | | | |
|---------------------------------|--|--------------------|------------|------|------|--|
| | | 2011 | 2012 | 2013 | 2014 | |
| ITU TELECOM Events-12100 | | | | | | |
| SGO | | 5 | 5 | 5 | 5 | |
| SPM | | 18 | 11 | 11 | 11 | |
| C&P | | 9 | 9 | 9 | 9 | |
| A&F | | 56 | 55 | 55 | 55 | |
| IS | | 40 | 34 | 34 | 34 | |
| TELECOM Sec | | 252 | 252 | 252 | 252 | |

Table II.4.A – Human resources (work months) required to support ITU TELECOM

Further information on activities and resources can be found in Part III.4 (TELECOM Secretariat) of this plan.

II.4.5 Expected results and key performance indicators (KPIs)

| ITU TELECOM (2011-2014 timeframe) | | |
|---|---|---|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| ITU TELECOM 40 th Anniversary Celebration 2011 | Hospitality Suites Number of Showcases Trade Visitors VIPs Event Participants Accredited Media Media Coverage Total Participants Financial Result | Low Sales Low Number of Participants Financial Loss |
| ITU TELECOM World 2012, 2013, and 2014 | Hospitality Suites Number of Showcases Trade Visitors VIPs Event Participants Accredited Media Media Coverage Total Participants Financial Result | Low Sales Low Number of Participants Financial Loss |

II.5 - WORLD CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS

II.5.1 Description of output

II.5.1.1 Res. 146 (Antalya, 2006) resolves “that a world conference on international telecommunications (WCIT) be convened at the seat of ITU in 2012, on the basis of recommendations arising from this process of review”. The cited process of review consists of two separate activities:

- a) ITU-T should undertake a review of the existing ITRs (International Telecommunication Regulations), engaging with the other Sectors as may be required, with ITU-T as the focal point; and
- b) The fourth WTPF (World Telecommunication Policy Forum, (see Decision 9 (Antalya, 2006)) should consider emerging telecommunication policy and regulatory issues, with respect to international telecommunication networks and services, for the purpose of understanding them and possibly developing opinions as appropriate.

Res. 146 further instructs the Secretary General, following the above studies

- c) To undertake the necessary preparatory arrangement for WCIT, in accordance with the applicable rules and procedures of ITU.

II.5.2 Link to strategic objectives:

II.5.2.1 Linked to General Secretariat objectives 3 and 4 in the 2008-2011 strategic plan namely:

- a) Objective 3: Intersectoral coordination of activities
- b) Objective 4: International cooperation and agreements

II.5.3 Activities related to the WCIT

II.5.3.1 In the 2010-2011 budget, this activity is funded under the ITU-T budget for the ITU-T review and under the General Secretariat budget for the WTPF. The review has been completed and the final report of the group has been presented to Council 2009. The WTPF has taken place and its outputs have been presented to Council 2009.

II.5.3.2 Council 2009 examined the reports of the ITU-T review and the WTPF and, by its Resolution 1312, created a working group to prepare for the World Conference on International Telecommunications (WCIT) in 2012.

II.5.3.3 That working group (CWT-WCIT) met twice prior to Council 2010 and reported its work to Council 2010. Having examined contributions from Member States and the reports of CWG-WCIT, Council 2010 set, in its Resolution 1317, the dates and agenda for WCIT-12. CWG-WCIT also prepared a report that it submitted to Council and to the Plenipotentiary Conference, and agreed a tentative schedule for its future meetings.

II.5.3.4 For planning purposes, this Operational Plan (as well as the Operational Plan for ITU-T) assumes that some preparatory meetings will take place starting in 2011. The ITU-T Operational Plan contains further details in that respect. The total number of planned meeting days is consistent with the tentative schedule agreed by CWG-WCIT.

II.5.4 Resources to support activities related to the WCIT

For planning purposes, the Operational Plan assumes that five preparatory meetings for WCIT would be held in 2011-2012 (total of 15 days) and a WCIT of 7 to 10 days will be held back-to-back with WTSA. This plan will be adjusted in accordance with decisions taken during the Plenipotentiary Conference.

II.5.4.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

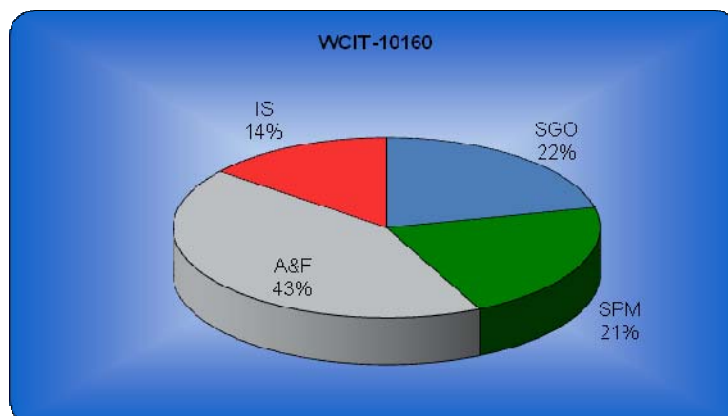


Figure II.5.1 –Human resources required to support WCIT

| WCIT | | Budget work months | Projection | | | |
|------|-----|--------------------|------------|------|------|--|
| | | 2011 | 2012 | 2013 | 2014 | |
| | | 3 | 3 | 0 | 0 | |
| | SGO | 2 | 2 | 1 | 1 | |
| | SPM | 6 | 6 | 0 | 0 | |
| | A&F | 2 | 2 | 0 | 0 | |
| | IS | | | | | |

Table II.5.A –Human resources (work months) required to support WCIT

II.5.5 Expected results and key performance indicators (KPIs) for the WCIT

| WORLD CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS (2011-2014 timeframe) | | | |
|--|---|---|--|
| Expected Results | Description | KPIs | |
| | | Measurement | Risk Factor |
| <p>Resolution 146 foresees the convening of the WCIT in 2012.</p> <p>Council would have to agree the agenda and issue the convocation at least one year in advance (Res 146; 49 CV; 35. 12, 5 GR; 2 CV).</p> <p>There may be preparatory meetings for the WCIT. These might start in 2011 and continue in 2012.</p> <p>Budget for such preparatory meetings would have to be made available.</p> | <p>Development of preparatory process by 2010, reflecting consensus on how to proceed, on the basis of the two review processes.</p> <p>Adequate budget allocated for preparatory process.</p> <p>Wide scale participation in the preparatory meetings.</p> <p>Efficient organization of WCIT in 2012 and elaboration of new ITRs</p> | <p>- % variance input documentation: forecasts v/s actual</p> <p>- adherence to document work plans and time management plans</p> <p>- % reports & materials processed within deadlines</p> <p>- expenditure v/s budget (incl. unit cost per delegate)</p> <p>- % membership and management satisfaction (survey)</p> <p>- % hours worked in overtime</p> | <p>Difficulty in reaching consensus regarding the structure or budget of the preparatory process for the WCIT.</p> |

II.6 – BUDGET, CORPORATE GOVERNANCE AND COMMUNICATIONS

II.6.1 SOCIAL RESPONSIBILITY

II.6.1.1 Description of output, policy

After-service health insurance scheme

Health insurance scheme after separation from service: Staff members (and their spouses, dependent children and survivors) separating from service at age 55 or over are entitled to health insurance after such separation, provided they have worked at least ten years at the United Nations or in a specialized agency and were insured by the ILO/ITU Staff Health Insurance Fund during the five years immediately preceding their separation from service. The same benefits also apply to staff members in receipt of a disability benefit from the United Nations Joint Staff Pension Fund and to the members of the ITU closed pension funds, the SS&B Funds. This scheme is funded by the combined contributions of ITU (two thirds) and the insured persons (one third) and covered 737 retirees on 31 December 2009.

Cost-of-living allowance paid to Retired staff of the SS&B Funds

The cost-of-living allowance is paid from the Union's budget to members of the ITU Staff Superannuation and Benevolent Funds (SS&B). This allowance covers the difference between the benefit due from the SS&B Funds and that guaranteed benefit adjusted for cost of living. These are the set of funds that guarantee the pensions of staff who were in service prior to 1 January 1960, the date on which ITU became affiliated to the United Nations Joint Staff Pension Fund. They originally comprised several individual funds and accounts. At present remains the Provident Fund covering only one widow of retired staff members who were subject to the regime in force prior to 1 January 1949; the Reserve and Complement Fund, which pays out a number of retirement pensions and survivors' pensions; and the Assistance Fund, which serves to assist staff members and pensioners in difficult financial situations.

II.6.1.2 Trends and Strategy

After-service health insurance scheme (ASHI)

The cost of this scheme is expected to rise since the number of retirees opting for the scheme is increasing as well as the cost of the insurance. It must be noted that since 1 January 2008 an additional contribution equivalent to 30% of the retiree's own contribution is levied for dependent spouses. Furthermore, as of 1 January 2010, extra contributions of up to 20% of the retiree's own contributions will be charged for dependent children.

Cost-of-living allowance

Given that the funds are all closed, allowing no further admissions, the amounts paid out as allowances have decreased over the years. The number of periodic benefits paid continues to fall and stood at **81** at the end of **2009**. The related expenditure is therefore expected to decline during the period 2011 – 2014.

II.6.1.3 Link to intersectoral strategic objectives

II.6.1.3.1 The main objective is to ensure that ITU meets its social obligation towards former staff members who have acquired certain rights.

II.6.1.4 Activities related to social responsibility

II.6.1.4.1 Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.6.1.5 Resources to support activities related to social responsibility

II.6.1.5.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

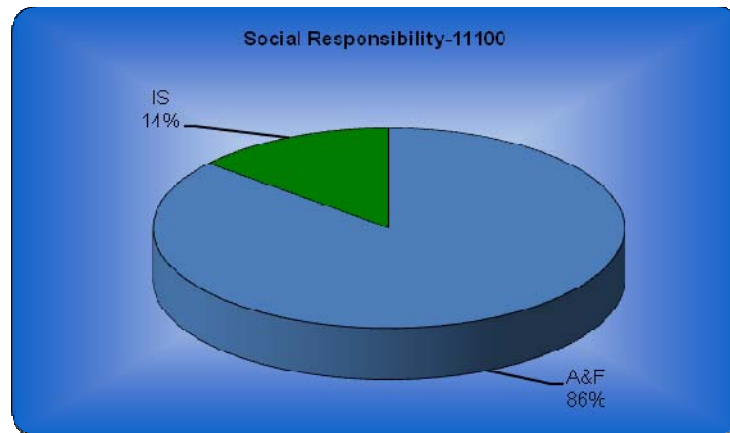


Figure II.6.1.1 – Human resources required to support Social Responsibility

| Social Responsibility-11100 | Budget work months | Projection | | | |
|-----------------------------|--------------------|------------|------|------|--|
| | 2011 | 2012 | 2013 | 2014 | |
| A&F | 12 | 12 | 12 | 12 | |
| IS | 2 | 2 | 2 | 2 | |

Table II.6.1.A – Human resources (work months) required to support Social Responsibility

II.6.1.6 Expected results and key performance indicators (KPIs)

| SOCIAL RESPONSIBILITY (2011-2014 timeframe) | | |
|---|--|--|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk factor</i> |
| Adherence to plan regulations and rules | Adherence to plan regulations and rules | Regarding the cost of the ASHI, financial risk which is dependent on the number of the former staff opting for the scheme and their pensions |
| Accurate payment of benefits | Timeliness and accuracy of benefits paid; processing deadlines | Difficulty in obtaining relevant information |
| Provision of quality and timely client services | Client feedback | Inadequate resources to achieve result |

II.6.2 GS PUBLICATIONS

II.6.2.1 Description

The publishing output consists of the following product formats: physical (paper), physical electronic (CD and DVD), virtual (downloadable) and bundled (subscription). Publishing is carried out in the six official languages of the Union. The Output GS Publications include the following:

- Publications on Intersectoral activities
- Publications WTPF
- Final Acts
- Resolutions and Decisions of Council
- ITU Activities Report and Corporate Annual Report
- Global Directory
- WSIS publications
- ITU TELECOM publications
- Souvenirs and Royalties
- ITU News

II.6.2.1.1 ITU News

Council 2008 endorsed the proposal of the *Consultation Meeting on options for use of the six languages* to produce ITU News in six languages, in print and online as early as possible in 2009. The English version will continue to be produced in-house and production of the A, C, F, R and S versions are to be outsourced.

II.6.2.2 Link to intersectoral strategic objectives

II.6.2.2.1 The Union's publishing activities contribute to three of the five intersectoral strategic objectives:

- a) Objective 1: providing a modern infrastructure and services, providing publications.
- b) Objective 3: facilitating coordination among the sectors, assisting the membership to - benefit from the Union's expertise.
- c) Objective 5: improving exchange of information, encouraging use of ITU products and services, raising visibility.

II.6.2.3 Activities related to GS publications

II.6.2.3.1 Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.6.2.4 Resources to support activities related to GS Publications

II.6.2.4.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

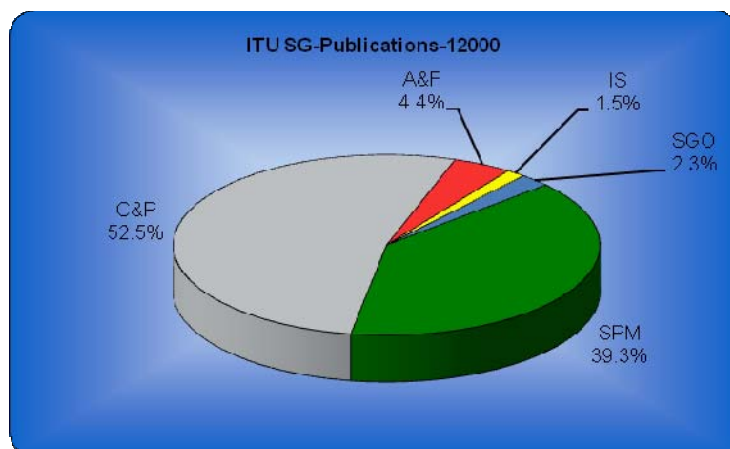


Figure II.6.2.1 – Human resources required to support GS Publications

| ITU SG-Publications-12000 | Budget work months | Projection | | |
|---------------------------|--------------------|------------|------|------|
| | 2011 | 2012 | 2013 | 2014 |
| SGO | 3 | 3 | 3 | 3 |
| SPM | 54 | 54 | 54 | 54 |
| C&P | 73 | 73 | 73 | 73 |
| A&F | 6 | 6 | 6 | 6 |
| IS | 2 | 2 | 2 | 2 |

Table II.6.2.A – Human resources (work months) required to support activities related to GS Publications

II.6.2.5 Expected results and key performance indicators (KPIs)

| GS PUBLICATIONS (2011-2014 timeframe) | | |
|--|---|-----------------------------------|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk factors</i> |
| Number / accuracy / relevance of publications | Number and quality of publications | Low quality of documents |
| Publications timely available in the six languages | Ratio of publications available in six languages within planned deadlines / total number of publications in the six languages. | Late submission of publications |
| Quality of language versions | Reader satisfaction. Number of complaints | Insufficient staff / Short delays |
| Production of high-quality content in ITU News, as the flagship magazine of the Union. The magazine's timely publication both in print and online in all language editions | Number of new readers added to the subscription database and ever-growing traffic on the magazine's website. Increased revenue from advertising. Readership surveys for both the print and online editions to gauge customer satisfaction and make the necessary adjustments. | Delays from outsourced company |

II.6.3 CORPORATE GOVERNANCE, STRATEGY AND COMMUNICATION

II.6.3.1 Description of output and link to strategic objectives

Corporate Governance

II.6.3.1.1 Developing and maintaining sound relations with Members States and Sector Members; developing and maintaining sound external relations with the Host Country, private and public, regional and international organizations, the United Nations and its specialized agencies; providing the secretariat for the Plenipotentiary and other conferences and meetings of the Union; acting as the ITU's legal representative and depositary of treaties and other agreements concluded by ITU or under its auspices; managing the overall resources of the organization and coordinating its work; coordinating the implementation of the strategic plan; managing the Union's legal affairs, providing advice and legal opinions on a wide range of important documents including formal agreements and international treaties.

Corporate Communication

II.6.3.1.2 Providing a voice and visibility to the wide range of programmes, initiatives and other activities of the organization by, *inter alia*, defining and implementing a full range of communication and promotion activities targeting defined, corporate priorities and clearly identified strategic audiences and events; carrying out a press and public information function serving ITU management, major conferences, programmes and projects; developing informed constituencies, heightening and strengthening ITU's image as a dynamic, competent and effective organization to build or strengthen confidence; advocating a stronger and more comprehensive support for its work, thus facilitating broader membership; managing ITU's brand to enhance the perceived value of the Union through a series of products including its website and serves as a one-stop knowledge shop to the outside world.

Corporate Strategy

II.6.3.1.3 Initiating and coordinating the preparation of the draft Strategic Plan for the Union; Coordinating the development of an ITU Corporate Strategic Planning and evaluation framework; Establishing key performance indicators related to the achievement of ITU's Strategic Goals within its mandate, and assessing progress towards these Goals; Assisting the Union and its membership, in close collaboration with the Sectors of the Union, with the anticipation and analysis of the challenges facing the telecommunication and ICT environment and their strategic implications; Assessing emerging trends in the industry and in ICT evolution, providing advice on broad corporate strategy and identifying key strategic objectives; Facilitating the internal coordination of the activities of the Sectors of the Union relevant to the achievement of ITU's Strategic Goals and supporting the implementation by the Sectors of work programmes in line with those Goals.

Gender mainstreaming

Resolution 70 (Rev. Antalya, 2006) and Resolution 48 (Rev. Antalya 2006) provide the broad framework for the mainstreaming of a gender perspective in ITU's activities. In accordance with these Resolutions, gender mainstreaming is considered as part of the intersectoral objectives of the Union. It is therefore appropriate to include ITU gender mainstreaming activities in the operational plan of the General Secretariat.

II.6.3.2 Link to strategic objectives

Linked to General Secretariat objectives 1, 2, 3, 4 and 5 in the 2008-2011 strategic plan

II.6.3.3 Activities related to Corporate Governance, Strategy and Communication

Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.6.3.4 Resources to support activities related to corporate governance, strategy and communication

II.6.3.4.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

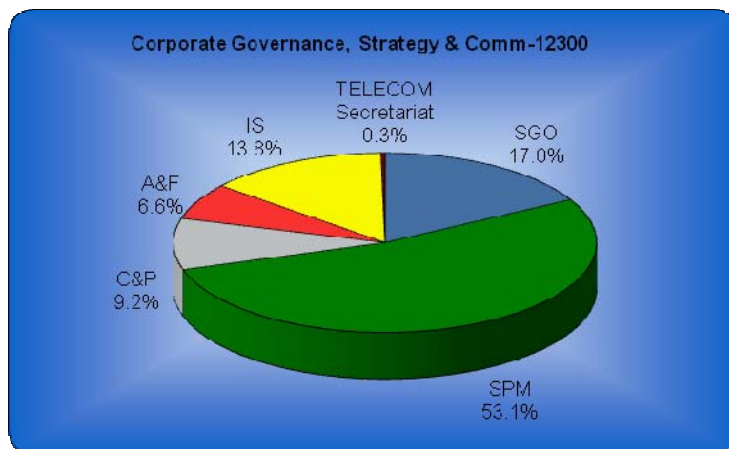


Figure II.6.3.1 – Human resources required to support Corporate Governance, Strategy & Communication

| Corporate Governance, Strategy & Communication 12300 | Budget work months | Projection | | |
|--|--------------------|------------|------|------|
| | 2011 | 2012 | 2013 | 2014 |
| SGO | 56 | 56 | 56 | 56 |
| SPM | 176 | 176 | 176 | 176 |
| A&F | 22 | 22 | 22 | 22 |
| C&P | 31 | 31 | 31 | 31 |
| IS | 46 | 46 | 46 | 46 |
| TELECOM Sec | 1 | 1 | 1 | 1 |

Table II.6.3.A – Human resources (work months) required to support Corporate Governance, Strategy & Communication

II.6.3.5 Expected results and key performance indicators (KPIs)

| CORPORATE GOVERNANCE, STRATEGY & COMMUNICATION (2011-2014 timeframe) | | |
|---|---|--|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| 1. High ITU profile and more informed decision-makers and opinion-makers in government and industry | Timely dissemination of information to an expanding client base | Failure to attract new Sector Members and/or associates; withdrawal by existing members; Negative media coverage if |

| CORPORATE GOVERNANCE, STRATEGY & COMMUNICATION (2011-2014 timeframe) | | |
|--|--|---|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| | | ITU fails to meet its objectives or conferences are not successful. |
| 2. Strong support for the work of the organization and increased use of ITU products and services | Coverage. Benchmarking of how ITU is perceived in key target audiences. Sales figures on client base. Number of tracked web visitors to specific products and services | |
| 3. High-quality and efficient services to the membership, including effective handling of the Union's communications and other customer services. Effective and efficient support for plenipotentiary conferences, the Council, conferences, assemblies and meetings | Number and quality of products and services developed. Timeliness of distribution of documents, materials and contributions for meetings and conferences | Poor evaluation of services and products to be developed |
| 4. Support to substantive and operational units in communicating their achievements worldwide | Based on availability of media monitoring tools and related human resource, number of stories filed in relation to the number of press releases issued/number of articles placed in newspapers and magazines | |
| 5. New communication channels between ITU, its various constituencies and external audiences in order to communicate ITU's message to a broader audience | Number and breadth of new contacts added to the database reflecting the breadth of outreach/number and effectiveness of distribution channels | |
| 6. Enhanced relations with the United Nations and proactive participation to foster ITU's leadership role in ICT | Based on the availability of appropriate external technical resource, benchmarking of how ITU is perceived in the UN system on ICT leadership. | Lack of interest |
| 7. Clear, accurate and transparent information to the Council as the basis for informed decisions | Council members' satisfaction | Lack of resources |
| 8. Effective management support | Elected officials' satisfaction | |
| 9. Efficient provision of protocol services | Sound advice on official/diplomatic procedures and relations. Compliance with established protocol standards (visits, events, correspondence). Maintenance of up-to-date protocol databases and website | |
| 10. Enhanced relations with members and other segments of the industry | Based on the availability of appropriate external technical resource, members' satisfaction with benchmark surveys. Net membership increase. Better understanding of ITU's role and increased support for the Union. | Poor survey/campaign Economic crisis |
| 11. Representation of the Union | ITU positioning as a leading ICT player | Lack of visibility |
| 12. Depository of cooperative international arrangements and instruments | Number of arrangements for which ITU is depository in relation to number of other depositaries chosen for ICT-related arrangements | Lack of interest Difficulties encountered during the negotiating process |
| 13. Legal advice on administrative decisions, conference documents and contracts and agreements | Timeliness and relevance/soundness of legal advice | Workload (lack of resources) |
| 14. Follow-up and effective implementation of Resolution 70 (Rev. Antalya 2006) | Benchmarking ITU's progress in: - capacity building; - incorporating gender perspective in its activities | Lack of interest Inadequate/insufficient financial resources |
| 15. Building the capacity among staff to adopt a gender mainstreaming approach to all professional activities | Gender Balance Targets all professional activities | |
| 16. Timely and accurate publication of reports to Council, PP10 and others, on issues related to the Mission of CSD (e.g. | Number of reports published on time Assessment of quality of Reports | Delay in obtaining relevant information |

| CORPORATE GOVERNANCE, STRATEGY & COMMUNICATION (2011-2014 timeframe) | | |
|---|--|--|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| Emerging Trends, Cybersecurity, Internet Policies and Governance, Strategic Plan) | | |
| 17. Efficient coordination of intersectoral activities related to the Mission of CSD (e.g. activities relevant to the CWGs) | Assessment of stakeholders perception on the result/impact of Intersectorial activities Number of activities successfully organized | Lack of agreement in approaches by sectors |

II.6.4 CORPORATE STRATEGIC PLANNING AND EVALUATION FRAMEWORK

II.6.4.1 Description of output

This Output aims to coordinate the development and facilitate the implementation of an ITU Corporate Strategic Planning and evaluation framework. In particular working closely with the Sectors in establishing key performance indicators related to the achievement of ITU's Strategic Goals within its mandate, assessing progress towards these Goals and preparing an Annual Progress Report on the implementation of the Strategic Plan, according to Res. 71 (Antalya. 2006).

II.6.4.2 Link to strategic objectives

The Corporate Strategic Planning and evaluation framework is linked to all Strategic Goals of the Union and all Intersectoral Objectives.

II.6.4.3 Activities related to Corporate Strategic Planning and evaluation framework

Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.6.4.4 Resources to support activities related to Corporate Strategic Planning and evaluation framework

The figure and table below provide a breakdown of the human resources required to support activities for this output:



Figure II.6.4.1 – Human resources required to support Corporate Strategic Planning and evaluation framework

| | | Budget work months | Projection | | |
|--|--|--------------------|------------|------|------|
| | | 2011 | 2012 | 2013 | 2014 |
| Corporate Strategic Planning and evaluation framework | | | | | |
| SPM | | 14 | 14 | 14 | 14 |

Table II.6.4.A – Human resources (work months) required to support Corporate Strategic Planning and evaluation framework

II.6.4.5 Expected results and key performance indicators (KPIs)

The table below provides a statement of expected results and key performance indicators (KPIs).

| CORPORATE STRATEGIC PLANNING AND EVALUATION FRAMEWORK (2011-2014 timeframe) | | |
|---|---|---|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk factors</i> |
| Progress Reports on the Implementation of the Strategic Plan including some measurements based on some KPIs are accurately and timely published | Reports to Council 10 and C11 noted with minor comments by Councillors. Quality of reports (by a survey) | Incoherence between data sources and storage methods across ITU |
| By 1 st Q 2011, an ITU wide framework for performance measurement and reporting has been established | Report to Council 2011 on the ITU wide framework for performance measurement and reporting is endorsed | Differences between the 2008-2011 and 2012-2015 Strategic Plans could complicate the implementation of the framework as from 2012 |
| By 1 st Q 2011, a set of guidelines and procedures for data collection across ITU have been developed and are used by the Sectors in their OPs | Level of implementation by Sectors and GS | Lack of interest or cooperation by relevant stakeholders |

II.6.5 ICT PROJECTS

II.6.5.1 Description of output

Funding via the ICT Capital Fund to finance the procurement and development of major IT systems, covering both new systems and the replacement and upgrading of existing systems.

II.6.5.2 Link to strategic objectives

Goal 5 and Intersectoral Objectives 1, 2 and 5.

II.6.5.3 Activities related to ICT Projects

The complete list of activities to support this output is provided in Part III of this plan.

II.6.5.4 Resources to support activities related to ICT Projects:

Budget resource of CHF 1'750'000 per biennium (CHF 3.5M over 4 years) is transferred to the ICT Capital Fund. Staff resources to execute ICT projects are accounted for mainly in the IS Department Operational Plan, with some Sector and other General Secretariat staff resources also being used. Cost allocation for all these staff resources is made according to the Outputs which benefit from the specific ICT projects.

II.6.5.5 Expected results and key performance indicators (KPIs) for ICT Projects

| ICT PROJECTS (2011-2014 timeframe) | | |
|--|---|---|
| <i>Expected results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| Project priorities are set in accordance with overall ITU strategy, established on a financial cost/benefit basis and governance process with consensus between the General Secretariat and ITU Sectors6 | Link between project proposals, the Strategic Plan and the underlying risk management frameworks | Lack of alignment with the ITU Strategic plan, the IM/IT strategy and the established risk management framework <ul style="list-style-type: none"> a) Missed opportunities b) Non compliant with the ITU recommended Control framework (COBIT) c) Inefficient use of resources Lack of adherence to standard project management framework could result in unclear deliverables, difficulty in managing projects, inconsistent methodology Incomplete IT project portfolio |
| ICT tools and systems to support the changes needed to make ITU's business processes more efficient ensuring business continuity and disaster recovery. | Efficiency gains (speedier processes, reduced inputs, greater outputs), enhanced reliability and availability | Costly customizations instead of streamlining/changing business processes and procedures. Fragmentation of the corporate IT architecture, and technical infrastructure Not leveraging expertise and resources from Service Providers. |
| Expedite work of ITU participatory activities: Study Groups, Forums, and Conferences. | Satisfaction of users and Sector advisory groups | Inadequate SLA management prevents clear service definition and measurable performance Infrastructure services are not up to date with respect to performance, functionality and ease of use. |

II.6.6 BUILDINGS INFRASTRUCTURE

II.6.6.1 a) Description

II.6.6.1.1 The buildings infrastructure output relates to the physical infrastructure of the Union, comprising the three buildings and related installations in Geneva owned by the Union. It includes conference facilities and various common areas used by delegates, as well as the cafeteria facilities.

II.6.6.1.2 The Capital Budget Fund is the source of project funding for all capital expenditure for the upkeep of buildings and facilities, the costs of major repair or maintenance works and the costs of maintaining and renewing the equipment of the restaurants, cafeterias and bars of the Union, not including the salaries of staff that organize and supervise construction / renovation projects.

II.6.6.1 b) Trends and strategy

II.6.6.1.3 The major trend within the Union has been the difficulty of allocating resources to the Capital Budget Fund sufficient to allow the needed maintenance works. The planning of minimum maintenance works for the next four years (2011 – 2014) aside from any allowance for works as yet unknown shows that a total commitment of more than CHF 76 million is needed, i.e. more than CHF 19 million per year. The recent strategy has been to stagger potential projects, by evaluating in

detail those projects of higher priority/urgency and to submit only those projects for executive approval: this strategy is not sustainable for the coming biennia.

The foreseen projects assume that maintenance is carried out on all three of the Union's Geneva buildings.

II.6.6.1.4 The projects listed in the tables that follow assume that maintenance is carried out on all three of the Union's Geneva buildings.

II.6.6.2 Link to strategic objectives

II.6.6.2.1 The buildings infrastructure output is linked to the strategic objective 'Goal 5' of Res.71 (Rev. Antalya 2006) 'Continuing to improve the efficiency and effectiveness of ITU's structures and services and their relevance to the requirements of membership and the wider global community.'

II.6.6.3 Activities related to buildings infrastructure:

Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.6.6.5 Expected results and key performance indicators (KPIs)

The tables below provide a statement of expected results and key performance indicators (KPIs). Since the 'buildings infrastructure' output requires planning beyond a four to five year horizon, information is also given for the period to 2015:

| BUILDING INFRASTRUCTURE (2011-2014 timeframe) | | | |
|---|---|--|--|
| <i>Expected Results</i> | <i>KPIs</i> | | |
| | <i>Description</i> | <i>Measurement</i> | <i>Risk Factors</i> |
| Timely authorization and initiation of construction / renovation projects | New buildings or renovation of buildings on time, in accordance with ITU schedule. | Waiting period for the realization of the project | Unforeseen calls on facilities during the planned periods of works / incorrect evaluation of necessary works period. |
| Correctly executed and managed projects | Intensive follow up of quality, cost and time progress for each project. | General estimate, detailed schedule of the activities, analysis of the quality of the current and prior constructions, protocols of official acceptance of work. | Mistake in costs and time limits planning. Bad construction, failure of a company. |
| Cost-effective quality of buildings and facilities for delegates and staff | Search for acceptable quality for least cost. | Resolution 1142 of the Council of the UIT. Laws and regulations of the state host. Normes SIA (Société suisse des ingénieurs et des architectes). | Mistakes in cost and time planning. Bad workmanship, failure of a contracting company.. |
| For buildings projects: clear, accurate and transparent information delivered to the Union's management as the basis for informed decisions | Description of the projects, general estimate, plans, any relevant document, verbal explanations if needed. | Good management understanding, good decision-making, good execution. | Documents insufficiently clear. |
| Effective and efficient support of the Union's sectoral and intersectoral activities, including conferences and meetings | Preparation of meeting rooms. Technical support to the President in the starting up of the meeting. | Good progress of meetings. Satisfaction of the President and the delegates. No complaints. | Quality and availability of human resources. |

| Effective management support | Assistance and recommendation to management as appropriate. | Sound decisions by management | Limited visibility of the constraints of the Union. |
|---|---|-------------------------------|---|
| Projects planned to the end of 2011, dependent on financing | | | |
| <p>Modification of low voltage cabinets: new -option to allocate current distribution flexibly between installations, both current and future.</p> <p>Replacement of emergency generator controller (Tower): increased reliability of emergency electricity supply in Tower and Varembe buildings.</p> <p>Replacement of surge compensation batteries: lowering of peak electricity consumption.</p> <p><i>The three projects above must be realised together.</i></p> <p>Rearrangement and renovation of “Salle des pas perdus” (Tower).</p> <p>Renovation of sanitary installations for delegates (men) in the 2nd basement (Tower).</p> <p><i>The two projects above must be realised together.</i></p> <p>Complete renovation of pumps for rain/waste water drainage (Tower).</p> <p>Replacement of sunblind control system (Montbrillant).</p> <p>Refurbishment of hot water production system (Tower and Varembe)</p> <p>Conference room renovations (A, Popov, C)</p> <p>Anti-blast film to windows</p> <p>Delegate locker replacement (Montbrillant)</p> <p>Telepresence installations, and consequential delegate space reprovisioning</p> <p>Refurbishment of Tower garden area, including parking zones.</p> <p>Security works for centralised facilities, including electronic access restriction.</p> <p>ITU Visitors’ Centre Project</p> <p>TV Studio</p> | KPIs as listed above | Funds from CBF | |

| Projects planned 2012-2015, dependent on financing | | |
|--|----------------------|----------------|
| Connecting to the “Genève Lac Nations” network if the contract is signed between ITU and SIG (Services industriels de Genève). | | |
| Replacement of lighting of the Tower and works related | | |
| Refurbishment of the kitchen and replacement of furniture and equipment, 15 th floor of Tower | | |
| Refurbishment of hot water production system (Tower and Varembé) | | |
| Replacement of the façades of Varembé | | |
| Replacement of radiators of Varembé | | |
| Replacement of the façades of the Tower | KPIs as listed above | Funds from CBF |
| Replacement of the blinds of the Tower | | |
| Waterproofing work of the “garden roofs” around the tower | | |
| Furniture and machines for the cafeteria, 15 th floor of the tower | | |
| Furniture and machines (kitchen) for the cafeteria, extension C | | |
| Cold room extension C | | |
| Air conditioning and ventilation offices, extension C | | |
| Replacement of the compactus of the sales service and heat insulation of the premises | | |

II.7 - INTERSECTORAL COORDINATION

II.7.1 CYBERSECURITY

II.7.1.1 Description of output

II.7.1.1.1 Cybersecurity activities are related to:

- a) The intersectoral coordination of initiatives related to the Global Cybersecurity Agenda;
- b) Further elaboration of relevant policies and strategies to facilitate the achievement on ITU's goals in relation to the Child Online Protection (COP) and IMPACT initiatives. In particular, following a call by Secretary General launched for action on COP on all Members States;
- c) Facilitation of WSIS Action Line C5; and
- d) Facilitation of the implementation of PP-06 Resolutions 130 (cybersecurity), 140 (WSIS implementation) and 149 (security definitions and terminology)
- e) Facilitate the intersectoral coordination resulting from the implementation of WTSA-08 Resolutions 50, 52 and 58.

II.7.1.1.2 ITU organizes WSIS Action Line C5 Facilitation Meetings, proposes possible mechanism for measuring progress on C5 and participates in the organization of the WSIS Forum on C5 related matters.

II.7.1.2 Link to strategic objectives

II.7.1.2.1 This output is linked to the intersectoral Objectives 1, 3, 4 and 5 in the 2008-2011 strategic plan. It is directly linked to the Strategic Goal of the Union 4, and also linked to Strategic Goals 2, 6 and 7.

II.7.1.3 Activities related to Cybersecurity

II.7.1.3.1 Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.7.1.4 Resources to support activities related to Cybersecurity

II.7.1.4.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

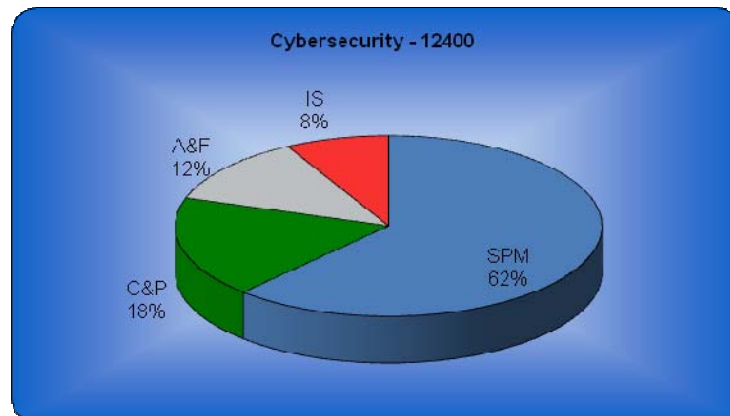


Figure II.7.1.1 – Human resources required to support Cybersecurity

| | | Budget work months | Projection | | |
|-----------------------------|--|--------------------|------------|------|------|
| | | 2011 | 2012 | 2013 | 2014 |
| Cybersecurity -12400 | | | | | |
| SPM | | 15 | 15 | 15 | 15 |
| C&P | | 9 | 9 | 0 | 0 |
| A&F | | 3 | 3 | 3 | 3 |
| IS | | 2 | 2 | 2 | 2 |

Table II.7.1.A – Human resources (work months) required to support Cybersecurity

II.7.1.5 Expected results and key performance indicators (KPIs)

| CYBERSECURITY (2011-2014 timeframe) | | |
|---|---|---|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| During 2010 – 2013, ITU's role as facilitator of Action Line C5 continues and C5's meetings and activities are successfully organized | Level of participation in WSIS action line C5 facilitation meetings Level of satisfaction of stakeholders (by means of a survey) | Lack of interest or cooperation by relevant stakeholders |
| By 2011 the number of initiatives generated through the Global Cybersecurity Agenda has increased | Level of participation and support in the work of the GCA Number and impact of activities around the world generated through the GCA | Lack of support in the work of GCA from relevant stakeholders |
| During 2010 – 2013, collaboration on Cybersecurity among Sectors and other stakeholders increases | Number and impact of new projects, initiatives, programmes triggered or facilitated by the work on Cybersecurity, in particular in the framework of AI C5's facilitation by ITU | Lack of interest or cooperation by relevant stakeholders Lack of coordination with Sectors |
| By 1 st Q 2010, some practical tools to help governments, organizations, industry and educators minimize risk, are implemented (COP related result) | Number of Administrations having implemented the tools Number and geographical distribution of other entities using the tools | Lack of interest or cooperation by relevant stakeholders |
| By 4 th Q 2010 the percentage of Member States which have taken action in response to SG's call for action on COP has increased as compared to 4 th Q 2009. | Number of Member States that have taken action in response to SG's call for action | Lack of interest from Member States |

II.7.2 INTERNET POLICY AND GOVERNANCE

II.7.2.1 Description of output

II.7.2.1.1 The Internet Policy and Governance's output includes activities on IP-based networks (Res 101), Internet resources (Res 102), and IDN (Res 133).

II.7.2.2 Link to strategic objectives

II.7.2.2.1 This output is linked to the intersectoral objectives 1, 3, 4 and 5. It is linked to Strategic Goals 2, 6 and 7.

II.7.2.3 Resources to support activities related to Internet Policy and Governance

II.7.2.3.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

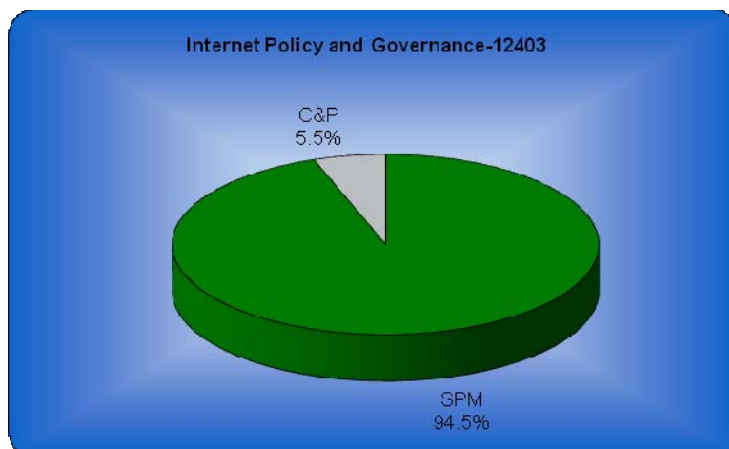


Figure II.7.2.1 – Human resources required to support Internet Policy and Governance

| | | Budget work months | Projection | | |
|---------------------------------------|--|--------------------|------------|------|------|
| | | 2011 | 2012 | 2013 | 2014 |
| Internet Policy and Governance | | | | | |
| SPM | | 12 | 19 | 19 | 19 |
| C&P | | 1 | 1 | 1 | 1 |

Table II.7.2.A – Human resources (work months) required to support Internet Policy and Governance

II.7.2.4 Expected results and key performance indicators (KPIs)

| INTERNET POLICY AND GOVERNANCE (2011-2014 timeframe) | | |
|--|--|---|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| INTERNET POLICIES, GOVERNANCE and ACTIVITIES | | |
| Providing effective secretariat support to various ITU bodies (including CWGs) in the area of Internet. This would include drafting information documents for the benefit of membership. | Number of meetings, participation level, and number of contributions received from membership | Support of membership |
| During 2011-2014, active cooperation with other intergovernmental and international organizations is maintained and enhanced. | Number and impact of Open Consultations, Workshops, Forums and Seminars (co-organized by ITU) | Participation of stakeholders. |
| During 2011- 2014, increased collaboration among Sectors on implementation of the mentioned Resolutions, avoiding duplication/overlap. | Number of sectoral and/or intersectoral activities related to the implementation of resolutions 101, 102 and 133 | Lack of consensus in reaching an agreement among stakeholders on a common strategy. |

II.7.3 GMPCS

II.7.3.1 Description of output

II.7.3.1.1 By Council Resolution 1116 the Secretary-General acts as depository of the GMPCS-MoU and its arrangements, acts as the registry for terminal type-approval procedures and terminal types that have been granted type approval and authorizes the use of the abbreviations “ITU” as part of the GMPCS-MoU mark.

II.7.3.2 Link to strategic objectives

II.7.3.2.1 GMPCS related activities serve to fulfil the General Secretariat intersectoral objectives 1) to enhance international cooperation and develop innovative mechanisms for such cooperation and to act as depository of international treaties and agreements (GMPCS-MoU) (Objective 4); and 2) to improve the exchange of information among the membership and to promote the activities of the Union in order to increase membership, encourage the use of ITU products and services, and raise the overall visibility of the Union within the ICT industry and the international community as whole (Objective 5).

II.7.3.3 Activities related to GMPCS

II.7.3.3.1 The complete list of activities to support this output is provided in Part III of this plan.

II.7.3.4 Resources to support activities related to GMPCS

II.7.3.4.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output. C&P is not included in Table II.7.3.A due to the very limited amount of resources provided to this output (0,01 per year).

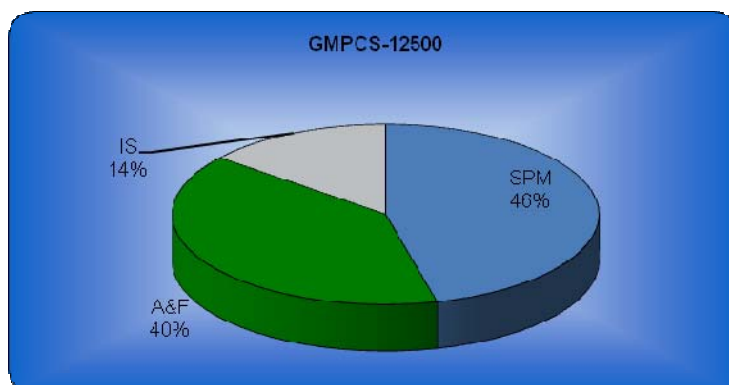


Figure II.7.3.1 – Human resources required to support GMPCS

| GMPCS-12500 | Budget work months | Projection | | | |
|-------------|--------------------|------------|------|------|------|
| | | 2011 | 2012 | 2013 | 2014 |
| SPM | 1 | 1 | 1 | 1 | 1 |
| A&F | 1 | 1 | 1 | 1 | 1 |
| IS | 0,29 | 0,29 | 0,29 | 0,29 | 0,29 |

Table II.7.3.A – Human resources (work months) required to support GMPCS

II.7.3.5 Expected results and key performance indicators (KPIs)

| GMPCS (2011-2014 timeframe) | | |
|--|---|---|
| <i>Expected Results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| Authorize the GMPCS-MoU Mark; Maintain the GMPCS-MoU Registry | Timely authorization to affix the GMPCS-MoU Mark on GMPCS terminals; Accurate registry information for the global circulation of GMPCS terminals | Scheduling and timing risks; Budget and personnel estimated incorrectly; Shortfalls in externally performed tasks: in number of terminal registered and in payments for cost recovery |

II.7.4 EMERGING TRENDS AND ICT EVOLUTION

II.7.4.1 Description of output

II.7.4.1.1 To assess emerging trends in the telecommunication and in ICT sector, with a view to

- a) providing membership with the necessary knowledge and capabilities to further leverage the benefit of a growing information society, as well as;
- b) providing advice on broad corporate strategy and identifying key strategic objectives.

II.7.4.1.2 To feed the results of the above assessment into ITU work programmes in order to facilitate or enhance the Union's role in the telecommunication and ICT sector, and in the international community as a whole, as well as, to propose options and any revisions to current ITU strategy that may be required to meet the strategic goals of the Union.

II.7.4.2 Link to strategic objectives

II.7.4.2.1 The Emerging Trends and ICT Evolution related activities serve to fulfill ITU Strategic Goals on bridging the digital divide (Goal 2), Safeguarding Networks (Goal 4), information dissemination (Goal 6) and fostering an enabling environment (Goal 7).

II.7.4.2.2 The programme is also related to General Secretariat objectives 4 and 5, namely:

- a) Objective 4: International cooperation and agreements
- b) Objective 5: Information exchange and ITU promotion

II.7.4.3 Resources to support activities related to Emerging trends and ICT evolution

II.7.4.3.1 The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

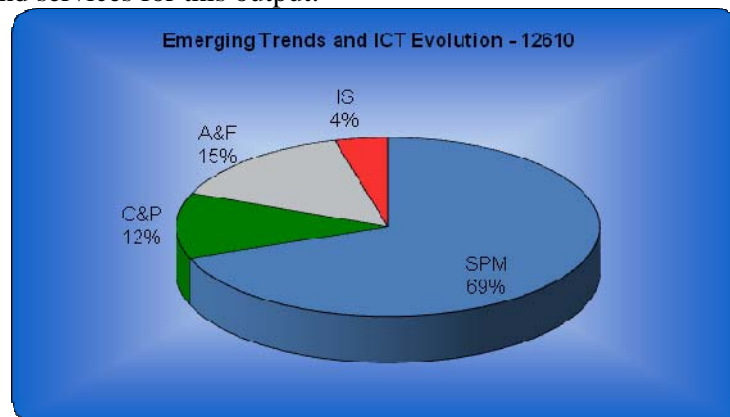


Figure II.7.4.1 – Human resources required to support Emerging Trends & ICT evolution

| | | Budget work months | Projection | | |
|---|--|--------------------|------------|------|------|
| | | 2011 | 2012 | 2013 | 2014 |
| Emerging Trends & ICT evolution -12610 | | | | | |
| SPM | | 24 | 24 | 24 | 24 |
| A&F | | 5 | 5 | 5 | 5 |
| C&P | | 4 | 4 | 4 | 4 |
| IS | | 1 | 1 | 1 | 1 |

Table II.7.4.A – Human resources (work months) required to support Emerging Trends & ICT evolution

II.7.4.4 Expected results and key performance indicators (KPIs)

| EMERGING TRENDS AND ICT EVOLUTION (2011-2014 timeframe) | | |
|---|---|---|
| <i>Expected Results</i> | <i>Key Performance Indicators</i> | <i>Risk Factors</i> |
| Production and presentation to ITU Secretary-General of monthly executive briefings on Emerging Trends in ICTs which may include recommendations to adapt ITU corporate strategy to the challenges and opportunities of the ICT sector. | Number of briefings produced during the year (expected: 10). Average time between briefings Number of activities initiated as a follow up action from the briefings | Failure to identify relevant emerging trends Lack of interest Change of priorities by ITU senior management |
| Adjustment by Council of ITU's work programme as a result of the Emerging Trends outputs and feedback. | Number of proposals included into SG's report to Council, resulting from work on Emerging Trends and ICT evolution | Failure to identify relevant emerging trends Late submission Lack of interest |
| Increased and enhanced collaboration with other similar or overlapping initiatives. | Number of common activities initiated with other initiatives, e.g. joint publications with ITU-T's Technology Watch or collaboration with the Observatoire Technologique of Geneva. | Lack of interest by other stakeholders Lack of coordination |

II.7.5 ICTs and climate change

II.7.5.1 Description of output

This Output aims to contribute to ITU and its Membership's work to lead efforts to increase awareness and promote information sharing on the role of ICTs in combating climate change, to study the issue of climate neutrality for all ITU activities and take appropriate actions, taking into consideration the United Nations commitment to lead by example, to work towards climate-neutrality in operations as well as to continue to cooperate and collaborate with other entities within the United Nations in formulating future international efforts for the effective addressing of climate change. Activities include coordination of ITU's activities on climate change through ITU Climate Change Task Force, participation and contribution.

II.7.5.2 Link to strategic objectives

II.7.5.2.1 The Climate Change related activities help to fulfil the Strategic Goals of the Union 1, 2, 6 and 7. It is related to the Intersectoral Objectives 1, 3, 4 and 5 in accordance with Resolution 71

(Antalya, 2006); WTSA Resolution 73 (Johannesburg 2008) and WTPF Opinion 3 on ICT and the Environment (Lisbon, 2009).

II.7.5.2.2 The programme is also related to General Secretariat objectives 4 and 5, namely:

- a) Objective 4: International cooperation and agreements
- b) Objective 5: Information exchange and ITU promotion

II.7.5.3 Resources to support activities related to Climate Change

The figure and table below provide a breakdown of the human resources required to support activities and services for this output:

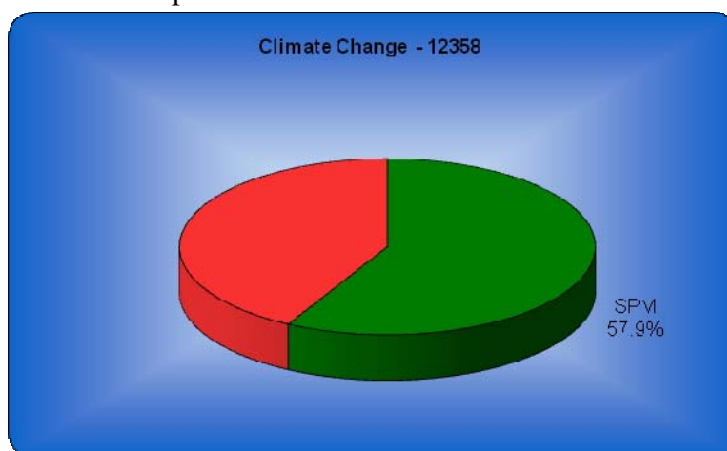


Figure II.7.5.1 – Human resources required to support ICTs and Climate Change

| Climate Change | Budget work months | Projection | | |
|----------------|--------------------|------------|------|------|
| | 2011 | 2012 | 2013 | 2014 |
| SPM | 4 | 6 | 6 | 6 |
| A&F | 4 | 4 | 4 | 4 |

Table II.7.5.A – Human resources (work months) required to support Climate Change

II.7.5.4 Expected results and key performance indicators (KPIs)

| ICTS and Climate Change (2011-2014 timeframe) | | |
|--|---|---|
| <i>Expected results</i> | <i>KPIs description & measurement</i> | <i>Risk Factors</i> |
| During 2011- 2014, collaboration with ICT industry to promote the use of ICTs to combat climate change is increased. | Number of conferences and meetings organized | Insufficient human and financial resources. Lack of interest by other stakeholders Lack of coordination |
| By 2011, within the mandate of the ITU, cooperation and collaboration with other entities within the UN in formulating future international efforts for the effective addressing of climate change is continued. | Number of accepted contributions to United Nations Conferences and publications from ITU. Number of accepted contributions to ITU events and publications from UN AFPs | |
| The report on the contribution to the UN Delivering as One on Climate Change is accurately presented to Council. | Report is noted by Council | |
| During 2011-2014, efficient secretariat support is provided to the ITU Climate Change Task Force. | Number of meetings organized and number of summaries of meetings posted. | |

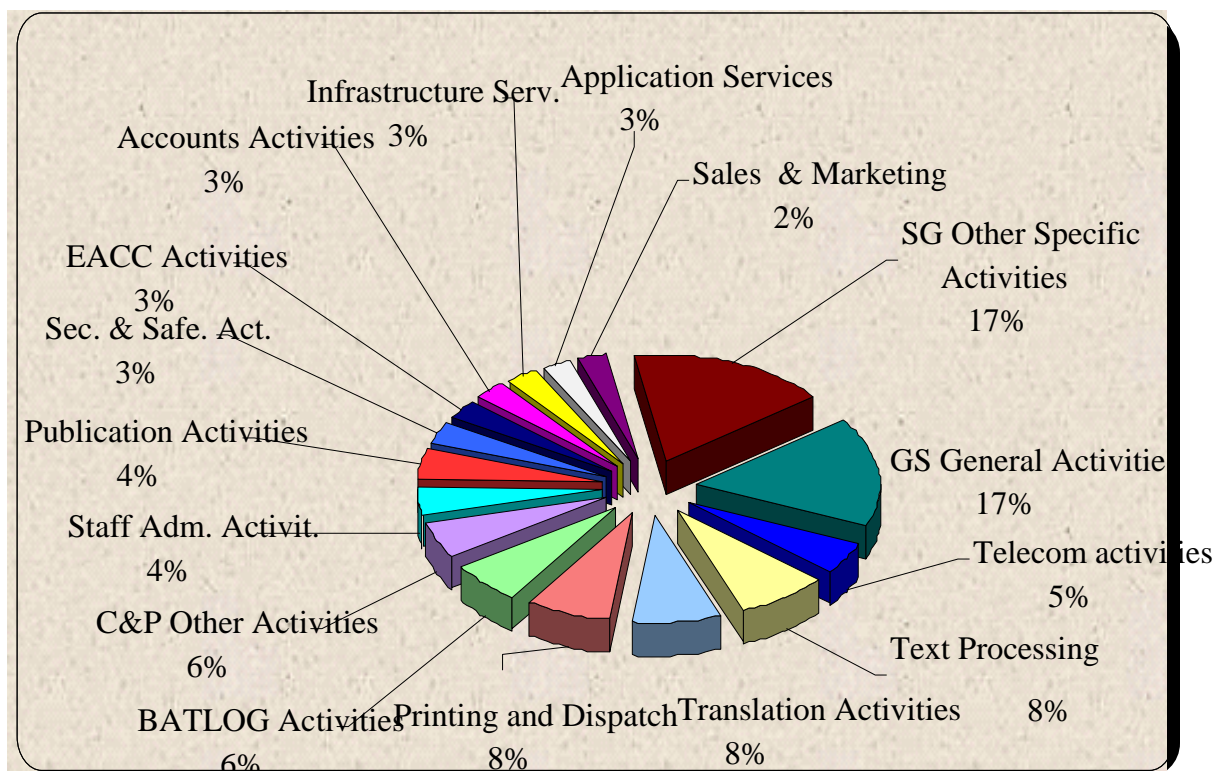
| | | |
|---|--|---|
| Transparent publication of ITU environmental performance | (Annual) ITU Environmental Footprint Inventory, conforming to UN Standards | Lack of contributions from managers |
| Creation and maintenance of Policy and Strategy on Operational Climate Neutrality | Validation of Policy and Strategy | Insufficient resources Lack of agreement |

PART III: GENERAL SECRETARIAT SUPPORT FOR SECTORAL AND INTERSECTORAL OUTPUTS

Introduction

Within the context of Article 11 of the Constitution and Article 5 of the Convention, i.e. the General Secretariat provides services to the membership of the Union and serves and coordinates the activities of the Sectors in undertaking intersectoral activities as well as support for the activities of the Sectors.

Part III of this Operational Plan provides a statement of objectives and programme orientation for each Department of the General Secretariat, along with details of activities and human resources required to support activities for both intersectoral and sectoral outputs. Details of expected results, key performance indicators and risk factors related to achieving objectives are also provided for each Department.



Annex 1 to this plan provides a link to the detailed list of both the **general and specific activities** carried out by the General Secretariat to support intersectoral and sectoral outputs.

Annex 2 refers to the abbreviations used in this plan.

III.1 OFFICE OF THE SECRETARY-GENERAL

Objectives and programme orientation/Description of main activities

III.1.1 The Secretary-General is responsible for the overall management of the Union and acts as its legal representative. He coordinates all administrative aspects of the Union's activities to ensure the most effective and economic use of its resources. The Deputy-Secretary-General assists the Secretary-General in the performance of his duties and performs other specific tasks entrusted to him by the Secretary-General.

The main activities are:

- a. Representation of the Union
- b. Management and coordination
- c. Legal advice
- d. Internal audits and enquiries
- e. Activities related to the work of the external auditor
- f. Participation in meetings, conferences and workshops
- g. Reporting

Legal Affairs Unit

III.1.2 The main objective of the Legal Affairs Unit (JUR) is to provide legal advice and assistance to the General Secretariat and the Bureaux on issues related to the functions, structure and activities of the Union. Major JUR activities for 2011-2014 will include: a) providing legal advice and support to the General Secretariat and the Bureaux in connection with the preparation and holding of conferences, assemblies and other meetings of the Union and TELECOM events, and providing advice and assistance in resolving procedural and substantive legal issues at such conferences, assemblies and meetings;; b) acting as secretary to Council working groups and providing legal advice to such groups; c) drafting and reviewing various legal instruments of the Union; d) drafting and reviewing administrative decisions and internal regulations ,rules and policies aimed at increasing the efficiency of internal administrative procedures and the functioning of the Union; e) representing the Secretary-General before the ILO Administrative Tribunal; f) negotiating, drafting and reviewing contracts, agreements and other legal documents.

Internal Audit Unit

III.1.3 The overall objective of the Internal Audit function is to support the activities of the Union with the aim of ensuring the effective, economic and efficient use of resources in achieving the overall goals, strategies and priorities set in the Strategic Plan. To this end the Internal Audit function helps managers to practice and promote economy, efficiency, effectiveness, transparency and accountability in managing the resources entrusted to ITU for its activities. The responsibility of the Internal Audit function is to carry out audits, inspections, investigations and other oversight work to ensure the effective, efficient and economical management and use of the financial, human, technological and intangible resources of ITU. The Internal Audit function reports to Secretary-General on the adequacy of internal controls to ensure compliance with the Union's regulations, internal instructions and established procedures. The Internal Audit function also acts as a focal point for external audit matters so as to ensure effective audit coverage and minimize duplication of efforts.

Ethics Office

The overall objective of the Ethics function is to reinforce and promote ITU ethics policies and ensure that they are clearly understood throughout ITU. To this end, the Ethics Officer: a) administers the ITU's financial disclosure programme in accordance with the Financial Disclosure Policy; b) undertakes the responsibilities assigned under the ITU policy for the protection of staff against retaliation for reporting misconduct; c) provides guidance to the Human Resources (HR) divisions to ensure that ITU policies, procedures and practices reinforce and promote the ethical standards called for under the Standards of Conduct and the Staff Rules and Regulations; d) provides confidential advice and guidance to staff on ethical issues; and e) develops standards, training and education, in collaboration with HR Divisions, and as appropriate, with his/her counterpart in other UN system organizations. The Ethics Office function reports to the Secretary-General.

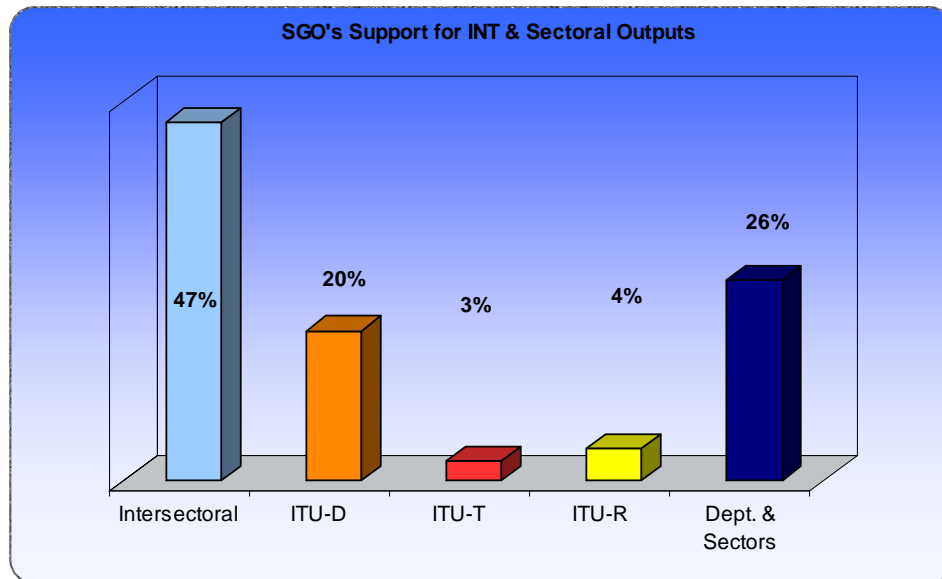


Figure III.1 - SGO support to sectoral and intersectoral outputs and activities (chart based on RBB data for the period 2010-2011)

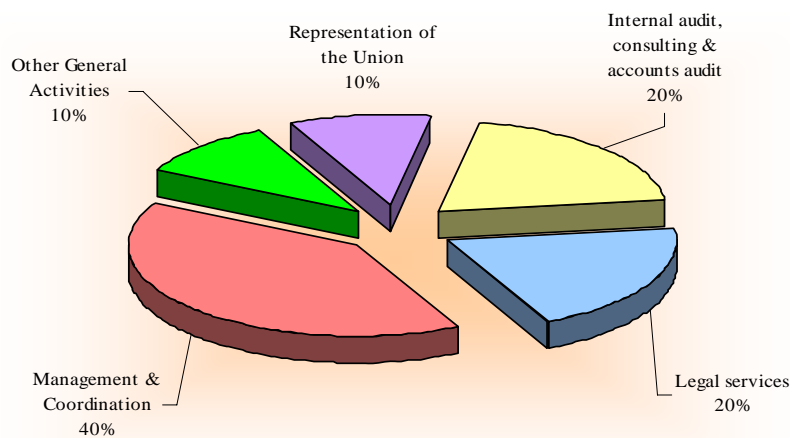


Figure III.2 - SGO breakdown of activities to support sectoral and intersectoral outputs

| SGO Grades | Budget work months | Projection | | |
|------------|--------------------|------------|------|------|
| | 2011 | 2012 | 2013 | 2014 |
| G6 | 24 | 24 | 24 | 24 |
| G7 | 48 | 48 | 48 | 48 |
| P2 | 12 | 12 | 12 | 12 |
| P3 | 36 | 36 | 36 | 36 |
| P4 | 12 | 12 | 12 | 12 |
| P5 | 30 | 36 | 36 | 36 |
| D1 | 12 | 12 | 12 | 12 |
| E1 | 12 | 12 | 12 | 12 |
| E2 | 12 | 12 | 12 | 12 |

Table III.A - SGO human resources required to support sectoral and intersectoral outputs

III.1.4 Expected results and key performance indicators (KPIs)

| LEGAL AFFAIRS UNIT (2011-2014 timeframe) | | |
|--|--|--|
| <i>Expected results</i> | <i>KPIs description and measurement</i> | <i>Risk factors</i> |
| 1. In respect of ITU conferences, assemblies and other meetings of the Union: Provision of timely and adequate legal advice and assistance, preparation of notes and statements for the chairmen. Preparation of procedural documents. | Timeliness and relevance/soundness of legal advice. Adequacy of legal instruments with decisions of relevant organs. Absence of challenges as to clarity or accuracy of legal advice. | Understaffing. |
| 2. In respect of the negotiation, drafting and review of contracts/agreements: Protection and defense of the legal standpoint and the interests of the Union, and coherence in ITU contract policy | Small number of contractual disputes arising from ambiguous or poorly drafted documents. | Understaffing. Lack of, or incomplete, information. |
| 3. Drafting and review of administrative decisions and internal rules | Timeliness and relevance. Coherence with other administrative decisions and internal rules. Coherence with norms and practices of the common system and/or with ILOAT jurisprudence. Smooth running of administrative and internal procedures. | |
| INTERNAL AUDIT UNIT (2011-2014 timeframe) | | |
| 1. Audit reports according to the internal audit work plan approved by the Secretary-General | Percentage of completion of the approved internal audit work plan | Additional requests may interfere with the completion of the work plan |
| 2. Completion of ad-hoc enquiry reports requested by the Secretary-General | Timeliness of enquiry reports | Recommendations not implemented by respective managers |

| | | |
|---|--|--|
| 3. Internal consulting requested by Elected Officials | Number of consulting tasks completed versus number of consulting tasks requested | Lack of response by respective managers to the external audit requests or reports |
| 4. Effective liaison with the External Auditor | Number of unresolved issues between ITU and the External Auditor | |
| ETHICS POLICY (2011-2014 timeframe) | | |
| Reinforce and promote the ethics policies and ensure that they are clearly understood throughout ITU. | Develop and implement policies, standards, procedures and practices on Ethics as well as outreach, training and education. | <ol style="list-style-type: none"> 1. Low compliance level for filing financial disclosure statements. 2. Abuse of Policy for the Protection of Staff Against Retaliation for Reporting Misconduct. 3. Insufficient of resources for outreach, training and education. 4. Complexity of harmonizing ITU standards, policies and practices with organizations across the United Nations system. |

III.2 STRATEGIC PLANNING AND MEMBERSHIP DEPARTMENT

III.2.1 Mission of the Strategic Planning and Membership Department

The mission of the Strategic Planning and Membership Department is as follows:

- a) Anticipate and analyze strategic challenges and their implications for the Union in the fast evolving telecommunications/ICT environment and develop forward-looking strategic proposals to the ITU management team with a view to ensuring that the organization meets the objectives assigned by the membership.
- b) Plan and coordinate the corporate and strategic activities with a view to ensuring their accordance with membership objectives.
- c) Develop and maintain sound relations with Member States, Sector Members and other entities, the UN and other international organizations.
- d) Provide expert advice on communication and promotion strategies, and develop and implement the Union's corporate communication plan in cooperation with the three Sectors and with the view to promote ITU leadership in the field of telecommunications and ICT.
- e) Organize and provide secretariat services to the Plenipotentiary Conference, Council, and other meetings in the general secretariat in order to achieve a high level of involvement from member states and Sector Members.
- f) Initiate and coordinate the preparation of draft strategic plans.

III.2.2 Office of the Chief

Objectives and programme orientation

III.2.2.1 The Office of the Chief oversees the analyses of developments and trends in the telecommunication/ICT environment in the context of the global information economy and society, and assesses their challenges and implications for ITU. It also oversees the development of strategic options, proposals and plans relating to the purposes of the Union in a changing environment. It initiates and coordinates the development of the draft strategic plan of the Union, and directs the preparation of reports and publications entrusted by ITU's competent authorities. In cooperation with the Bureaux, the Office plans, directs and reviews cross-sector activities of the Union, such as the World Telecommunication Policy Forum, and World Telecommunication and Information Society Day (WTISD) celebrations and related events; it also directs the development of plans for implementing the results of the World Summit on the Information Society (WSIS). The Office oversees the development and management of ITU's sound relations with Member States and Sector Members; with the United Nations and its specialized agencies and other international organizations; with regional and subregional telecommunication organizations; with satellite organizations; with non-governmental international organizations, and with academic institutions. It is also called upon to direct ITU's corporate communication programme, promoting the Union's leadership role in the international community. It provides expert advice to the Secretary-General and senior managers on communication strategies and opportunities to enhance ITU's public image. It oversees and organizes the services of the Secretariat to the Council, Plenipotentiary Conference and other conferences of the Union. The Office supervises the Corporate Governance and Membership Division (CGM), the External Affairs and Corporate Communication Division (EACC) and the Corporate Strategy Division (CSD) and the liaison office in New York.

III.2.2.2 The main activities of the Office are:

- a) Overall coordination of the draft strategic plan of the Union.

- b) Overall planning, management and coordination of Council sessions and follow-up of Council activities, including provision of the executive secretariat for Council and working group meetings. This involves report writing and editing; supporting meetings of the Troika; advising management; implementing recommendations for reform; preparing agendas; coordinating the preparation of reports; producing summary records, and coordinating follow-up activities.
- c) Overall planning, management and coordination of Plenipotentiary Conferences and follow-up activities, including taking the role of Executive Secretary of the Plenipotentiary Conference. This involves coordination of substantive preparation with the conference's host country; acting as chairman of the Plenipotentiary Preparatory Group; briefing the Chairman-designate of the Plenipotentiary Conference; advising management; preparing conference schedules and agendas; coordinating the preparation of reports; producing summary records, and coordinating follow-up.
- d) Overall planning and follow-up of meetings of the Coordination Committee and Management Coordination Group.
- e) Provision of strategic advice to the Secretary-General.
- f) Preparation of ITU's participation in CEB and representation at HLCP, including preparation and coordination of ITU's substantive contributions.
- g) Coordination and preparation of reports to the United Nations, and coordination of follow-up activities entrusted to ITU.
- h) Coordination of ITU's participation in UNDG, ECOSOC, and GAID.
- i) Preparation of ITU's participation in UNGIS and coordination of WSIS Action Line meetings.
- j) Overall planning, management and coordination of the WTPF, WTISD and of the ITU website.

III.2.3 Corporate Governance and Membership Division (CGM)

Objectives and programme orientation/Priorities and activities

III.2.3.1 In the corporate governance and coordination part of CGM, the main objective is to plan, organize and coordinate the work of intersectoral (SG) conferences and meetings (PP, Council, Council Working Groups). While identifying substantive, administrative and logistical issues that must be addressed by conferences and meetings, the Division's achievements will be measured in terms of improved functioning and efficiency of events, improved operational and financial planning, analytical reporting, budget controls, and improved overall customer service. Coherent with PP and Council decisions, CGM will continue to develop new and improved document management strategies and work methods to ensure deliverables to conferences in an efficient, effective, economic and ethical manner. CGM shares responsibility with peers for the implementation of many cross-organizational PP and Council decisions and provides substantive input to working groups as required. In collaboration with SG Departments, CGM formulates a streamlined and comprehensive operational plan for the general secretariat and ensures appropriate and rationalized linkages to the other planning instruments (strategic and financial plans) together with the necessary assessment of its financial implications, based on Resolution 72. It also provides guidelines for reporting on activities, and ensures the consolidation and publication of the annual report on activities of the Union to Council, the publication of Council rules of procedure, resolutions and decisions, and the final acts of plenipotentiary conferences.

III.2.3.2 The Membership part of CGM manages effective relations with Member States, Sector Members and Associates, and other entities from the business community and civil society dealing with telecommunications and its activities include: handling membership inquiries, follow-up and applications; maintaining membership records, preparing and publishing membership information in the Global Directory; publishing official notifications of the deposit of instruments by Member States and their position in relation to the basic instruments and status reports, including the right to vote; managing membership access to a number of services, including TIES accounts; conducting consultations of the Member States; and preparing documents for Council on its activities.

III.2.4 External Affairs & Corporate Communication Division (EACC)

Objectives and programme orientation

III.2.4.1 Main objectives of the External Affairs and Corporate Communication Division (EACC) are two fold:

- 1) to manage effective relations with permanent missions of Member States to UN organizations, the UN System, international organizations and other entities from the business community and civil society dealing with telecommunication matters; and
- 2) to promote and manage the ITU brand in order to raise ITU's visibility worldwide, especially within the ICT industry; design and implement a full range of promotion and communications activities around defined corporate priorities; to maintain sound relations with the media, the ICT community, academia and the general public; carry out a press and public information function; implement effective public relations activities.

Description of main activities

External Affairs

- a) Develop and maintain good relations with the Permanent Missions to UN organizations and the UN System. Provide advice on and coordinate relations with the UN System by assisting elected officials in their preparation to and participation in UN meetings; coordinating participation of ITU staff in meetings and ITU input to UN system reports and maintain database of such participation and input;
- b) Plan and coordinate relations with other international organizations (IOs) and non-governmental organizations (NGOs). Negotiate and monitor ITU agreements with UN System and other IOs;
- c) Coordinate and organize the World Telecommunication and Information Society Day (WTISD), every 17 May, and the ceremony for the World Telecommunication and Information Society Award, including the procedure for the selection of laureates. Prepare relevant PP and Council documents;
- d) Schedule official visits to ITU and prepare meeting reports and maintain database and statistics of such visits. Coordinate and organize protocol services for major ITU conferences and meetings and for elected officials. Coordinate replies to invitations to attend or give speeches at meetings. Issue Notes verbales;
- e) Manage the ITU visitors' centre project which will:
 - 1) increase awareness of the importance of telecommunications/ICTs and the role of ITU in facilitating modern communication systems;
 - 2) promote and raise the profile and visibility of ITU, especially within the ICT industry;
 - 3) provide a venue to welcome visitors to ITU, including official delegations to ITU;
 - 4) anticipate and analyze trends in the fast-evolving telecommunications/ICT environment;

- 5) bring a new dimension to ITU relations with Member States.

Corporate Communication

- a) Manage media relations by organizing news conferences, briefings and interviews for ITU elected officials and senior management;
- b) Manage media relations and services for ITU events (the Plenipotentiary Conference and other major conferences, Council, ITU TELECOM, study group activities, workshops, symposia, etc); coordinate media-related activities internally and with host country media team; set standards and requirements for onsite media activities such as Media Centres, amenities, journalist registration; maintain database; prepare and produce internal communication materials, “Daily Highlights”, during ITU events;
- c) Develop and implement promotion and media campaigns for ITU activities, with emphasis on Internet tools and news outlets;
- d) Develop effective communication toolkits including speeches, articles, briefings, brochures, annual reports, features/press releases and other media information, fact sheets, Web content, etc.) and ensure their effective and timely dissemination;
- e) Prepare, revise and ensure compliance with communication policies, provide advice to senior management and act as the official spokesperson for ITU;
- f) Develop corporate style guidelines;
- g) Research, write, edit, produce, distribute and manage the circulation of *ITU News* and other publications both in print and online;
- h) Handle and respond to public enquiries or requests for information.

III.2.5 ITU Liaison Office in New York

III.2.5.1 The main objectives of the ITU liaison office in New York are:

- a) Ensure effective monitoring of UN activities in New York related to ICTs
- b) Ensure effective participation in UN meetings in New York
- c) Increase visibility and awareness of ITU in UN System
- d) Strengthen cooperation with other UN agencies in the field of ICTs.

Description of main activities

III.2.5.2 the ITU Liaison office will have the following activities

- Enhance ITU cooperation, develop and implement partnerships with the United Nations system, other international organizations and institutions located in New York;
- Inform and assist decision making at ITU Headquarters in relation to developments in the UN system, mainly through representation at meetings in New York, through liaison with representatives of Member States of the UN and specialized agencies, and through liaison with the secretaries of these organizations;
- Provide support services to managers and staff on official mission to the host country;
- Establish contacts and engage with the media, private sector entities, civil society entities and the general public.

III.2.6 Corporate Strategy Division (CSD)

Objectives and programme orientation

III.2.6.1 The mission of the Corporate Strategy Division (CSD) is to assist the ITU and its membership, in close collaboration with the Sectors of the Union, with the anticipation and analysis of the challenges facing the telecommunication and ICT environment and their strategic

implications. The CSD assesses emerging trends in the industry and in ICT evolution, provides advice on broad corporate strategy and identifies key strategic objectives.

III.2.6.2 The Corporate Strategy Division facilitates the internal coordination of the activities of the Sectors of the Union relevant to the achievement of ITU strategic goals and supports the implementation by the Sectors of work programmes in line with those strategic goals.

III.2.6.3 The CSD initiates and coordinates the preparation of the draft Strategic Plan for the Union. It works closely with the Sectors in establishing key performance indicators related to the achievement of ITU strategic goals within its mandate, preparing an annual strategic plan progress report and providing relevant recommendations in response to industry changes - all for the consideration of ITU Council.

Main areas of activities

III.2.6.4 The main areas of activities of the CSD have been identified in line with the mandate of the General Secretariat, in accordance with Article 11 of the Constitution and Article 5 of the Convention. Each area comprises one or more operational activities that are relevant to the mandate of the General Secretariat in assisting the Sectors to reach the Strategic Goals of the Union. Listed below are the main activities and the relevant areas of interest.

Intersectoral coordination

III.2.6.5 Facilitates the coordination of intersectoral activities that cut across the mandates of the Sectors in relation to ITU strategic Goals 1, 2, 4, 6, 7. Facilitates the coordination related to the implementation of Council and PP Resolutions and Decisions relevant to the mission of CSD.

Strategic Plan Elaboration and Progress Report

III.2.6.6 Participates in the elaboration of the Strategic Plan of the Union (during previous and actual year of a PP) and prepares an annual strategic plan progress report and the relevant recommendations for adjustments in response to changes in the industry environment for the consideration of the Council.

Emerging trends and ICT evolution

III.2.6.7 Performs research and analysis on emerging telecommunication and ICT trends and organizes global strategic events and high-level meetings of experts.

Support to Council and Plenipotentiary Conference

III.2.6.8 Provides, as appropriate, secretariat support to the ITU Plenipotentiary Conference, ITU Council, and Council Working Groups relevant to the mission of CSD (e.g., WSIS, the elaboration of the strategic plan).

Performance Measurement and Reporting intersectoral work

III.2.6.9 Coordinates the intersectoral work on Performance Measurement and reporting.

Cybersecurity

III.2.6.10 Coordinates intersectoral activities in cybersecurity, including WSIS Action Line C5, the Global Cybersecurity Agenda (GCA), and Child Online Protection (COP).

The GCA is an ITU framework for international cooperation to enhance confidence and security in the information society

Internet Policy and Governance

III.2.6.11 Coordinates the intersectoral work on Internet Policy and Governance

Climate Change

III.2.6.12 Coordinates the intersectoral work on Climate Change

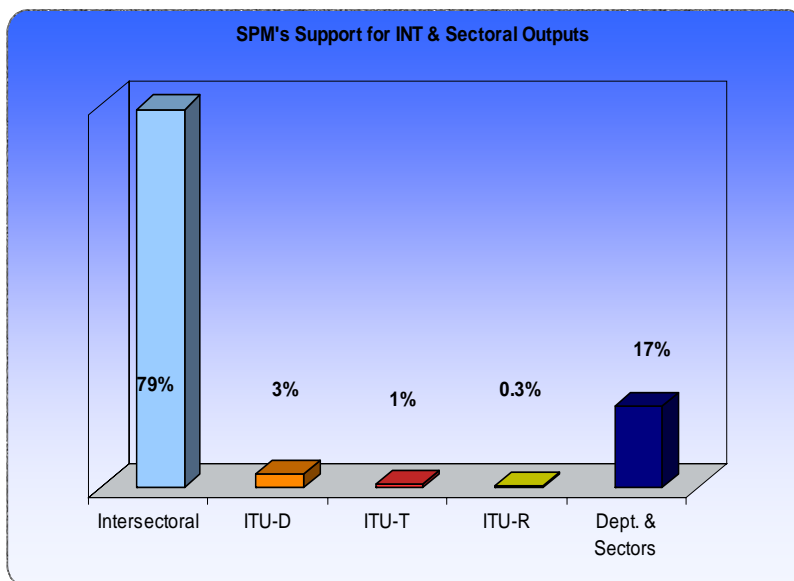


Figure III.3 - SPM support to intersectoral and sectoral outputs (chart based on RBB data for the period 2010-2011)

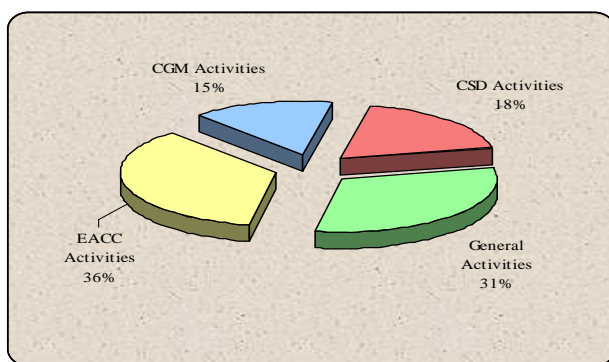


Figure III.4 - SPM breakdown of activities to support intersectoral and sectoral outputs

| SPM Grades | Budget work months | | Projection | | |
|------------|--------------------|--|------------|------|------|
| | 2011 | | 2012 | 2013 | 2014 |
| G5 | 108 | | 108 | 108 | 108 |
| G6 | 84 | | 84 | 84 | 84 |
| G7 | 12 | | 12 | 12 | 12 |
| P2 | 24 | | 24 | 24 | 24 |
| P3 | 84 | | 84 | 84 | 84 |
| P4 | 108 | | 108 | 108 | 108 |
| P5 | 48 | | 48 | 48 | 48 |
| D2 | 12 | | 12 | 12 | 12 |

Table III.B- SPM human resources required to support sectoral and intersectoral outputs

III.2.6 SPM expected results and key performance indicators (KPIs)

| STRATEGIC PLANNING & MEMBERSHIP (SPM) (2011-2014 timeframe) | | |
|--|---|---|
| Expected Results | KPIs | |
| | Description & Measurement | Risk Factor |
| <i>OFFICE OF THE CHIEF (SPM)</i> | | |
| 1. High-quality and efficient services to the membership, including effective handling of the Union's communications and other customer services. Effective and efficient support for plenipotentiary conferences, the Council, conferences, assemblies and meetings | 1. Number and quality of products and services developed. Timeliness of distribution of documents, materials and contributions for meetings and conferences | Understaffing - Inefficient time planning of meetings - Competition from other entities involved in ICT field |
| 2. Enhanced relations with the United Nations and proactive participation to foster ITU's leadership role in ICT | 2. Benchmarking of how ITU is perceived in the UN system on ICT leadership; quality oral and written inputs to UN, CEB, HLCP, etc. | |
| 3. Clear, accurate and transparent information to the Council as the basis for informed decisions | 3. Council Members satisfaction | |
| 4. Effective management support | 4. Elected officials' satisfaction | |
| 5. Effective representation of the Union | 5. ITU positioning as a leading ICT player | |
| 6. Coordinate WSIS meetings and ITU role in UNGIS | 6. Accelerate ITU implementation of WSIS outputs | |
| 7. ITU role in CEB and HLCP | 7. Raise visibility of ITU & ICT in UN System | |
| 8. Quality services to MBG and other Council Groups | 8. Member satisfaction | |
| 9. Efficient organization of Council | 9. Complete work & outputs in allotted time; Input documents distributed on time | |
| 10. Revamp ITU website | 10. More and better use of web; user and members feedback | |
| 11. Smooth functioning of CoCo, MCG & Management Retreat | 11. Facilitate timely decision-making of Senior Management and follow-up | |

| STRATEGIC PLANNING & MEMBERSHIP (SPM) (2011-2014 timeframe) (continued) | | |
|---|--|---|
| <i>Expected Results</i> | <i>KPIs</i> <i>Description & Measurement</i> | <i>Risk Factor</i> |
| MEMBERSHIP & CORPORATE GOVERNANCE (CGM) | | |
| <p>Corporate Governance:</p> <p>1. Quality and timely support for follow-up and implementation of decisions of PP, the Council, Council Groups, and other intersectoral conferences and meetings as appropriate.</p> <p>2. Plan, organize, manage and evaluate support services for Council 2011 and consecutive sessions</p> <p>3. Effective management support</p> | <p>Improved roll-out of Council, Council Groups and PP-10 Accurate assessment of operational needs and related financial implications Efficient and effective service delivery Innovative management techniques and work methods % membership and management satisfaction (survey) adherence to document work plans and time management plans % reports & materials processed within deadlines % respect for document publication policies and guidelines Expenditure v/s budget (incl. unit cost per delegate) % variance documentation: forecasts v/s actual % hours worked in overtime Remote conference services, e-working & and cost impact Harmonization of document publication policies</p> | <p>- Late contributions</p> <p>- Inaccurate forecasts</p> <p>- Conflicting demands for internal resources</p> |
| <p>Membership:</p> <p>4. Enhanced services and information to the existing membership and improvements to the website and depositary function.</p> <p>5. Further enhancements to the Global Directory and membership databases.</p> <p>6. Provide vital services to major meetings and conferences.</p> | <p>Measure satisfaction with services Quality services to major meetings of the Union Quality information provided to membership Accuracy of official correspondence Number of website hits and ease of use of Global Directory Timely notification to the membership % membership satisfaction</p> | <p>- Impact of economic cycles in sector on membership</p> <p>- Poor services from ITU</p> |
| GMPCS | See Part II (Intersectoral outputs), Section II.8.3 | |

| STRATEGIC PLANNING & MEMBERSHIP (SPM) (2011-2014) (continued) | | |
|---|---|--|
| <i>Expected Results</i> | <i>KPIs</i> | |
| | <i>Description & Measurement</i> | <i>Risk Factor</i> |
| <i>EXTERNAL AFFAIRS & CORPORATE COMMUNICATION (EACC)</i> | | |
| 1. Effective relations with permanent missions of Member States to UN organizations | Sound advice on official/diplomatic relations and procedures High % of client satisfaction | Unwritten procedures |
| 2. Effective participation in the UN System | Reduction of costs in human and financial resources of participation in meetings and contributing to reports Decreased % in ineffective participation or contributions | Inadequate internal coordination |
| 3. Effective cooperation with international organizations and other entities from the business community and civil society | Development of cooperation mechanisms such as agreements, MoU, partnerships Higher % Client surveys | Lack of human and financial resources for implementation |
| 4. Effective handling of official correspondence | Timely and effective replies; using electronic filing system, databases and website High percentage of correspondence routed digitally from a central registry | Unwritten rules and procedures; no database software |
| 5. Higher ITU profile and more informed decision-makers and opinion-makers in government and industry | Timely and targeted dissemination of information to government and industry leaders Higher % of media interest in ITU activities | Failure to target proper client base |
| 6. Strong support for the work of the organization and increased use of ITU products and services | Coverage. Benchmarking of how ITU is perceived in key target audiences. Sales figures on client base. Number of tracked web visitors to specific products and services Increased membership and inquiries about ITU activities | Inadequate measurements tools |
| 7. Support to substantive and operational units in communicating their achievements worldwide | Number of positive or neutral stories filed in relation to the number of press releases issued/number of articles placed in newspapers and magazines Higher % of media interest in ITU activities | Difficulty in measuring full impact |
| 8. New communication channels between ITU, its various constituencies and external audiences in order to communicate ITU's message to a broader audience | Number and breadth of new contacts added to the database reflecting the breadth of outreach/number and effectiveness of distribution channels % new items and inquiries prepared on time | Lack of human and financial resources |
| 9. Production of high-quality content in ITU News, as the flagship magazine of the Union. The magazine's timely publication of each issue both in print and online in all official languages. | Number of new readers added to the subscription database and ever-growing traffic on the magazine's website. Increased revenue from advertising. Readership surveys for both the print and online editions to gauge customer satisfaction and make the necessary adjustments. High % of satisfaction from readership surveys | Lack of human and financial resources |

| STRATEGIC PLANNING & MEMBERSHIP (SPM) (2011-2014) (continued) | | |
|--|--|--|
| <i>Expected Results</i> | <i>KPIs</i> | |
| | <i>Description & Measurement</i> | <i>Risk Factor</i> |
| EXTERNAL AFFAIRS & CORPORATE COMMUNICATION (EACC)(continued) | | |
| 10. High quality protocol services for missions visits and events | Compliance with established protocol standards Develop, maintain and use procedure manual | Negative consequences of failure to follow established procedures |
| 11. ISO 3166 Maintenance Agency, | Enhance relations with standards bodies on terminology and country symbol codes. None | Inability to influence decision making process for country symbol and codes |
| 12. ITU Visitors' Centre Project | | |
| 13. Increase awareness of the importance of telecommunications/ICTs and the role of ITU in facilitating modern communication systems | Number of visitors Contents of the exhibits | Insufficient visitors; Exhibits are poorly funded or poorly displayed. |
| 14. Promote and raise the profile and visibility of ITU, especially within the ICT industry. | Increase in number and amount of sponsorship Number and type of visitors. | The visitors' centre does not contribute to raising the profile of ITU. |
| 15. Provide a venue to welcome visitors to ITU, including official delegations to ITU. | Number of visitors Number of official delegations visiting ITU | Insufficient visitors and inadequate interest. |
| 16. Anticipate and analyze trends in the fast-evolving telecommunications/ICT environment. | The number of sponsors Number of exhibitors Exhibitions on ICTs of the future | Insufficient sponsors and exhibitors; insufficient interest. |
| 17. Deepen ITU's relations with Member States, Sector Members and other entities, the UN and other international organizations | Number of sponsors Number of exhibitors Number of displays | Insufficient sponsors and exhibitors; exhibits are poorly funded or poorly displayed; insufficient interest. |
| LIAISON OFFICE IN NEW YORK | | |
| 1. Effective monitoring of UN activities in New York related to ICTs | Quality information provide to Membership | Difficulty in assessing full impact of activities. Lack of relevant information |
| 2. Effective participation in UN meetings in New York | Number of meetings attended. Number of quality oral and written inputs to UN, CEB, HLCP, etc. | Inefficient time planning of meetings Difficulty in measuring full impact |
| 3. Increase visibility and awareness of ITU in UN System | ITU positioning as a leading ICT player in the UN System. Number of times ITU mentioned in UN documents. | Inadequate measurement tools. |
| 4. Strengthen cooperation with other UN agencies in the field of ICTs | Number of new initiatives, projects, etc. | Inadequate internal coordination. Competition from other entities involved in ICT field. |

| STRATEGIC PLANNING & MEMBERSHIP (SPM) (2011-2014) (continued) | | |
|---|--|--|
| <i>Expected Results</i> | <i>KPIs</i> | <i>Risk Factor</i> |
| <i>Description & Measurement</i> | | |
| <i>CORPORATE STRATEGY (CSD)</i> | | |
| 1. Progress Reports on the Implementation of the Strategic Plan published with some measurements based on some KPIs | Reports to Council noted with minor comments by Councillors. | Insufficient human and financial resources |
| 2. SG's proposals to Council meetings in 2011-2014 on strategic options for adaptation of ITU work activities | Number of reports drafted by CSD and presented by SG to the Council on related matters Number of proposals related to review of ITU work programme on Emerging Trends and ICT evolution; and evaluation of KPIs taken into account by Council. Impact and scope of these modifications (qualitative indicator tbd) | Insufficient human and financial resources |
| 3. All CSD's WSIS related activities during the period 2011-2014 successfully completed | Success, effectiveness and outcome of WSIS Action Line Facilitator meetings and related actions measured by means of: <ul style="list-style-type: none"> Stakeholders perception (e.g. through a survey) Number and impact of generated initiatives, projects, etc. (qualitative indicator tbd); | Declining interest following conclusion of WSIS. Insufficient human and financial resources |
| 4. Increased coordination between Actions Lines | Number of participants in WSIS related meetings | |
| 5. Increased participation in WSIS-related meetings | Degree of coordination (qualitative indicator tbd) | |
| 6. All CSD's Council and PP related activities during the period 2011-2014 successfully completed | Number and impact of intersectoral initiatives, projects, etc. (qualitative indicator tbd) | Insufficient human and financial resources |
| 7. Increased intersectoral coordination | Sectors' satisfaction with CSD coordination (through a survey) Councillors and delegates satisfaction with meetings secretariat (through a survey) | |

III.3 ADMINISTRATION AND FINANCE DEPARTMENT

III.3.1 Objective and programme orientation

III.3.1.1 The main objective of the Administration and Finance Department is to ensure effective human, financial and facilities resources management of the Union, at headquarter and in the field.

III.3.1.2 In the field of **Human Resources**, the objective is to ensure effective human resources management and consistency with ITU strategies, policies, regulations and rules providing advice and services on staff development, management and planning, social protection and welfare services. The Human Resources Administration Division, manage the administration services, at HQ and in the field, such as appointment, contracts, end of service and benefits and entitlements, travel arrangements, pension, insurances and compensation and ensure recruitment services. The Human Resources Policies Division, harmonize and streamline policies, regulations and rules; develop competencies; manage performances appraisal systems, ensure job classification services and social welfare.

III.3.1.3 In the field of **Finance**, the objective is to ensure sound financial management of the Union and to provide support and advice on financial and budgetary matters to senior management and members of the legislative and supervisory bodies. The Budget and Financial Analysis Division, develop and implement budget and planning, cost analysis and budget control. The Accounts Division, manage accounts payable, accounts receivable, general ledger and treasury.

III.3.1.4 In the field of **Procurement**, the objective is to provide an efficient, centralized procurement service to the Union, ensuring compliance with all relevant normative documents. The Procurement Division, leading and coordination of procurement actions; improve method and find economies through negotiation and consolidation of procurement actions. Through increased public web based tendering the visibility of ITU as a buyer in the UN system will be increased and new suppliers will be identified. The usage of a self service electronic procurement tool integrated in ITU's Enterprise Resource Management (ERP) system will increase the efficiency of procurement operations.

III.3.1.5 In the field of **Security and Safety**, the objective is to ensure the safety and security of staff, visitors and premises of the Union, including its field offices, within the resources available. The Security and Safety Services manage the reception services, chauffeuring, occupational safety coordination, etc.

III.3.1.6 In the field of **Facilities Management**, the objective is to manage the centralized services of the division with improved cost-benefit. The Buildings and Technical Installations Service ensures the construction and renovation of the physical infrastructure of the Union, with priority to essential works and services. The Logistics Service manages the centralized services: office supplies and furniture, management of offices, removals, telephone service, mail distribution; and provides technical support and operation of conference facilities. The division acts as the focal point for work towards climate neutrality in ITU operations.

III.3.1.7 During the plan period, the Department will pursue its effort to simplify and streamline workflows and processes while maintaining high quality services for internal and external clients. Service level agreements will continue to be entered into where applicable.

III.3.1.8 Continued effort will be made to improve financial accountability in respect of ITU's work programme by linking costs more clearly with the related activities through appropriate operational plans, financial plans and budgets; and to account for income and expenditure for

products and services provided under cost recovery in an open and transparent manner, in close cooperation with the Sectors' Bureaux and the Departments of the General Secretariat.

III.3.2 Linkage with the Strategic Plan of the Union (Resolution 71, Rev. Antalya 2006)

- a) Goal number 5: Improving Efficiency and Effectiveness;
- b) Intersectoral strategic objective 1: providing services to the membership, the PP and the Council for their work;
- c) Intersectoral strategic objective 2: improving the efficiency of management of the Union in the related fields of activities.

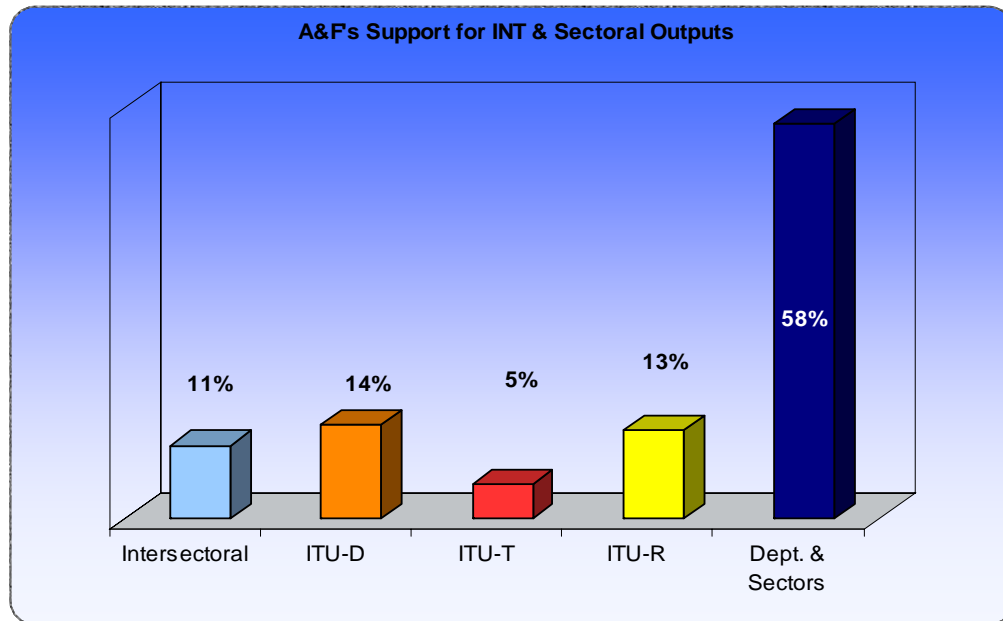


Figure III.5 – A&F support for intersectoral and sectoral outputs (chart based on RBB data for the period 2010-2011)

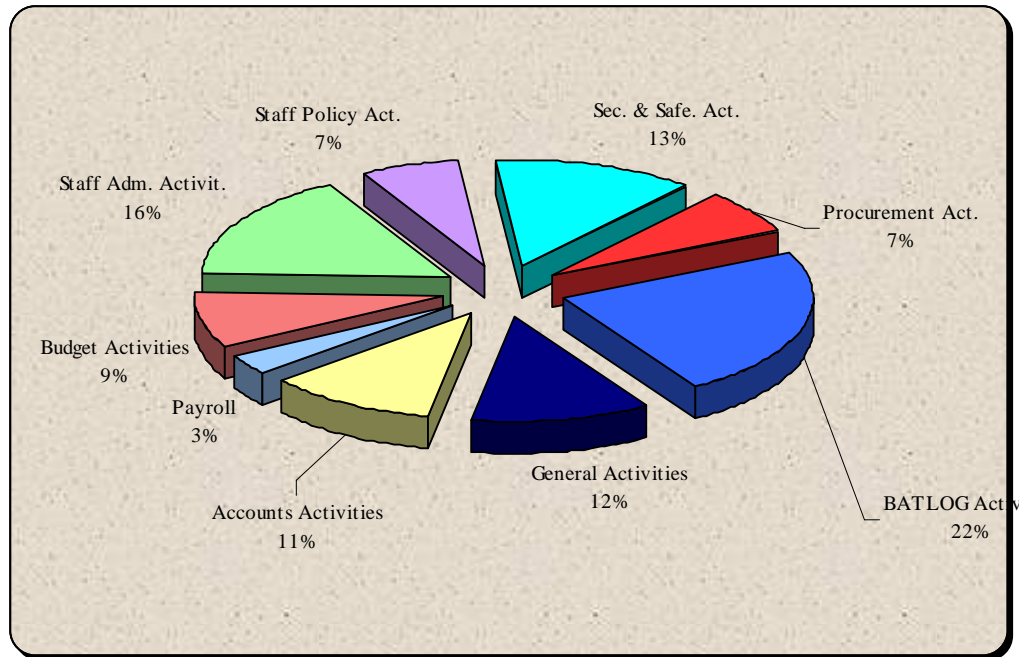


Figure III.6 – A&F breakdown of activities to support intersectoral and sectoral outputs

| A&F Grades | Budget work months | Projection | | |
|------------|--------------------|------------|------|------|
| | 2011 | 2012 | 2013 | 2014 |
| G2 | 48 | 48 | 48 | 48 |
| G3 | 144 | 144 | 144 | 144 |
| G4 | 156 | 156 | 156 | 156 |
| G5 | 396 | 396 | 396 | 396 |
| G6 | 216 | 216 | 216 | 216 |
| G7 | 144 | 144 | 144 | 144 |
| P2 | 72 | 72 | 72 | 72 |
| P3 | 192 | 192 | 192 | 192 |
| P4 | 60 | 60 | 60 | 60 |
| P5 | 84 | 84 | 84 | 84 |
| D1 | 12 | 12 | 12 | 12 |
| D2 | 12 | 12 | 12 | 12 |

Table III.C - A&F human resources required to support intersectoral and sectoral outputs

III.3.3 A&F expected results and key performance indicators (KPIs)

III.3.3.1 The key performance indicators (KPIs) of the A&F Department are linked to the Strategic KPI number 9 “efficiency”, to introduce cross-organization measures for optimization of resources and simplification and rationalization of workflows and processes which can be monitored by means of management indicators.

| Administration and Finance Department (2011-2014) | |
|---|---|
| <i>Expected Results</i> | <i>KPIs description, measurement and risks</i> |
| HUMAN RESOURCES ADMINISTRATION DIVISION and HUMAN RESOURCES POLICIES DIVISION | |
| <i>1. Support Member States, Council and other ITU meetings</i> | |
| <ul style="list-style-type: none"> ✓ High quality documents and statistics on HRM ✓ Effective time management | <p>Description and measurement</p> <ul style="list-style-type: none"> ✓ Transparency and accurate information provided to the administrations in a timely manner. New enquiries prepared on time ✓ Adherence to document work plan ✓ Output of meetings. High % of Member States satisfaction <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> ✓ Inadequate ICT tools ✓ Lack of HR ✓ Lack of consensus |
| <i>2. Coordinate development of HRM policy, strategy and regulatory framework</i> | |
| <ul style="list-style-type: none"> ✓ Improve HR policy and strategy development and coordination. HR Strategic Plan implementation ✓ Ensure application of the UN common system employment conditions ✓ Represent ITU in inter-agency meetings | <p>Description and measurement</p> <ul style="list-style-type: none"> ✓ UN policies harmonization. Timely applications of UNGA decisions. High percentage of new applied policies ✓ ITU visibility. Level and effective participation in inter-agency meetings <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> ✓ Lack of HR and budgets constraints ✓ Deadlines of the UNGA sessions |
| <i>3. Ensure recruitment and job classification services</i> | |
| <ul style="list-style-type: none"> ✓ Ensure fair and equitable post classification in a timely manner ✓ Establish generic job descriptions and implement cyclical review program ✓ Ensure smooth implementation of reorganizations ✓ Carry out efficient recruitment services. Consider geographical and gender balance, at HQ/in the field ✓ Ensure timely recruitment of temporary staff | <p><u>Description and measurement</u></p> <ul style="list-style-type: none"> ✓ Number of Job classification actions and posts reviewed ✓ Coherence of the organizational structure. Number of actions related to reorganizations ✓ Transparency and equity in the process. ✓ Number of vacancy notices submitted to PANELAPB: Average of processing time in weeks: 4 weeks for panel And 7 weeks for APB's after VN closing date. ✓ Number of short-term contracts and average of staff request treated in time. <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> ✓ <u>Lack of or incomplete information.</u> Pre-selection or evaluation reports not submitted on time / Staff requests not submitted in time and inaccurate forecasts ✓ Availability of APB members - Difficulty in convening meeting ✓ Inadequate ICT tools |
| <i>4. Manage administrative and travel services</i> | |
| <ul style="list-style-type: none"> ✓ Manage contracts, allowances, entitlements and benefits; new contractual policy, reporting in a timely manner ✓ Implement mobility and redeployment programmes ✓ Administer travel entitlements, removals etc.; negotiate air fares reductions | <p>Description and measurement</p> <ul style="list-style-type: none"> ✓ Timely and effective replies to the staff and managers. High percentage of processed NPA and number of administrative actions ✓ Number of processed leaves and overtime. Facilitate duty travel and ensure smooth conditions. ✓ Quality of deliverables. High percentage of satisfaction. Users comments. Number of staff request and claims and processing time. <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> ✓ Lack of or incomplete information ✓ Inadequacy of available tools for data gathering |

| Administration and Finance Department (2011-2014) | |
|--|--|
| <i>Expected Results</i> | <i>KPIs description, measurement and risks</i> |
| | <ul style="list-style-type: none"> ✓ Claims/evidences/TA not submitted in time ✓ Inefficient time planning ✓ Lack of human and financial resources |
| 5. Provide social protection and welfare services | |
| <ul style="list-style-type: none"> ✓ Improve and review social protection benefits provided to staff ✓ Manage effectively social benefits schemes ✓ Provision of quality client services | <p>Description and measurement</p> <ul style="list-style-type: none"> ✓ Adequacy of benefits provided ✓ Accurate and timely processing of social benefit claims ✓ Client feedback <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> ✓ Impact of external financial factors ✓ Decisions of joint bodies UNJSPB and SHIF ✓ Insurance market ✓ Difficulty in obtaining relevant information ✓ Inadequate human and financial resources to achieve results |
| 6. Manage training and performance appraisal programmes | |
| <ul style="list-style-type: none"> ✓ Organize, plan, develop and manage training activities ✓ Provide assistance for effective implementation of the periodic performance appraisal (PPA) report as a tool for managing performance in a timely manner | <p>Description and measurement</p> <ul style="list-style-type: none"> ✓ Development of staff competencies. ✓ Adherence to budgetary ceilings ✓ High number of staff trained; number of learning days. Percentage of successful candidates in language examinations ✓ Enhance the performance of staff. Compliance rate of performance appraisal reports <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> ✓ Budget constraints ✓ Lack of HR ✓ Quality of teachers and facilitators |
| 7. Improve communication process and implementation of the new integrated HR management system | |
| <ul style="list-style-type: none"> ✓ Enhance the communication between Bureaux and Departments ✓ Enhancement of the computerization and rationalisation process ✓ Reduce administrative procedures barriers | <p>Description and measurement</p> <ul style="list-style-type: none"> ✓ Openness and transparency in HR process perceived by the management and staff. Time spent in informing/coaching staff and management ✓ Innovative management techniques and work methods in simplifying process. Volume of data processed and paperless ✓ Number and percentage of appeal/tribunal cases processed. Number of problem cases solved <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> ✓ Budget constraints ✓ Rules and regulations constraints. ✓ Software standard |
| BUDGET AND FINANCIAL ANALYSIS DIVISION and ACCOUNTS DIVISION | |
| <ul style="list-style-type: none"> ✓ Preparation of the financial and programme budget for 2012-2013 in 2011 and for 2014-2015 in 2013 (within a strict framework geared to results and efficiency). | <ul style="list-style-type: none"> ✓ Timeliness in the submission of input. ✓ Review and adoption by PP / Council. <p>Risks factors</p> <ul style="list-style-type: none"> ✓ Late submission of Sectors/Department contributions ✓ Lack of consensus ✓ Unbalanced Budget / Financial Plan |
| <ul style="list-style-type: none"> ✓ Optimization of internal controls. | <ul style="list-style-type: none"> ✓ Conformity to internal control and financial procedures. ✓ Internal / external audit findings and opinions. <p>Risks factors</p> <ul style="list-style-type: none"> ✓ Misallocation of costs/invoices, inaccurate payments ✓ Recommendations not implemented |
| <ul style="list-style-type: none"> ✓ Strict application of accounting procedures in accordance with applicable regulations, rules and standards. Implementation of IPSAS. | <ul style="list-style-type: none"> ✓ Timely payment of invoices. ✓ External Auditor's approval of accounts. <p>Risks factors</p> <ul style="list-style-type: none"> ✓ Late payment interest charges ✓ Delays in implementing IPSAS |

| | |
|--|--|
| <ul style="list-style-type: none"> ✓ Enhancement of the financial management and reporting systems | <ul style="list-style-type: none"> ✓ Timely production of financial management reports and timely delivery of financial information to ITU Members and to the management of ITU. ✓ Efficient workflow and accounting control systems (error detection and frequency). <p>Risks factors</p> <ul style="list-style-type: none"> ✓ Delays in the production of reports/ financial information ✓ Inadequate ICT tools |
| PROCUREMENT DIVISION | |
| <ul style="list-style-type: none"> ✓ Efficiency and effectiveness of procurement function ✓ Create transparency through public web based tendering (United Nations Global Marketplace – ungm.org) ✓ Application of ITU procurement rules assured ✓ Support the widespread usage of Supplier Relation Management (SRM) for public service procurement (electronic self service procurement tool) in ITU | <ul style="list-style-type: none"> ✓ Percentage of target dates for purchase orders and contracts as established in the SLAs met ✓ Internal/External auditors' reports ✓ Increase public visibility of ITU as potential buyer in UN system ✓ Attract new suppliers <u>Risk factors:</u> ✓ Late submission of related documentation by the service recipients ✓ Budget constraints ✓ Percentage of irrecoverable errors below 1% <u>Risk factors:</u> ✓ Adapting business processes to fully exploit potential efficiency of SRM ✓ Lack of user training |
| SECURITY AND SAFETY SERVICES | |
| <ul style="list-style-type: none"> ✓ Efficiency and effectiveness of safety and security functions | <ul style="list-style-type: none"> ✓ Feedback from ITU personnel, visitors and all stakeholders external to the ITU ✓ Compliance with Standard Operating Procedures (such as MOSS) ✓ Low level of security or safety incidents ✓ Rapid response time. <p>Risks factors:</p> <ul style="list-style-type: none"> ✓ Adequate and proportionate measures and response ✓ Lack of appropriate resources allotted |

| BUILDING AND LOGISTICS SERVICES | | | |
|---|---|--|--|
| <i>Expected Results</i> | <i>KPIs</i> | | |
| | <i>Description</i> | <i>Measurement</i> | <i>Risk Factor</i> |
| Timely authorization and initiation of construction / renovation projects | New buildings or renovation of buildings on time, in accordance with ITU schedule. | Waiting period for the realization of the project | Unforeseen calls on facilities during the planned periods of works / incorrect evaluation of necessary works period. |
| Correctly executed and managed projects | Intensive follow up of quality, cost and time progress for each project. | General estimate, detailed schedule of the activities, analysis of the quality of the current and ended constructions, protocols of official acceptance of work. | Mistakes in cost and time planning. Bad workmanship, failure of a contracting company. |
| Cost-effective quality of buildings and facilities for delegates and staff | Search for acceptable quality for least cost. | Resolution 1142 of the Council of the Union. Laws and regulations of the state host. Normes SIA (Société suisse des ingénieurs et des architectes). | Mistakes in calls for tender planning (description of the works). Bad execution of the works by a company. |
| For buildings projects: clear, accurate and transparent information delivered to the Union's management as the basis for informed decisions | Description of the projects, general estimate, plans, any relevant document, verbal explanations if needed. | Good management understanding, good decision-making, good execution. | Documents insufficiently clear. |
| Effective and efficient support of the Union's sectoral and intersectoral activities, including conferences and meetings | Preparation of meeting rooms. Technical support to the President in the starting up of the meeting. | Good progress of meetings. Satisfaction of the President and the delegates. No complaints. | Quality and availability of human resources. |
| Effective management support | Assistance and recommendation to management as appropriate. | Sound decisions by management | Limited visibility of the constraints of the Union |
| Environmental strategy and measurement data | Policy and Strategy on Operational Climate Neutrality. | Validation of Policy and Strategy. | Insufficient resources. Lack of agreement. |
| | Transparent publication of ITU environmental performance | (Annual) ITU Environmental Footprint Inventory, conforming to UN Standards. | Lack of contributions from managers |

III.4 ITU TELECOM SECRETARIAT

III.4.1 Overview of Activities

III.4.1.1 The TELECOM secretariat is responsible for most aspects of the planning, implementation and promotion of ITU TELECOM events. This mandate includes the following core activities:

- a. General administration, policy definition and management
- b. Venue selection and negotiations with Host Country and contractors
- c. Product definition, promotion, marketing and sales (including production of material)
- d. Client relations (including exhibitors, visitors, and VIPs)
- e. Event operations (including build-up, registration, security, freight, event logistics, dismantling, service providers management)
- f. Leadership Program (including Heads of States, Heads of Governments, CEOs)
- g. Forum (Programme definition, speaker relations and on-site conference management)
- h. Media and public relations
- i. Financial services
- j. ICTs (applications, network design and management, databases, office services)
- k. Other administrative services (travel, personnel, headquarter logistics, etc.)

III.4.2 How ITU TELECOM Events contribute to ITU's Profile

III.4.2.1 ITU TELECOM events attract participants from across the ICT industry as well as ministers, regulators and other top-level participants. Because of their potential for broad reach, they constitute a valuable tool for promoting ITU as a whole. ITU as organizer of TELECOM event and leading UN agency for ICT helps position TELECOM events as networking platforms for the global ICT community. TELECOM events provide an ideal "springboard" for global visibility for the ITU brand by showcasing ITU activities, such as promoting new initiatives and launching publications. TELECOM events promote ITU to trade participants which are not ITU members. Additionally, ITU benefits directly from media interest surrounding TELECOM events.

III.4.3 Human resources to support ITU TELECOM activities

III.4.3.1 In 2010, the ITU TELECOM (core) Secretariat consists of 21 posts which complete most of the activities listed above in categories a) to h). Activities in categories h) to k) are performed mainly through other units and departments and mostly charged through cost recovery (CHF 2.931M in 2010 and CHF 3.354M in 2011 budgets).

In terms of outputs, human resources should be used as follows:

| TELECOM events as per 2010-11 and World Telecom 2011 | |
|---|-------------|
| ITU TELECOM World 2011 | 90% |
| FUTURE EVENTS/STRATEGY | 10% |
| Total | 100% |

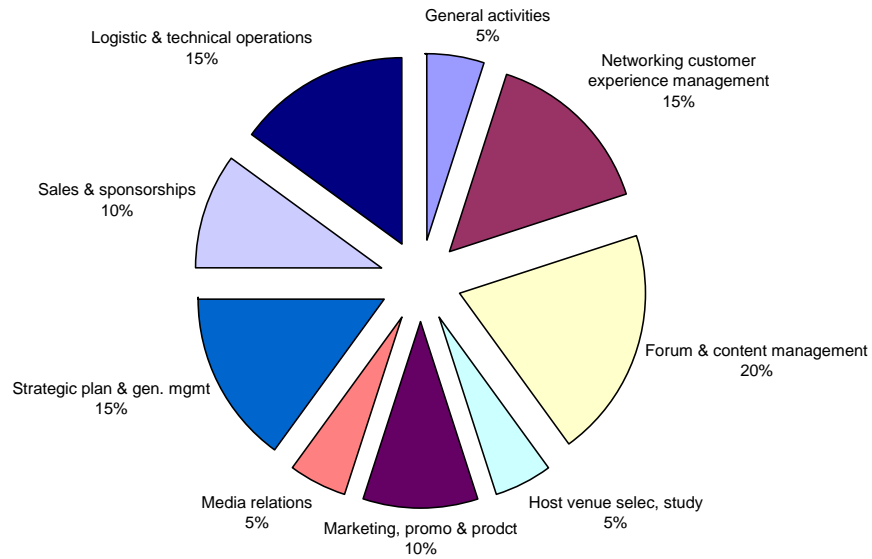


Figure III.7 – TELECOM Secretariat breakdown of activities to support outputs

| TELECOM Grades | Budget work months | | Projection | | |
|----------------|--------------------|------|------------|------|--|
| | 2011 | 2012 | 2013 | 2014 | |
| G4 | 12 | 12 | 12 | 12 | |
| G5 | 36 | 36 | 36 | 36 | |
| G6 | 48 | 48 | 48 | 48 | |
| G7 | 12 | 0 | 0 | 0 | |
| P3 | 72 | 84 | 84 | 84 | |
| P4 | 24 | 24 | 24 | 24 | |
| P5 | 36 | 36 | 36 | 36 | |
| D1 | 12 | 12 | 12 | 12 | |

Table III.D – TELECOM Secretariat human resources required to support outputs

III.5 CONFERENCE AND PUBLICATIONS DEPARTMENT

III.5.1 Objectives and programme orientation/Description of main activities

III.5.1.1 The role of the Conferences and Publications Department (C&P) is to facilitate communication within the Union, between Member States, Sector Members and other global players involved in the telecommunication industry. Multilingualism ensures maximum equality of treatment as well as adequate dissemination of ITU's work, policies, regulations and documentation at the global level.

Office of the Chief, including Management and Planning Unit

III.5.1.2 The Office of the Chief is responsible for ensuring overall and efficient implementation of strategy and policy as set out, *inter alia*, in relevant resolutions of the Plenipotentiary Conference and decisions of the Council. It provides the secretariat as well as substantive input to the Council Working Group on Languages. It advises the management, Sectors and departments on issues relating to conferences and meeting organization, language issues, document production and publications. In this context, the Management and Planning Unit (MPU) collaborates with the Sectors and departments, coordinates workload forecasts and budgetary requirements, and plans and monitors C&P's financial and human resources, as well as assisting in the evaluation and analysis of new management techniques and tools for ongoing improvement.

Objectives: To implement ITU language policy and meet the Union's conference, language, documentation and publications needs.

Programme orientation for 2011-2014: To ensure that this is achieved within approved budget limitations, keeping expenditure in line with the financial regulations of the Union.

Conference Management and Interpretation

III.5.1.3 Conference Management provides logistical and organizational support for the Union's meetings/conferences, both in and outside Geneva. This service is responsible for the provision of conference evaluation, support and advisory services to Sectors and Member States in terms of the requirements for smooth organization and functioning of conferences and meetings. It also plans and manages interpretation services for the Union's events in the six official languages.

Objectives: To oversee smooth running of meetings and conferences in a timely manner and to ensure that quality is maintained at all times.

Programme orientation for 2011-2014: To maintain same quality level and to improve conference and meeting services still further on the basis of regular analysis of results obtained and potential innovations. In particular, to prepare and implement, *inter alia*, PP-10 RA/WRC-12 and associated CPM, WTSA-12, WCIT-12.

Translation/Terminology/References

III.5.1.4 All major ITU policies, decisions and activities end up as texts submitted to and/or generated by the Plenipotentiary Conference, the Council or other major conferences, assemblies or meetings. Thus, the translation, terminology and references services play a decisive role in fulfilling ITU's function as a secretariat, research body and publishing house, as they ensure the availability of such texts in the six official languages of the Union. This entails not only ongoing operational production and delivery, but also regular monitoring, research and reflection to ensure continuous

improvement of working methods in order to enhance efficiency where possible. The six translation sections also provide expert language support to Editorial Committee, and produce all official records (minutes and summary records) of treaty-making conferences, the Council and RRB.

Objectives: To offer six-language documentation services, including round-the-clock availability at conferences and meetings, maintaining the expected accuracy, quality, efficiency and timeliness.

Programme orientation for 2011-2014: To pursue the efficient production of ITU documents in the six official languages. Emphasis will continue to be placed on optimizing the staffing in the six languages, expanding rosters of reliable freelance translators for temporary assignments and outsourcing, as well as following up on all aspects of PP and Council decisions on languages. In addition, the six-language terminology database – available not only to translators but to the entire ITU community - will continue to be enhanced and supplemented.

Document Composition Service

III.5.1.5 The activities of Document Composition Service (DCS) include capture and finalization of ITU documentation in the six languages, in electronic form using the requisite software and templates, including in particular Recommendations and conference and meeting documents. DCS provides high-level text capture services to the entire ITU secretariat, support to translation services and to the Sector publication services, and support to Editorial Committee for the production of Final Acts at treaty-making conferences. This service also encompasses Quickpub and Electronic Document Management (EDMG).

Objectives: To offer six-language documentation services, including round-the-clock availability at conferences and meetings, maintaining the expected accuracy, quality, efficiency and timeliness. To ensure rapid composition of ITU Recommendations required by the market.

Programme orientation for 2011-2014: To assure optimum quality levels in all six languages, while managing available human and technical resources as efficiently as possible.

Document Production and Administration

III.5.1.6 The Document Production and Administration (DPA) unit acts as a focal point and front-office for liaison with C&P's customers - the Sectors and departments - on document production issues (translation and composition) in the six languages. DPA ensures that work orders are duly received, logged and tracked in the Document Production System (DPS). It negotiates production deadlines with customers to set realistic time-frames for quality production with smooth distribution of workload.

Objectives: To provide an interface for C&P customers, coordinating and monitoring the smooth and timely processing of work orders.

Programme orientation for 2011-2014: To ensure that deadlines are met and documents are distributed to the respective production units in a timely manner, particularly for and during conferences and meetings.

Publications and Electronic Publishing

III.5.1.7 The publications services provide a complete range of services including text processing, graphic design for documents and production of cover pages for publications, page layout, CD-Roms, and posting on the website. They also produce informational material such as promotional flyers, ITU News graphic layout work and other publication design work for the Union.

Objectives: To ensure timely preparation and printing of conference/meetings documents (paper and CD-Rom), update consistently the Union's publication website, and ascertain that presentation of publications are appealing to the telecommunication community.

Programme orientation for 2011-2014: To ensure that quality is maintained in order to improve the Union's visibility amongst members and the world community and provide timely services.

III.5.1.8 **Printing and Dispatch Division**: whose activities comprise printing and binding of documents and publications (paper and CD-ROM); management of external printers; distribution and dispatch of documents for conferences and meetings; and dispatch of publications, mailings and parcels.

III.5.1.9 The **objectives** are: to provide printing and distribution services to the membership, to delegates and to publication customers; and to maintain team spirit with key partners (Sector document control units, Publications Sales Service).

III.5.1.10 **Sales and Marketing Division**: whose activities comprise management of ITU publications for sale; processing of customer orders; inventory operations and reporting; management of distributor contracts; customer information (Catalogue of Publications); analysis of customer demand and market trends; and marketing and promotional campaigns.

The **objective** is to maintain and increase the sale and dissemination of publications, and income.

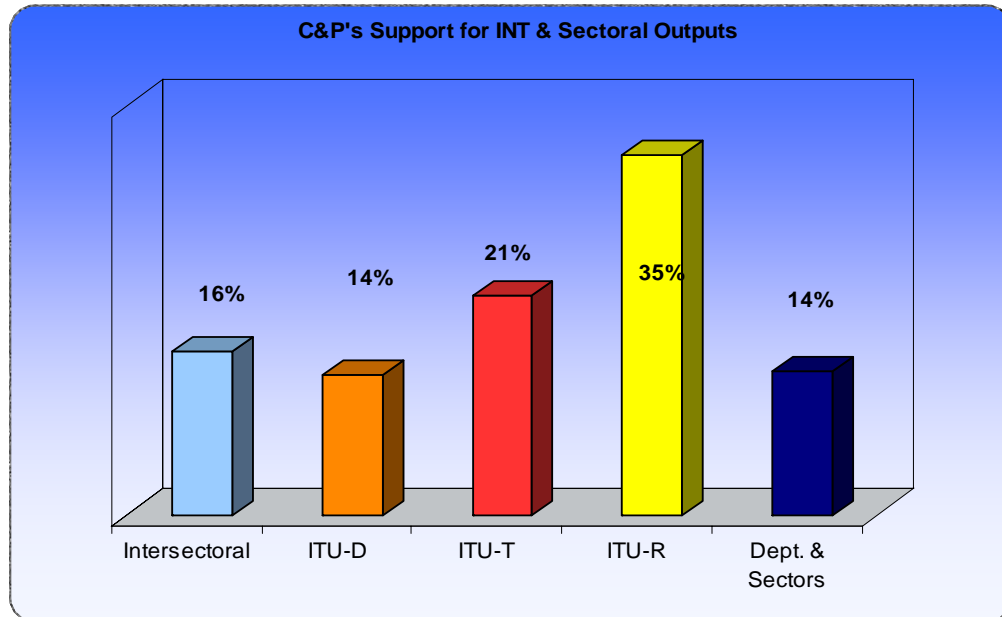


Figure III.8 - C&P support for intersectoral and sectoral outputs (chart based on RBB data for the period 2010-2011)

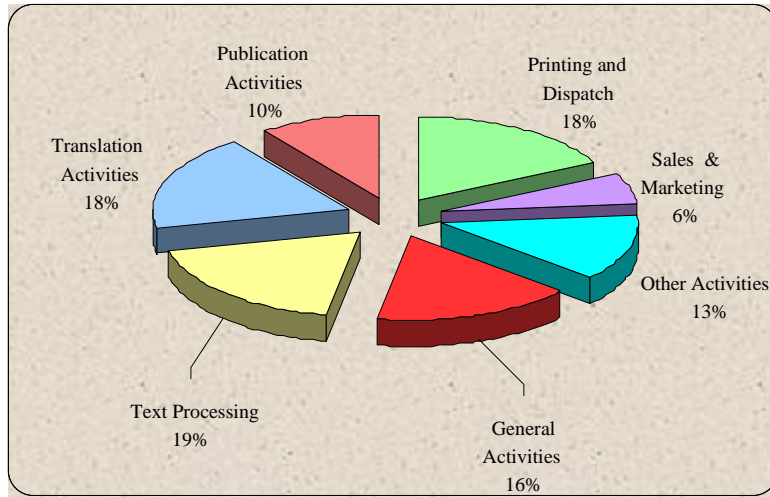


Figure III.9 - C&P breakdown of activities to support intersectoral and sectoral output

| C&P Grades | Budget work months | Projection | | |
|------------|--------------------|------------|------|------|
| | 2011 | 2012 | 2013 | 2014 |
| G3 | 216 | 216 | 216 | 216 |
| G4 | 372 | 372 | 372 | 372 |
| G5 | 744 | 744 | 744 | 744 |
| G6 | 300 | 300 | 300 | 300 |
| G7 | 72 | 72 | 72 | 72 |
| P1 | 12 | 12 | 12 | 12 |
| P2 | 60 | 60 | 60 | 60 |
| P3 | 252 | 252 | 252 | 252 |
| P4 | 264 | 264 | 264 | 264 |
| P5 | 102 | 108 | 108 | 108 |
| D1 | 12 | 12 | 12 | 12 |

Table III.E - C&P human resources required to support intersectoral and sectoral outputs

III.5.5 C&P expected results and key performance indicators (KPIs)

| CONFERENCES AND PUBLICATIONS DEPARTMENT (2011-2014) | | |
|--|---|--|
| <i>Expected Results</i> | <i>KPIs description and measurement</i> | <i>Risk factors</i> |
| <i>1) Office of the Chief, including Management and Planning Unit</i> | | |
| Implementation of relevant PP and Council decisions | Council and PP approval of relevant documents under C&P responsibility Successful management and outputs of the Working Group on Languages | |
| Successful ITU conferences and meetings | Membership and participants' satisfaction | Impact of non-rational scheduling, location and planning of ITU events and work programme Inaccuracy of Sector workload forecasts |
| Effective resource and financial planning and control | Efficient and cost-effective service delivery Expenditure maintained within the limits of the approved budget. Compliance with financial regulations. Remain within the approved budget limitations and objectives. | |
| <i>2) Conference Management and Interpretation</i> | | |
| Provision of logistical support for meetings and conferences. | Holding and smooth running of conferences and meetings | Unavailability of rooms and facilities in Geneva Timely invitations Strict compliance with requirements |
| Identification of areas of improvement to maintain/enhance the level of participation in meetings and conferences of the Union | Feedback from participants and organizing Sectors/departments | |
| Evaluation and planning of interpretation for meetings and conferences for the Union around the globe | Availability of quality Interpretation in the required languages for quality dissemination of conference debates and information. Feedback from participants. | Labour market for interpreters |
| <i>3) Translation/Terminology/References</i> | | |
| Timely delivery of high-quality texts in the six languages of the Union | Feedback from authors/readers Target dates met Annual and monthly statistical reporting | Accuracy of Sector forecasts Non-compliance with document submission deadlines Timely planning |
| Relevant language versions provided at meetings/conferences | Prompt availability of conference documents in required language versions in group/committee/plenary meetings | Labour market for translators |
| Language expertise, including support to Editorial Committee | Accurate, aligned Final Acts Availability of editorial tools | |
| Quality minutes/summary records for conferences, the Council and RRB | Accurate records published in agreed time-frame | Organization and clarity of debates. Timely planning Labour market for précis-writers |
| Application of suitable ICT developments in translation and other areas of document production | Impact on service delivery Annual and monthly statistical reporting | Availability of adequate tools. |
| Enhance terminology, references and full text retrieval tools for translation | Impact on service delivery Avoidance of duplication/inconsistency | Training |

| CONFERENCES AND PUBLICATIONS DEPARTMENT (2011-2014) (continued) | | |
|---|--|---|
| <i>Expected Results</i> | <i>KPIs description and measurement</i> | <i>Risk factors</i> |
| <i>4) Document Composition Service</i> | | |
| Timely delivery of high-quality documents in the six languages of the Union, in electronic form on required software platforms | Feedback from authors/readers Target dates met Annual and monthly statistical reporting | Non-compliance with document submission deadlines |
| Relevant documents provided at meetings/conferences | Prompt availability of conference documents in group/committee/plenary meetings, and of Final Acts | Labour market for operators |
| Timely delivery to market of ITU Recommendations | Quickpub annual and monthly statistical reporting. Annual and monthly statistics | |
| <i>5) Document Production and Administration</i> | | |
| Effective interface with clients to coordinate document requirements | Smooth and mutually satisfactory negotiation of workflow and target dates Coordinated production of six-language documents for and during conferences SLAs concluded and implemented | Non-compliance with document submission deadlines |
| <i>6) Publications and Electronic Publishing</i> | | |
| Contribution to promotion and increased visibility of ITU publications. | Feedback from delegations and the Union's external contacts Sales/download statistics | |
| Creation and production of public-information material, e.g. catalogues, forum programmes, flyers and promotional materials | Availability and impact of promotional material Annual and monthly statistical reporting | Timely provision of stable requirements and specifications could impact on the costs and delivery schedule. |
| Development and maintenance of publication programmes | Publication programme issued Monthly and annual statistical reporting | |
| Develop and support the Production of CD-ROM/DVD | Feedback from customers/users Target delivery dates met, especially during conferences. Delivery measurement | |
| Increase in automation for faster and accurate output | Monthly and annual statistical reports | |
| <i>7) Marketing</i> | | |
| (a) Dissemination of ITU publications: Increased visibility of ITU publications via promotions and updated publications website and electronic access for related publications for on-going conferences or event (with IS department) (b) Promotion and publications during ITU forum, conference and Telecom event (c) Sustained/Improved sales, improved awareness through analysis of customer demand and market trend, customer information, promotional campaign | - Monthly and annual sales statistics - System performance - Customer feedback and satisfaction - Reseller and value-added contracts (number of income/royalties) - Visitor feedback, number of sold publications, number of contracts - Number of e-mails, new reseller contracts, mailings, flyers, surveys -Number of new customers developed | Sales, market and political impacts of download without charge of: ITU-T Recommendations; ITU-T Operational Bulletin (from 2010); ITU-R Recommendations Collection of the Basic Texts. Inappropriate forecasts |

| CONFERENCES AND PUBLICATIONS DEPARTMENT (2011-2014) (continued) | | |
|--|---|--|
| <i>Expected Results</i> | <i>KPIs description and measurement</i> | <i>Risk factors</i> |
| <i>8) Sales</i> | | |
| <ul style="list-style-type: none"> - Maintained and increased sales, through improved products and services - Timely delivery of appropriate quality within the planned cost - Effective CRM and reporting system | <ul style="list-style-type: none"> - Monthly and annual statistics (orders and income) - Customer feedback - Time to complete, quality of monthly and annual statistics - statistical variance in volume of sales | <p>Competitor action</p> <p>Reduced spending on publications due to external (global or regional) financial pressure on ITU's clients</p> <p>Possible future decisions to extend access without charge to publications that were previously available for payment.</p> |

III.6 INFORMATION SERVICES DEPARTMENT (IS)

III.6.1 Objectives and programme orientation/Description of main activities

III.6.1.1 The objective of this programme is to provide information and communications technology (infrastructure and basic services) for all ITU Sectors and departments and provide IT support to meetings, conferences and events. The activities of the Information Services Department are focused on strategic ICT objectives relating to the management and dissemination of information. These strategic ICT priorities can be summarized as:

- a) efficient working of the entire ITU (including field offices) and good management of ITU resources;
- b) expediting the work of ITU participatory activities: study groups, forums and conferences;
- c) maximizing the value of ITU information for the membership and the global telecommunication community, thereby promoting ITU and strengthening its public presence.

This programme is implemented by the IS Department. The organizational units include: User Services, Infrastructure Services, Applications Services, Enterprise Resource Planning (ERP, including a CRM Unit), ICT Security, and Library and Archives Service.

Objectives include:

- a) Optimize and integrate current information systems and services based upon a risk-management framework (COBIT) and through multi-sourcing.
- b) Establish and centralize all functions related to systems development so as to avoid the risk of systems development becoming fragmented.
- c) Enhance staff competence and improve job performance through knowledge and use of information technology and resources.

III.6.1.2 The department's activities include: operation of the ITU information technology infrastructure; user support and training; telecommunication services (voice, image, video, data); network services (file, print and computing); information exchange services (messaging, database, document base); desktop services (office productivity tools); administrative applications; software development environments; and coordination with the United Nations common system on operational information and communication technology matters.

III.6.1.3 The Library and Archives Service ensures preservation of and access to accurate, trusted, and essential information and research materials in all formats and media, for the general public, ITU stakeholders and staff; and thus facilitates the ability to analyse & synthesize information and supports timely decision-making. In 2010-2014 the Library and Archives Service will further develop and enhance the "[History of ITU Portal](#)" and set up a comprehensive [digitization program](#) for ITU in its continuing efforts to improve multilingual, electronic access to the ITU documentation.

III.6.1.4 During 2011-2014, continued efforts will be made to improve operational availability and reliability of the ICT infrastructure, user satisfaction and cost-effectiveness of ITU's ICT services. An Information Communication Technology and Information Management (ICT/IM) strategy for the ITU has been approved to provide a coherent framework for achieving these objectives. This strategy outlines policy, governance, and operational initiatives and proposes measures to increase accountability, transparency, reliability, and efficiency of ICT services. In addition, business continuity and cost reductions will be improved through the judicious use of multi-sourcing. The adoption of a project management framework and establishment of a project portfolio, an ICT risk register, and a service catalog will help in the prioritization of project and operational activities and investments. The ITU Enterprise Architecture will continue to evolve.

III.6.1.5 Enhancements will be made, within the limits of available resources, in information exchange; document management (including more efficient workflow for documents and publishing), introduction of collaborative tools, facilities for tele-working for staff, unified communication, customer relationship management (CRM) and consolidation, integration and simplification of major administrative processes within the SAP ERP and other off-the-shelf packages, and office automation. This includes web-based, self-service. Web-based access to ITU information will be improved for members and the general public, with enhancements to search engine capabilities and website publishing, and with new self-services for access to budget and HR administrative information for ITU staff and councilors. Facilities for remote participation of delegates to ITU meetings are being piloted. Deployment of an integrated IP-based communications capability (including VoIP and messaging) is anticipated.

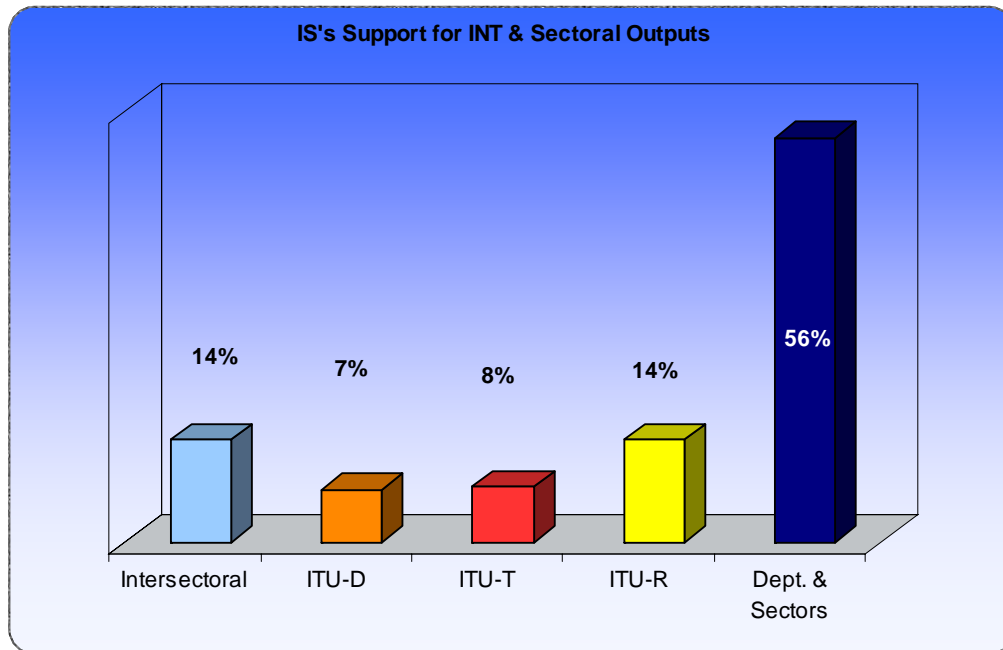


Figure III.10 - IS support for intersectoral and sectoral outputs (chart based on RBB data for the period 2010-2011)

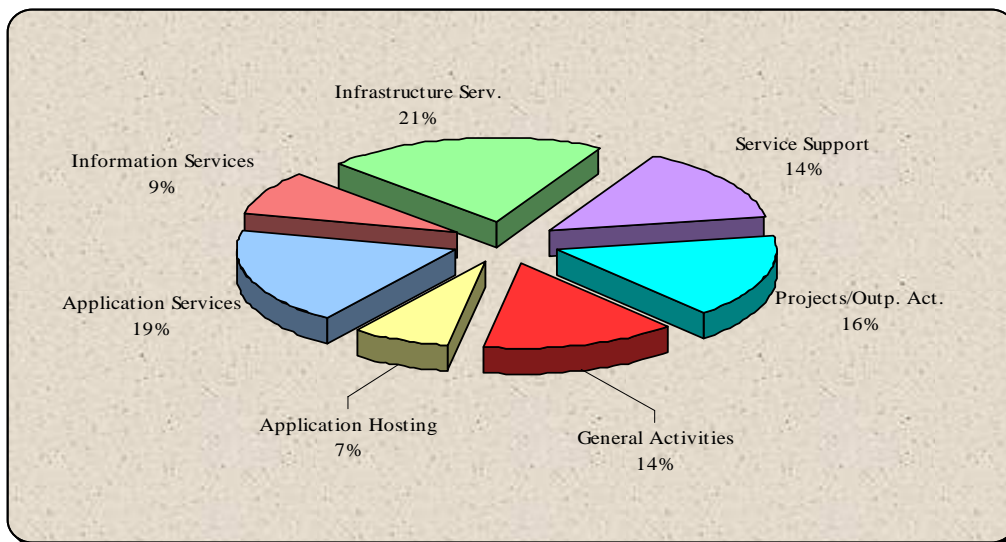


Figure III.11 - IS activities to support intersectoral and sectoral outputs

| IS Grades | Budget work-months | Projections | | |
|-----------|--------------------|-------------|------|------|
| | 2011 | 2012 | 2013 | 2014 |
| G4 | 24 | 24 | 24 | 24 |
| G5 | 96 | 96 | 96 | 96 |
| G6 | 84 | 84 | 84 | 84 |
| P2 | 48 | 84 | 84 | 84 |
| P3 | 360 | 324 | 324 | 324 |
| P4 | 132 | 108 | 108 | 108 |
| P5 | 60 | 60 | 60 | 60 |
| D1 | 12 | 12 | 12 | 12 |

Table III.F - IS human resources to support intersectoral and sectoral outputs

III.6.5 IS expected results and key performance indicators (KPIs)

| INFORMATION SERVICES DEPARTMENT (IS) Expected Results, KPIs and Risk Factors (2011-2014) | | |
|--|---|--|
| <i>Expected Results</i> | <i>KPIs description and measurement</i> | <i>Risk Factors</i> |
| 1 Computer and network: Highly reliable and available (24x7) ICT infrastructure, including network connectivity with adequate bandwidth. Safeguarding of ITU computing and information resources through adequate security measures including BC and DR | Infrastructure and network capacity, availability and reliability. Reduction in the number of single points of failure introducing redundancy. Level of end user satisfaction | Maintain existing and acquire new technologies without ongoing investments (obsolescence) Inability to provide 24x7 services with existing staff. Increasingly sophisticated cyber security threats could compromise ITU operations and information resources. |
| 2 Conferences and meeting IT support: Effective services including rapid | Number of delegates able to simultaneously work | Adaptation to changing working |

| INFORMATION SERVICES DEPARTMENT (IS) | | |
|---|--|--|
| Expected Results, KPIs and Risk Factors (2011-2014) | | |
| <i>Expected Results</i> | <i>KPIs description and measurement</i> | <i>Risk Factors</i> |
| availability for electronic access to documents, remote translation and interpretation needs, and intensive delegate WLAN requirements. Enabling “paperless meetings.” Preparation of meeting rooms. Technical support to the Chairman in the starting up of the meeting, Facilitating remote participation in ITU meetings. | electronically; number of disruptions to electronic working during conferences; reduction in paper documents requested by delegates. . Satisfaction of the chairman and the delegates with services delivered. | methods and conditions. Quality and availability of Technical and human resources Host Country willingness to provide facilities in line with ITU’s requirements |
| 3 Information exchange: Facilitating the work of participants in ITU study groups and conferences. Making ITU information widely available via reliable websites and enhanced electronic collaboration tools with adequate capacity and security. Giving remote office staff improved access to ITU information resources | Volume of traffic, number of messages, website response time, webpage hits and visits, etc. Number of registered users. Sales and free download volume of electronic publications. | Limited resources to expand capabilities and maintain services. Failure to continue development of ICT Architecture and adhere to standard technical architecture |
| 4 Office systems: Provision of an effective, reliable desktop computing environment. Development and delivery of customized courses to improve staff skills. Coordination of IT training. Provision of technical consulting and support services | Reduction of the total cost of ownership of the desktop infrastructure User satisfaction. Mean times for Service Desk incident response and closure. | Failing to evolve office and management tools and streamline technical architecture Inadequate training of staff |
| 5 Database applications: Improved efficiency and effectiveness through consolidation and integration of fragmented databases and systems. | User satisfaction with functionality and performance of database applications. Use of standard (off-the-shelf solutions) with a minimum of customization and development | Multiple systems increase complexity, maintenance and costs Risk of obsolescence |
| 6 Enterprise Resource Planning: Enhanced efficiency through integrated handling of business processes, reducing redundancy of data, activities, controlling, coordination and interfaces. Adaptation to meet IPSAS accounting standards. Optimization of technical services by having only a minimum number of different software applications to be supported and maintained. Introduction of a commercial CRM solution for the organization | Fully electronic administrative procedures driven by end-user input. Easily accountable and auditable applications. User-friendly handling of transactions and functions. Increased productivity of administrative staff (number of operations per staff per year). Compliance with IPSAS. Increased number of electronic self services to delegates and meeting participants | Adapting business processes to fully exploit potential efficiency of off-the shelf systems. Changes to infrastructure and application systems in production are not properly coordinated, tested, or communicated |
| 7 Library and Archives Service: Facilitate and encourage the usage of knowledge and information resources by staff, delegates, and the general public; ensure that reliable and complete institutional records are available as long as | Number of (paper/electronic) consultations, research requests and documents delivered Volume of alerting services delivered, journals, books, electronic documents, records | Lack of policy and procedures to effectively manage ITU information assets, inc. organizational archives |

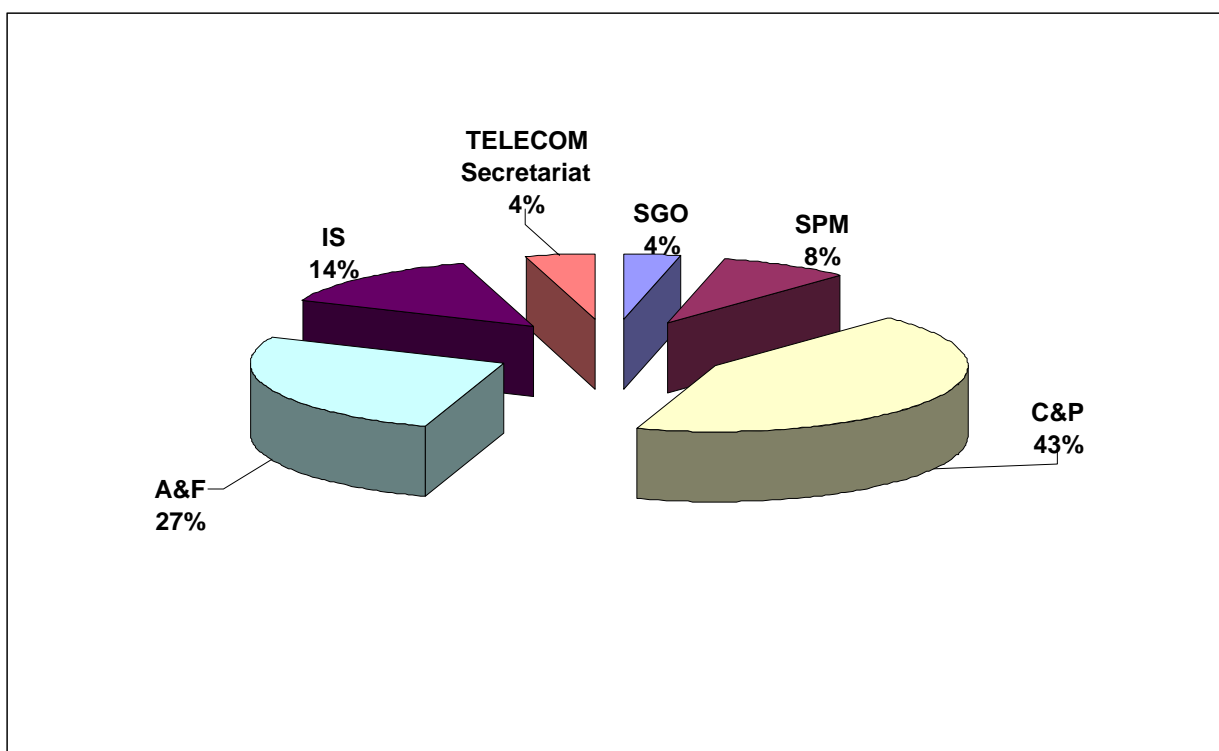
| INFORMATION SERVICES DEPARTMENT (IS) | | |
|---|--|---------------------|
| Expected Results, KPIs and Risk Factors (2011-2014) | | |
| <i>Expected Results</i> | <i>KPIs description and measurement</i> | <i>Risk Factors</i> |
| <p>required to support business functions and to meet present and future evidential and accountability uses; provide assistance /guidance to the staff, delegates, and the general public with their telecommunication-related information needs;</p> <p>Setup a digitization program, build a historical digital repository of key ITU documents and publications, and build and maintain the “History of ITU Portal”.</p> | <p>processed and circulated</p> <p>Number of documents and/or files processed for historic archives and for semi-active archives</p> <p>Number of documents scanned and made available/consulted on the history portal</p> | |

PART IV: SUMMARY OF RESOURCES

PART IV PROVIDES A SUMMARY OF PLANNED HUMAN RESOURCES FOR THE PERIOD 2011-2014. ESTIMATES ARE BASED ON FULL IMPLEMENTATION OF THE ACTIVITY PROGRAMMES DRAWN UP TO SUPPORT SECTORAL AND INTERSECTORAL OUTPUTS.

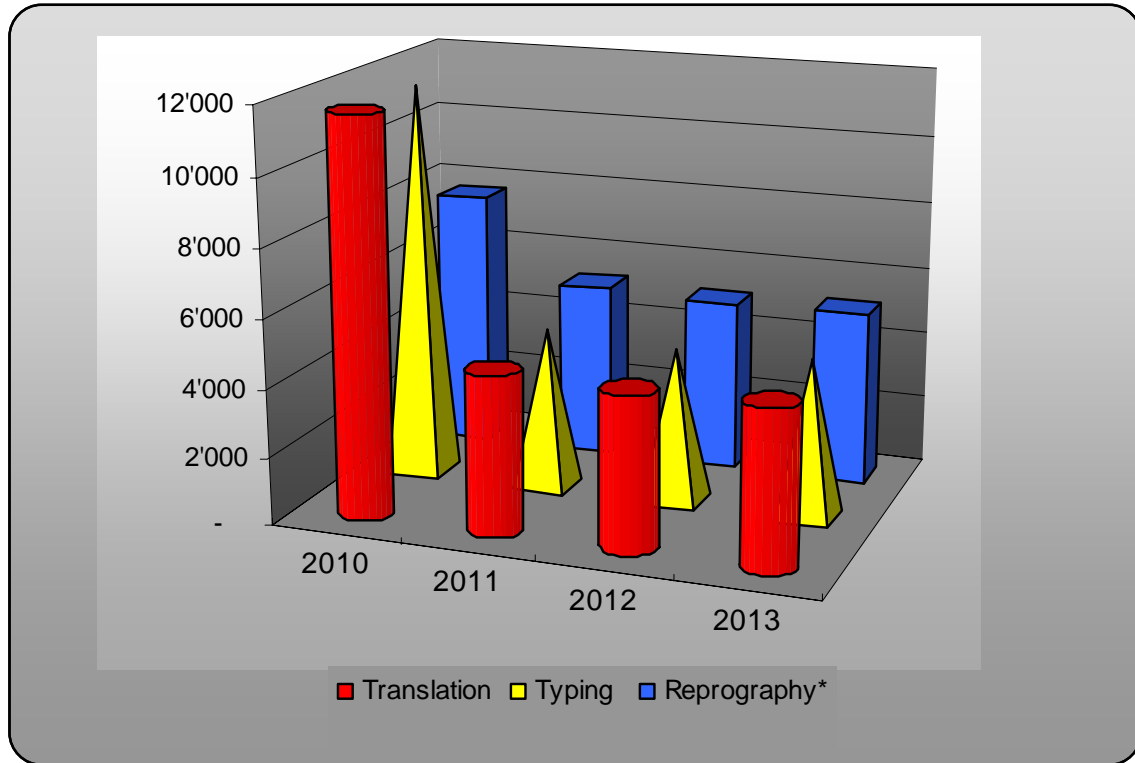
EVOLUTION OF STAFFING LEVELS FOR THE GENERAL SECRETARIAT (2011-2014)

| Work months | SGO | SPM | A&F | C&P | IS | TCOM Sec | Total |
|--------------------------|-----|-----|------|------|-----|----------|-------------|
| 2011 (budgeted) | 198 | 480 | 1536 | 2406 | 816 | 252 | 5688 |
| 2012 (projection) | 204 | 480 | 1536 | 2412 | 792 | 252 | 5676 |
| 2013 (projection) | 204 | 480 | 1536 | 2412 | 792 | 252 | 5676 |
| 2014 (projection) | 204 | 480 | 1536 | 2412 | 792 | 252 | 5676 |

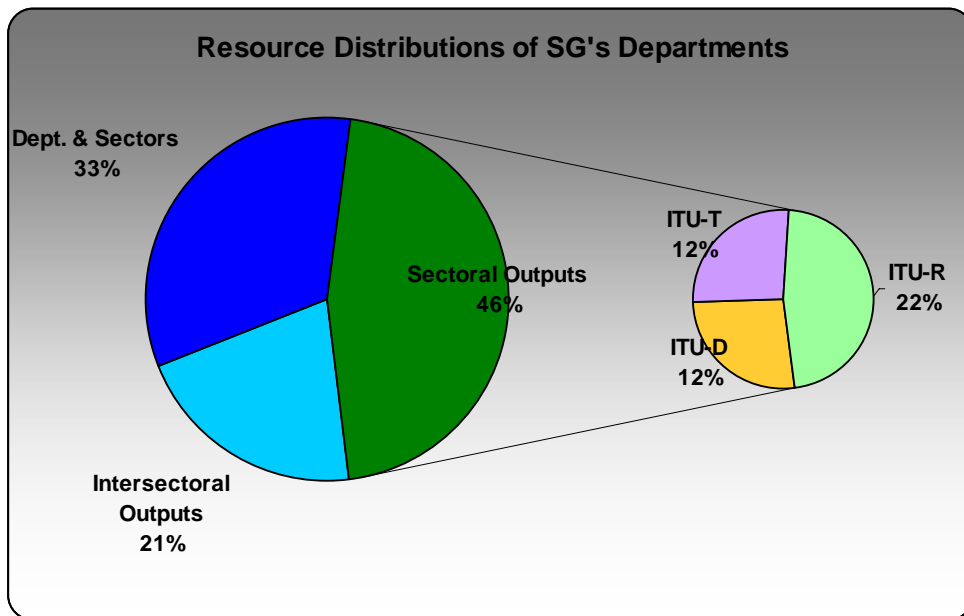
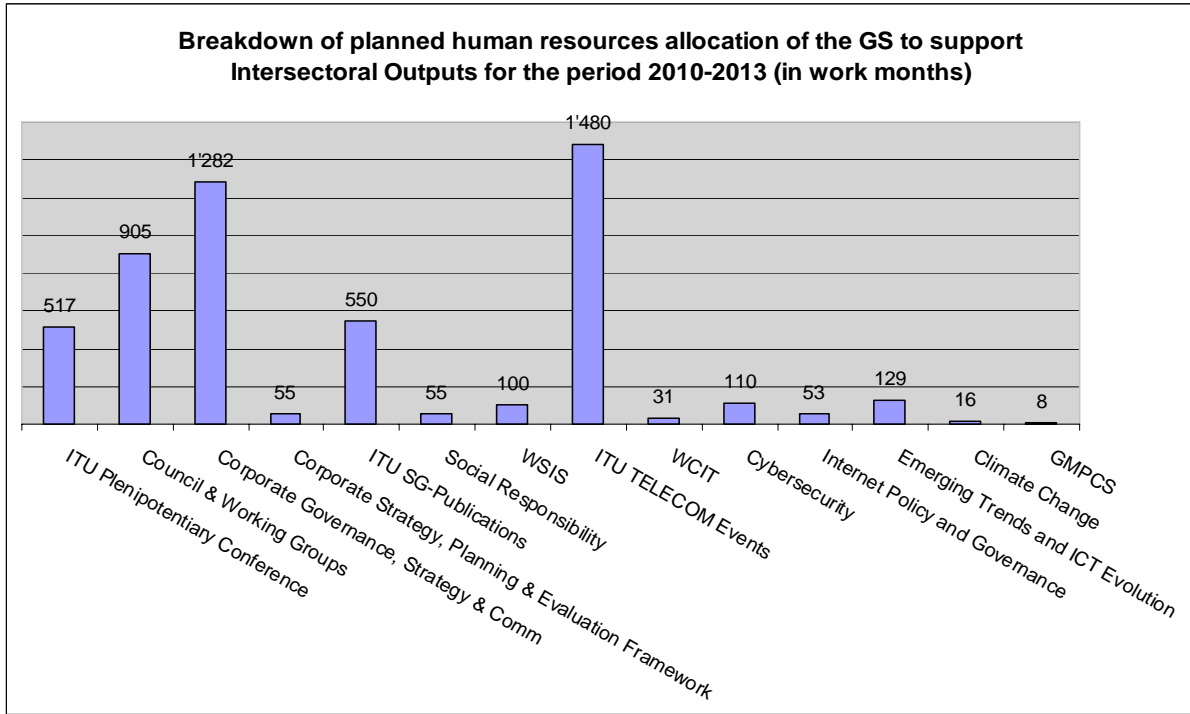


**BREAKDOWN OF PLANNED HUMAN RESOURCES BY GS DEPARTMENT
(2011-2014)**

PLANNED DOCUMENTATION TO SUPPORT INTERSECTORAL OUTPUTS



| Intersectoral Outputs Planned Documentation for 2011-2014 | | | | |
|---|--------------------|----------------------|----------------------|----------------------|
| | 2011 (budgeted) | 2012 (projection) | 2013 (projection) | 2014 (projection) |
| Translation (Pages) | 4'684 | 4'543 | 4'637 | 4'637 |
| Typing (Pages) | 4'684 | 4'543 | 4'637 | 4'637 |
| * Reprography (1,000 PSS) | 5'201 | 5'045 | 5'149 | 5'149 |



Annexes: 2

- **ANNEX 1: General Secretariat - General and specific activities**
- **ANNEX 2 : List of abbreviations**

ANNEX 1: General Secretariat - General and specific activities

SECRETARIAT'S BUDGET BY ACTIVITY

| Code | Description | Driver | Planned Expenses, in '000 CHF | | |
|------------------------------------|---------------------------------------|--------|-------------------------------|---------------|---------------|
| | | | 2010 | 2011 | 2010-2011 |
| ITU General activities | | | | | |
| GA001 | Database & website management | HR | 2,323 | 2,335 | 4,659 |
| GA002 | Documentation (prep/res/writ/edit) | HR | 3,056 | 3,069 | 6,125 |
| GA003 | Electronic document management | HR | 1,078 | 1,077 | 2,155 |
| GA004 | Financ/oper/Strat Planning & control | HR | 2,469 | 2,598 | 5,066 |
| GA005 | General administration | HR | 14,496 | 14,457 | 28,953 |
| GA006 | Management & coordination | HR | 13,363 | 13,931 | 27,294 |
| GA009 | Organization/Participation meetings | HR | 7,419 | 7,721 | 15,140 |
| GA012 | Publication (prep/research/writ/edit) | HR | 2,240 | 2,159 | 4,398 |
| Total | | | 46,444 | 47,347 | 93,790 |
| SGO Specific activities | | | | | |
| SGO02 | Internal audits and inquiries | HR | 478 | 477 | 955 |
| SGO04 | Legal advices & revision legal texts | HR | 918 | 917 | 1,836 |
| SGO05 | Representation/Coord/Mgmt of Union | HR | 1,174 | 1,155 | 2,330 |
| Total | | | 2,570 | 2,550 | 5,120 |
| SPM Specific activities | | | | | |
| SPM01 | EACC Activities | HR | 2,277 | 2,409 | 4,686 |
| SPM02 | Corp. Govern. Membership Activities | HR | 932 | 931 | 1,863 |
| SPM03 | Corporate Strategy Activities | HR | 1,246 | 1,245 | 2,491 |
| Total | | | 4,456 | 4,585 | 9,040 |
| C&P Specific activities | | | | | |
| CNF01 | Conference management (doc. Logist.) | HR | 935 | 945 | 1,881 |
| CNF03 | Arabic text processing | PAG | 679 | 627 | 1,306 |
| CNF04 | Chinese text processing | PAG | 651 | 602 | 1,254 |
| CNF05 | English text processing | PAG | 567 | 566 | 1,133 |
| CNF06 | French text processing | PAG | 822 | 820 | 1,643 |
| CNF07 | Russian text processing | PAG | 666 | 686 | 1,352 |
| CNF08 | Spanish text processing | PAG | 787 | 786 | 1,573 |
| CNF10 | Processing ITU Publications | PAG | 1,978 | 1,974 | 3,952 |
| CNF12 | Arabic translation | PAG | 1,360 | 1,196 | 2,556 |
| CNF13 | Chinese translation | PAG | 1,318 | 1,162 | 2,479 |
| CNF14 | English translation | PAG | 682 | 640 | 1,322 |
| CNF15 | French translation | PAG | 1,587 | 1,485 | 3,071 |
| CNF16 | Russian translation | PAG | 1,339 | 1,190 | 2,529 |
| CNF17 | Spanish translation | PAG | 1,494 | 1,374 | 2,868 |
| CNF18 | Linguistic/Edit advice-Précis writing | HR | 171 | 160 | 331 |
| CNF20 | Creation & mgmt of terminology base | PAG | 910 | 896 | 1,805 |
| CNF21 | Provision of reference support | PAG | 116 | 116 | 232 |
| CNF22 | Training on IT language tools | HR | 15 | 15 | 29 |
| CNF23 | R&D/Inter-agency Cooperation | HR | 55 | 53 | 108 |
| CNF24 | Publishing activities | PAG | 2,354 | 2,349 | 4,703 |
| CNF26 | Electronic Publishing Services | MD | 233 | 233 | 465 |
| CNF28 | Support to Editorial committee | HR | 372 | 356 | 728 |

| | | | | | |
|------------------------------------|------------------------------------|-----|---------------|---------------|---------------|
| CNF29 | Dispatch Service | KG | 698 | 696 | 1,394 |
| CNF30 | Document Distribution | ST | 794 | 790 | 1,584 |
| CNF31 | External Printing Service | HR | 126 | 125 | 251 |
| CNF32 | Sales and marketing activities | SAI | 1,495 | 1,493 | 2,989 |
| CNF33 | Reprography | PSS | 3,563 | 3,550 | 7,113 |
| CNF35 | CD-ROM Production | ST | 207 | 207 | 414 |
| Total | | | 25,974 | 25,093 | 51,067 |
| A&F Specific activities | | | | | |
| ADM40 | Accounts Activities | ST | 2,011 | 2,015 | 4,026 |
| ADM41 | Payroll | EMP | 637 | 636 | 1,273 |
| ADM42 | Budget Activities | HR | 1,675 | 1,751 | 3,426 |
| ADM43 | Staff Administration Activities | EMP | 3,433 | 3,504 | 6,937 |
| ADM44 | Staff Policy Activities | EMP | 1,727 | 1,747 | 3,474 |
| ADM45 | Security & Safety Activities | EMP | 1,986 | 2,143 | 4,129 |
| ADM46 | Procurement Activities | HR | 1,352 | 1,359 | 2,711 |
| ADM47 | BATLOG Activities | EMP | 7,558 | 7,612 | 15,170 |
| Total | | | 20,378 | 20,768 | 41,145 |
| IS Specific activities | | | | | |
| IS001 | Application Hosting | ST | 1,525 | 1,525 | 3,050 |
| IS002 | Application Services | ST | 3,164 | 3,164 | 6,328 |
| IS003 | Information Services | EMP | 899 | 898 | 1,797 |
| IS004 | Infrastructure Services | EMP | 3,497 | 3,495 | 6,991 |
| IS005 | Service Support | EMP | 1,410 | 1,408 | 2,819 |
| IS006 | Projects/Outputs Activities | HR | 1,847 | 1,845 | 3,692 |
| Total | | | 12,342 | 12,334 | 24,675 |
| BR Specific activities | | | | | |
| BR001 | Invoicing cost recovery | HR | 347 | 347 | 695 |
| BR002 | IT assistance and support | HR | 86 | 86 | 171 |
| BR004 | Prep. Sp. sections & IFIC contents | HR | 2,321 | 2,319 | 4,640 |
| BR005 | Regulatory/technical examination | HR | 4,242 | 4,158 | 8,400 |
| BR006 | Regulatory/technical training | HR | 256 | 171 | 427 |
| BR007 | Software development | HR | 2,306 | 2,221 | 4,527 |
| BR008 | Software maintenance | HR | 858 | 816 | 1,673 |
| BR009 | Software specification & testing | HR | 1,239 | 1,197 | 2,436 |
| BR010 | Validation-Data preparation | HR | 4,439 | 4,357 | 8,795 |
| Total | | | 16,093 | 15,671 | 31,764 |
| TSB Specific activities | | | | | |
| TSB01 | T Study groups secretariat | HR | 3,377 | 3,531 | 6,908 |
| TSB02 | Operational Bulletin management | HR | 443 | 443 | 886 |
| TSB03 | Technology watch | HR | 410 | 410 | 820 |
| Total | | | 4,230 | 4,384 | 8,614 |

BDT Specific activities

| | | | | | |
|-----------------------------|---------------------------------------|----|----------------|----------------|----------------|
| BDT01 | Creation of tools & guidelines | HR | 923 | 950 | 1,873 |
| BDT02 | Preparation & delivery of training | HR | 1,240 | 1,268 | 2,508 |
| BDT03 | Assisting Members and related tasks | HR | 2,740 | 2,751 | 5,491 |
| BDT04 | Sharing information | HR | 1,347 | 1,472 | 2,819 |
| BDT05 | Handling of special needs | HR | 173 | 186 | 359 |
| BDT06 | Coordination within ITU | HR | 1,400 | 1,408 | 2,808 |
| BDT07 | Resource mobilization/Partnership | HR | 421 | 437 | 859 |
| BDT08 | Financial Administrative services | HR | 690 | 701 | 1,391 |
| BDT09 | BDT Staff/Expert administrative serv. | HR | 420 | 421 | 841 |
| BDT10 | Contracts & procurements services | HR | 79 | 79 | 158 |
| BDT11 | Fellowships services | HR | 528 | 574 | 1,103 |
| Total | | | 9,960 | 10,248 | 20,208 |
| ITU ACTIVITIES TOTAL | | | 142,447 | 142,977 | 285,424 |

ITU TELECOM Specific activities

| | | |
|-------|---|----|
| TLC01 | TLC - Exhibition - Plan & Client Relation | HR |
| TLC02 | TLC - Forum – Plan & implementation | HR |
| TLC03 | TLC - Host & Venue select. & Relation | HR |
| TLC04 | TLC - Marketing, Promotion, Products | HR |
| TLC05 | TLC - Media Relations & Services | HR |
| TLC06 | TLC - Planning and General Management | HR |
| TLC07 | TLC – Registration, Security & Protocol | HR |
| TLC08 | TLC - Sales & Sponsorships | HR |
| TLC09 | TLC - Service Providers & Logistics | HR |

Note: ITU TELECOM Activities are not included in the Budget of the Union.

Driver Description

| | |
|-----|------------------------|
| HR | Hour |
| PAG | Pages of documentation |
| MD | Master Disc |
| KG | Kilo |
| SAI | Sales Revenue |
| PSS | Passages |
| ST | Items |
| EMP | Employees |

ANNEX 2

List of abbreviations

| | |
|---------|---|
| A&F | ADMINISTRATION & FINANCE DEPARTMENT |
| APB | APPOINTMENT PROMOTION BOARD |
| BDT | TELECOMMUNICATION DEVELOPMENT BUREAU |
| BMF | BUILDINGS MAINTENANCE FUND |
| BR | RADIOCOMMUNICATION BUREAU |
| C&P | CONFERENCES AND PUBLICATIONS DEPARTMENT |
| CEB | CHIEF EXECUTIVE BOARD |
| CGM | CORPORATE GOVERNANCE AND MEMBERSHIP DIVISION |
| COCO | COORDINATION COMMITTEE |
| CS | CONSTITUTION |
| CSD | CORPORATE STRATEGY DIVISION |
| CSTD | COMMISSION ON SCIENCE AND TECHNOLOGY FOR DEVELOPMENT |
| CV | CONVENTION |
| CWGS | COUNCIL WORKING GROUPS |
| DCS | DOCUMENT COMPOSITION SERVICE |
| DM | MULTIPLE DESTINATION |
| DOC | DOCUMENTS |
| DPA | DOCUMENT PRODUCTION AND ADMINISTRATION |
| DSG | DEPUTY SECRETARY-GENERAL |
| DTP | DESK-TOP PUBLISHING |
| EACC | EXTERNAL AFFAIRS AND CORPORATE COMMUNICATION DIVISION |
| ECOSOC | ECONOMIC AND SOCIAL COUNCIL |
| EDMG | ELECTRONIC DOCUMENT MANAGEMENT GROUP |
| EMP | EMPLOYEES |
| ERP | ENTERPRISE RESOURCE PLANNING |
| FAS | FINAL ACTS |
| FINREGS | FINANCIAL REGULATIONS |
| GAID | GLOBAL ALLIANCE FOR ICT AND DEVELOPMENT |
| GCA | GLOBAL CYBERSECURITY AGENDA |
| GMPCS | GLOBAL MOBILE PERSONAL COMMUNICATIONS BY SATELLITE |
| GR | GENERAL RULES |
| HCAS | HOST COUNTRY AGREEMENTS |
| HLCP | HIGH LEVEL COMMITTEE ON PROGRAMS |
| HLEG | HIGH-LEVEL EXPERTS GROUP |

| | |
|--------|---|
| HLS | HIGH LEVEL SEGMENT |
| HR | HUMAN RESOURCES |
| ICANN | INTERNET CORPORATION FOR ASSIGNED NAMES AND NUMBERS |
| ICT | INFORMATION COMMUNICATION TECHNOLOGY |
| IDN | INTERNATIONALIZED (MULTILINGUAL) DOMAIN NAMES |
| IGF | INTERNET GOVERNANCE FORUM |
| ILO | INTERNATIONAL LABOUR ORGANIZATION |
| IO | INTERNATIONAL ORGANIZATION |
| IPPC | ITU PUBLISHING POLICY COMMITTEE |
| IPSAS | PUBLIC SECTOR ACCOUNTING STANDARDS |
| IS | INFORMATION SERVICES |
| IT | INFORMATION TECHNOLOGIES |
| ITRS | INTERNATIONAL TELECOMMUNICATION REGULATIONS |
| JUR | LEGAL AFFAIRS UNIT |
| KPI | KEY PERFORMANCE INDICATORS |
| MB | MEGABYTES |
| MBG | MANAGEMENT AND BUDGET GROUP OF THE COUNCIL |
| MCG | MANAGEMENT COORDINATION GROUP |
| MD | MASTERDISC |
| MOU | MEMORANDUM OF UNDERSTANDING |
| MPU | MANAGEMENT AND PLANNING UNIT |
| MS | MEMBER STATES |
| MS OBS | MEMBER STATES OBSERVERS |
| NGO | NON-GOVERNMENTAL ORGANIZATION |
| PAG | PAGES |
| PAM | PURCHASE AMOUNT |
| PC | PERSONAL COMPUTERS |
| PDA | DELEGATES |
| PP-10 | PLENIPOTENTIARY CONFERENCE |
| PPA | PERSONAL PERFORMANCE APPRAISAL |
| PSS | PASSAGES |
| QA | QUALITY ASSURANCE |
| RA | RADIOCOMMUNICATION ASSEMBLY |
| RBB | RESULTS-BASED BUDGET |
| RBM | RESULT-BASED MANAGEMENT |
| ROPS | RULES OF PROCEDURE |
| RRB | RADIO REGULATIONS BOARD |

| | |
|--------------|--|
| SAI | SALES INCOME |
| SGO | OFFICE OF THE SECRETARY-GENERAL |
| SG-PUB | PUBLICATIONS OF THE GENERAL SECRETARIAT |
| SKPIS | STRATEGIC KEY PERFORMANCE INDICATORS |
| SLAS | SERVICE LEVEL AGREEMENTS |
| SMS | SECTOR MEMBERS |
| SPM | STRATEGIC PLANNING & MEMBERSHIP DEPARTMENT |
| SS&B FUND | STAFF SUPERANNUATION AND BENEVOLENT FUNDS |
| TDS | TELECOMMUNICATION DEVELOPMENT SYMPOSIUM |
| TIES | TELECOMMUNICATION INFORMATION EXCHANGE SYSTEM |
| TSB | TELECOMMUNICATIONS STANDARDIZATION BUREAU |
| TTS | TIME TRACKING SYSTEM |
| UN | UNITED NATIONS |
| UNDG | UNITED NATIONS DEVELOPMENT GROUP |
| UNDP | UNITED NATIONS DEVELOPMENT PROGRAMME |
| UNESCO | UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION |
| UNGIS | UNITED NATIONS GROUP ON THE INFORMATION SOCIETY |
| USE | USERS |
| VOIP | VOICE OVER INTERNET PROTOCOL |
| WCIT | WORLD CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS |
| WEB | WEB EDITORIAL BOARD |
| WEF | WORLD ECONOMIC FORUM |
| WIPO | WORLD INTELLECTUAL PROPERTY ORGANIZATION |
| WLAN | WIRELESS LOCAL AREA NETWORK |
| WRC | WORLD RADIOCOMMUNICATION CONFERENCE |
| WSIS | WORLD SUMMIT ON THE INFORMATION SOCIETY |
| WTDC | WORLD TELECOMMUNICATION DEVELOPMENT CONFERENCE |
| WTISD | WORLD TELECOMMUNICATION INFORMATION SOCIETY DAY |
| WTPF | WORLD TELECOMMUNICATION POLICY FORUM |
| WTSA | WORLD TELECOMMUNICATION STANDARDIZATION ASSEMBLY |