



RESOLUTION 1212

(approved at the fifth Plenary Meeting)

**External Consultant to develop a plan for the implementation of the
Recommendations of the Group of Specialists**

The Council,

considering

that the Group of Specialists (GoS) was established by Decision 7 of the Plenipotentiary Conference (Marrakesh, 2002);

considering further

that the Group of Specialists (GoS) was instructed to report to the Ordinary session of Council in May 2003, on the "effectiveness, efficiency, and economy of the management and administration of the Union as a whole";

noting

that the Group of Specialists (GoS) presented its report, containing twenty-one specific near-term, mid-term and long-term recommendations, to the second plenary meeting of the Council in May 2003;

recognizing

that a subsequent meeting of the Group of Specialists in July 2003 concluded that the need exists to recruit an external consultant or consulting firm with expertise in accounting, finances, and management matters to ensure that the implementation of all recommendations of the Group of Specialists (GoS) is integrated and harmonious;

resolves to instruct the Secretary-General

to recruit an external consultant with the terms of reference set forth in the Annex hereto;

further resolves

that the provision for payment of the external consultant shall not exceed CHF 500 000.

Annex: 1

ANNEX

Terms of reference for an external consultant to develop a plan for the implementation of the Recommendations of the Group of Specialists (GoS)

1 Overall objectives

The task of the consultant shall be to examine the recommendations of the GoS as a whole and to develop a comprehensive plan for implementation of those recommendations approved by the ITU Council¹, taking into account any work that ITU may already have done to implement these recommendations. In addition to overall implementation, the consultant shall pay particular attention to Recommendations 2, 4, 6, 8, 10 and 19. The plan shall cover the following areas:

- a) Review of all the ITU activity processes and development of a new business process model;
- b) Formulation of an information technology strategy;
- c) Preparation of an implementation plan, for both the business processes model and the information technology infrastructure;
- d) Development of the necessary prototypes and the implementation of the new processes, covering the above referred areas;
- e) Actions to be taken to ensure that the Union will be prepared to use and assimilate the new systems and procedures, particularly the training of staff on the use of the new solutions.

2 Specific tasks

2.1 Management systems and tools

As part of the plan, the consultant shall indicate ways and means of how to implement the GoS recommendations pertaining to each of the following activities, taking into account the need for an integrated strategy to achieve the overall objectives set forth in section 1 above.

2.1.1 Financial management

The consultant shall identify mechanisms to improve ITU's financial management. This shall include use of the budget as a financial management tool, to increase accountability and comparability with actual results, and to integrate and link strategic, financial and operational planning.

To this effect, work associated with the issue of linkage and the implementation of results-based budgeting, in accordance with Resolution 107 of the Plenipotentiary Conference (Marrakesh, 2002), will need to be undertaken in consultation with the Council Group on the Financial Regulations.

The consultant shall also identify mechanisms and options to improve ITU's accounting system so that it can control costs and monitor progress, and to track and audit the costs ITU incurs in undertaking specific activities under cost recovery. The consultant shall also identify mechanisms and options to improve ITU's methodology for setting programme and budgetary priorities.

¹ Except Recommendation 1, concerning the creation of the COG, which has already been implemented.

ITU budget

The GoS reported a number of findings and recommendations regarding the process of preparing the budget and the organization of the budget to achieve transparency, consistency from year to year, and timeliness (see [Document C03/32\(Rev.1\)](#)). The consultant shall develop a results-based budget prototype with a breakdown by project/activities.

In this process, the consultant shall take into particular consideration the GoS recommendation to reorganize the ITU budget into a biennial regular budget, primarily financed by Member State, Sector Member and Associate contributions to cover the core expenses of the Union; and a biennial supplementary budget, funded by variable income, such as project support, TELECOM surplus, sales of publications and cost recovery. (See Recommendations 2 and 18.)

2.1.2 Cost allocation structure and methodology

The GoS and other Council working groups have reported a number of findings and recommendations regarding the current method of determining the costs of ITU projects. The plan must develop a model process for establishing sound accounting and time-recording procedures that will record actual costs of human resources and facilities devoted to individual ITU projects. It shall also include an analysis of the methodology that is currently used to allocate costs. (See Recommendation 4.)

2.1.3 ITU's information technology (IS) systems

The GoS has reported a number of findings and recommendations regarding the current and previous information systems that ITU uses to support its activities. The consultant shall review the Union's current use of information technology systems and formulate a strategy to improve the current system and correct its weaknesses, including those identified by the GoS.

To the extent possible, that strategy should be based on the use of the existing SAP software. For that purpose, the study should identify what SAP releases ITU currently uses, their appropriateness, and any benefits that can be derived from later releases. (See Recommendation 6.)

2.2 Implementation plan

The implementation plan prepared by the consultant shall take into account Recommendations 2, 4, 6, 8, 10 and 19. In this plan, the consultant shall also address the recommended budget model and cost allocation model and the information technology strategy discussed under 2.1 above. The consultant shall integrate these models and strategy into a unified plan that furthers the overall objectives. The implementation plan shall also, *inter alia*:

- a) address the need to develop and test any necessary prototypes;
- b) include steps to ensure that the Union will be prepared to use and assimilate the new systems and the new procedures, particularly through training ITU staff in the use of the new solutions;
- c) contain a timetable for implementing different parts of the plan;
- d) contain a cost-benefit analysis for implementing different parts of the plan, taking into consideration the need to develop a practicable plan and to avoid too great a burden on normal ITU activities.

3 Procedures

A steering committee, composed of the Council Oversight Group (COG) and the Coordination Committee, assisted by the GoS, will have the responsibility to coordinate and supervise the development of the project and its mission shall be performed through regular meetings as indicated below.

The consultant shall present regular reports to the steering committee, at least on a fortnightly basis, for the analysis of the steering committee. These reports should cover aspects such as:

- progress achieved during the period in respect of the consultant's mandate;
- delays in the consultant's work programme and corrective measures to recover these delays.

The consultant shall work closely with ITU line managers² to maximize the use of internal ITU resources and to make sure that at the end of the project, staff have acquired an extensive knowledge of the proposed solutions and shall interact with the Chairman of the Council Standing Committee on Finance, the Chairman of the Council Ad Hoc Group on Cost Recovery of Satellite Network Filings and the Chairman of the Council Group on the Financial Regulations.

4 Timetable

The following timetable is envisioned:

14 November 2003: The ITU Secretary-General, in consultation with the GoS, to agree on qualification criteria which will be the basis for establishment of a pre-qualified list of bidders. The list of pre-qualified bidders shall be issued not later than 18 November.

9 January 2004: Deadline for submission of bids to ITU.

6 February 2004: The Secretary-General, following the recommendation of the Contracts Committee, and acting in consultation with the GoS, to select a consultant from among these bidders.

13 February 2004: Target date for start of the project.

27 April 2004: Consultant delivers draft final report to the steering committee.

14 May 2004: Distribution of the final report of the consultant to Member States of the ITU Council and to all ITU Member States.

9-18 June 2004: Ordinary Session of the Council in 2004. Report of the consultant considered by the Council, together with any comments by the GoS, COG or the Secretary-General.

² Heads of department, units, services and sections, according to their level of responsibility.