Telecommunication Development Sector

International Telecommunication Union

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The above-mentioned Council document is proposed as an information document to the TDAG.
It can be reached at: http://www.itu.int/md/S08-CL-C-0023/.

Report by the Secretary-General

DRAFT FOUR-YEAR ROLLING OPERATIONAL PLAN FOR THE TELECOMMUNICATION DEVELOPMENT SECTOR FOR 2009-2012

Summary

This document presents a summary and the key elements of the four-year rolling Operational Plan of the Telecommunication Development Sector for the period 2009-2012. Details of the Plan are also presented for the consideration of Council (see *http://www.itu.int/ITU-D/pdf/op/OP2009-2012.pdf*).

Action required

Council is requested to **approve** the draft four-year rolling Operational Plan for ITU-D for 2009-2012 and to **adopt** the draft Resolution presented in Annex A to this document.

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References

CV/Art. 18, provision 223A; Resolution 72 (Rev. Antalya, 2006)

1.   Foreword by the Director of the Telecommunication Development Bureau

1.1   I have the honour to present the Telecommunication Development Sector four-year rolling Operational Plan for the 2009 to 2012 timeframe. Under Article 18 (No 223A) of the ITU Convention, the Telecommunication Development Bureau (BDT) is tasked with the responsibility to: "prepare(s) annually a rolling four-year operational plan that covers the subsequent year and the following three-year period, including financial implications of activities to be undertaken by the Bureau in support of the Sector as a whole; this four-year operational plan shall be reviewed by the Telecommunication Development Advisory Group (TDAG) in accordance with Article 17A of this Convention, and shall be reviewed and approved annually by the Council".

1.2   The purpose of this document is to give a summary of the key elements of the ITU-D Four-Year Operational Plan 2009-2012 and seek Council's approval of the complete text which can be found at http://www.itu.int/ITU-D/pdf/op/OP2009-2012.pdf). The Draft Operational Plan 2009-2012 is prepared on the basis of the Operational Plan 2008-2011 which has been reviewed by the Telecommunication Development Advisory Group (TDAG) at its 13th meeting in February 2008. The plan is being elaborated continuously until the third quarter of 2008 so as to take into account the latest possible available information.

1.3   The new structure of the Operational Plan has been guided by the expectations and priorities of the membership, as established during the 2006 World Telecommunication Development Conference in Doha, Qatar. It is designed provide a comprehensive and functional tool to assist in implementing the programme of activities and projects undertaken by the BDT for the delivery of the Sector outputs and with the aim to achieve and fulfil the mission and the objectives of ITU-D

1.4   Within this context, and in line with Resolution 72 (Rev. Antalya, 2006) on "Linking strategic, financial and operational planning in ITU", the draft Operational Plan builds upon a structure similar to the Strategic Plan and the budget of the Union. With reference to Resolution 1243 and the introduction of a performance management framework, Key Performance Indicators (KPI) are integrated in the plan in order to provide a basis for measuring work achievements. This results in greater accountability and consistency, as well as a more strategic approach to planning, resource allocation, and reporting across all BDT operations.2009 will be the second year that the BDT fully embraces Result Based Management, a process that requires continued improvement and adjustment based on learned experience, and fostering a "culture of results" among staff and management.

1.5   Council is requested to examine and approve this draft four-year rolling Operational Plan for the 2009 to 2012 timeframe and adopt the draft Resolution contained in Annex A to this document.

S. Al Basheer Al Morshid
Director, Telecommunication Development Bureau

2. Mission, strategic orientations, objectives, outputs, priorities and critical success factors for the ITU-D

2.1   ITU-D's mission and objectives for the period 2009-2012 are primarily guided by the Strategic Plan for the Union for 2008-2011 (Annex 1 to Resolution 71 (Rev. Antalya, 2006)).

2.2   The mission of the ITU Telecommunication Development Sector (ITU-D) is to be the pre-eminent promoter and catalyst for telecommunication/ICT development and the bridge between relevant partners involved in ICTs, with a view to fostering equitable and sustainable access to innovative and affordable services, especially in developing and least developed countries, and harnessing the potential of the major world populations living in underserved areas to enter the information society, while at the same time developing synergies between relevant WSIS outcomes and ITU-D programmes and activities.

2.3   ITU-D has seven main objectives (not listed in any special order):

2.3.1   **Objective 1**: To organize and strengthen cooperation among ITU-D members and between ITU-D and other stakeholders, reflecting the relevant WSIS outcomes.

2.3.2   **Objective 2**: To foster an environment that promotes the development of telecommunication/ICT networks and services, in particular in the policy, legal and regulatory domains, taking into account a rapidly developing ICT environment and technology.

2.3.3   **Objective 3**: To support the identification of relevant projects, promote investment in these projects from related telecommunication/ICT ventures, and nurture public/private partnerships, where appropriate.

2.3.4   **Objective 4**: To respond to the needs of the ITU-D membership by providing and disseminating relevant information (e.g. reports and handbooks) and know-how, including information relating to the implementation of WSIS outcomes, in coordination and collaboration, as appropriate, with the other ITU Bureaux and the General Secretariat.

2.3.5   **Objective 5**: To support the implementation of global, regional and other relevant initiatives and projects, including those relating to underserved areas, indigenous communities and small island developing states, least developed countries, landlocked developing countries, highly indebted poor countries, countries recovering from conflicts, countries and territories under

occupation, regions with special needs as well as conditions that pose severe threats to the environment such as natural disasters, which will facilitate the deployment and operation of telecommunication/ICT networks and services with a view to fostering their secure, sustainable and affordable access and use at national, regional and global levels.

2.3.6   **Objective 6**: To assist developing countries, particularly least developed countries, countries with economies in transition and small island developing states in building human, institutional and organizational capacity through human resource development and dissemination of pertinent information for ICT development.

2.3.7   **Objective 7**: To undertake economic, financial and technical studies on questions related to the development of telecommunications/ICTs, in conformity with the terms of reference of the ITU-D study groups, and communicate the results, as appropriate, ensuring close coordination and cooperation within ITU as a whole.

2.4   In line with the results-based budgeting approach, these 7 objectives are linked to ITU-D outputs as set out in Resolution 71 (Rev. Antalya, 2006). The four high-priority outputs for ITU-D have been identified as the following (in order of priority): international cooperation (world and regional telecommunication development conferences, WTDCs and RTDCs); study groups; programmes and assistance to the membership; and global and regional initiatives. The ITU-D outputs are the following:

- ✓ WTDC and RTDC

- ✓ Study groups

- ✓ Special Programme for LDCs

- ✓ Global and regional initiatives

- ✓ Telecommunication Development Advisory Group

- ✓ GSR and regulatory reform

- ✓ Info. and comm. infrastructure and network development

- ✓ E-strategies, e services, e-applications

- ✓ Economics and finance

- ✓ Human capacity building

- ✓ Statistics and ICT information

- ✓ Partnership and promotion

- ✓ Assistance to the membership

2.5   The following key Success Factors are to be considered in the implementation of the mission and objectives as stated above:

- ✓   The mission and objectives of the ITU-D are clearly understood and shared by the membership.

- ✓   The required resource level for implementing these objectives is made available and is economically/efficiently monitored.

- ✓   The working methods and activities of the Sector continue to be improved in a cooperative and synergistic manner between the Membership and the Telecommunication Development Bureau.

2.6   More specifically, the ITU-D Operational Plan's principles are based on:

- ✓ Article 18 of the ITU Convention as amended by the Plenipotentiary Conference (Antalya, 2006);

- ✓ The relevant PP-06 Decisions and Resolutions;

- ✓ The Doha Action Plan (DAP), in particular the programmes, activities and initiatives it established;

- ✓ The relevant WTDC-06 Resolutions and Recommendations;

- ✓ Specific country requests for direct/ad hoc assistance; and

- ✓ The "Programme Implementation Directives" approved at WTDC-06.

3.   Outline and key actions of the 2009-2012 Operational Plan

3.1   In order to make the best possible use of the limited amount of resources available for DAP activities, the following principles were used to guide the operational planning process:

✓ Focusing on development issues of a strategic nature, and pursuing those issues until they have been fully addressed;

✓ Preventing the fragmentation of ITU-D activities, particularly at the country level, by integrating them into longer-term projects and activities aimed at addressing issues that have the potential of significantly improving the development process;

✓ Giving priority to activities of a regional or sub-regional nature, in contrast to single country actions

✓ Building partnerships around specific projects and long-term activities, particularly those addressing the regional initiatives identified during WTDC-06;

✓ Whenever possible, utilizing the expertise of BDT staff for project implementation;

✓ Ensuring the use of a team-based project approach.

3.2   The overall biennial budget of the Sector for 2008-2009 approved by the Council at its session in 2007 (Res. 1280) amounts to 56.3 million Swiss francs, of which 11.9 million Swiss francs for Programmes, Activities and Initiatives. A large number of activities are already approved and planned for 2009 and all efforts will be made to accommodate the new requirements within the overall level of appropriations.

3.3   One of the most significant components of the Operational Plan for the year 2009 relates to the Regional Initiatives, as approved at WTDC-06, and subsequently consolidated with the endorsement of priority initiatives for each of the ITU regions. Project proposals covering the five initiatives of each region were developed and presented at TDAG earlier in 2008.

4. Objectives and Outputs

4.1 Resolution 71 (Rev. Antalya, 2006), which contains the Strategic plan for the Union for 2008-2011, lists the objectives and the outputs of the Telecommunication Development Sector in Chapter 6. In line with the results-based budgeting approach, these objectives are linked to the ITU-D outputs as set out in Table 6.1, which is reproduced below.

OUTPUT #	OUTPUTS	Objective 1 Organize and strengthen cooperation reflecting the relevant outcomes of WSIS	Objective 2 Foster an environment for developing ICT networks, in particular the policy, legal and regulatory domains	Objective 3 Identification of relevant projects to promote investment in ICTs, and promotion of public/private partnerships	Objective 4 Respond to needs of membership by disseminating information and know-how to	Objective 5 Support projects facilitating deployment of networks and services to foster secure, sustainable, affordable access	Objective 6 Assist developing countries, in particular LDCs, in building human, institutional and organizational capacity	Objective 7 Undertake studies on questions related to the development of ICTs, and communicate results
1	WTDC and RTDC	x	x		x	x	x	
2	Study groups	x	x		x	x	x	x
3	Special Programme for LDCs	x	x	x	x	x	x	x
4	Global and regional initiatives	x		x	x	x	x	
5	Telecommunication Development Advisory Group	x			x			
6	GSR and regulatory reform	x	x	x	x		x	
7	Info. and comm. infrastructure and network development	x		x	x	x	x	x
8	E-strategies, e-services, e-applications	x	x	x	x	x	x	x
9	Economics and finance	x	x	x	x	x	x	x
10	Human capacity building	x			x		x	
11	Statistics and ICT information	x			x		x	
12	Partnership and promotion	x		x	x			
13	Assistance to members	x		x	x	x	x	

4.2   The following charts present the breakdown of planned resources among the ITU-D objectives and the ITU-D outputs respectively.
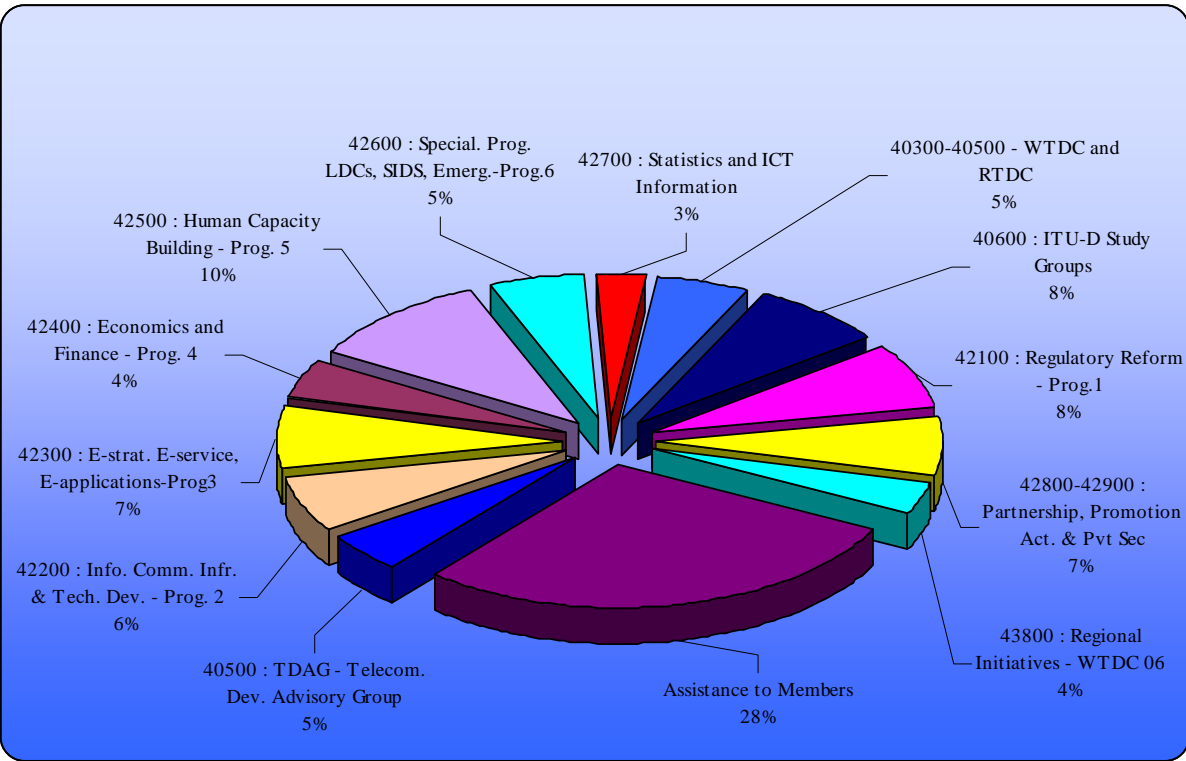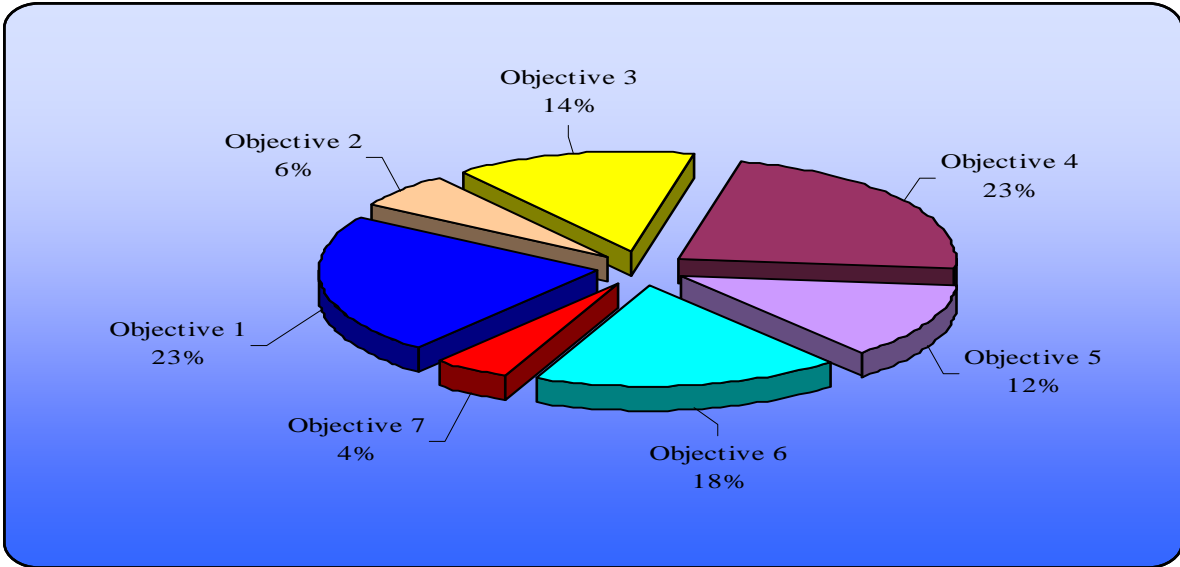
5   Structure of the ITU-D Operational Plan 2009-2012

The Operational Plan is structured into 4 sections.

Section 1 gives an overview of the four year plan for ITU-D. It describes the ITU-D Strategic Plan, and outlines the alignments between the Operational, Strategic and Financial Plans. The section contains planning information for the 2009-2012 timeframe with regard to the Development Bureau, including a statement of objectives, expected results and key performance indicators, as well as a summary of planned resources together with their contribution towards the activities and outputs of the Sector. A summary of assessment of the past is also included.

Section 2 contains for each ITU-D output the following information: overall objective, key results 2008, annual objectives 2009 and annual objectives 2010 (including expected results, key performance indicators, measurement and relevant actions, activities and/or projects) and objectives for the following two years of 2011-2012 (including expected results and key performance indicators, as appropriate). ITU-D outputs are defined in the Strategic Plan for the Union for 2008-2011. They reflect the structure of the Programmes and Activities specified in the DAP- 06. Results and KPIs by output are cross referenced to annual actions and/or Projects, which are listed in Section 3. The output "Global and Regional Initiatives" is presented per initiative.

Section 3 provides plan information for projects. A list of projects ongoing in 2008 is included, as well as a list of projects that are operationally completed, but still have financial transactions pending. The BDT has increased its focus and responsibility related to Projects. Projects are the main means of accomplishing Results for each Regional Initiative given by WTDC-06. For other Programmes/Activities, as the regular budget cannot fully support everything the BDT needs to accomplish, projects are necessary in the case of multi-year large-expenditure endeavours.

Section 4 contains the cross-reference between the ITU-D activities and the different responsibilities, for which the ITU-D is tasked, i.e. respond to the ITU Goals and the BDT Objectives, implement the relevant PP Resolutions, WTDC-06 Resolutions and Recommendations, the WSIS action lines and link its activities to the relevant Study Groups.

ANNEX A

Draft resolution

FOUR-YEAR ROLLING OPERATIONAL PLAN FOR THE TELECOMMUNICATION DEVELOPMENT SECTOR FOR 2009-2012

The Council,

recognizing

the provisions of Article 18 of the Convention,

having considered

the draft four-year rolling Operational Plan of the Telecommunication Development Sector for 2009-2012 (see *http://www.itu.int/ITU-D/pdf/op/OP2009-2012.pdf*),

having also considered

the need for the Director of the Telecommunication Development Bureau to have some flexibility in the implementation of the four-year rolling Operational Plan so as to take into consideration any changes that may occur during the interval between two Council sessions,

resolves

to approve the four-year rolling Operational Plan for the Telecommunication Development Sector for 2009-2012 to undertake the Sector's activities.

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