



**Chairman**

**THIRD MEETING (KICK OFF WITH CONSULTANT)**

**SUMMARY**

**Present:**

NCOG members: J. Mendes (Vice-Chairman of NCOG and Chairman of the meeting),  
A. Gomes (Portugal), M. Grandjean (Switzerland)

CoCo members: R. Blois, Deputy-Secretary-General, ITU  
ITU Project Team members and additional key ITU staff

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**OPENING OF THE MEETING**

1 The Chairman recalled the reasons for the meeting, the actions requested by the Plenipotentiary Conference, the Council and NCOG, and the involvement of Capgemini, the consultant group present. To allow for better transparency in ITU spending, Council had requested that a result-based budget structure and process be put in place. Work to support this new budget format had to be completed by the end of the year and issues such as time tracking, project and work control and cost accounting would have to be reviewed in light of the 2006-2007 budget preparations. The ITU urgently required the necessary tools to provide accurate figures and respond to Council's demand.

**APPROVAL OF THE AGENDA (NCOG-03/1)**

2 The agenda was approved without comment.

**PRESENTATION OF THE PROJECT**

**Overall approach**

3 Capgemini introduced the project and highlighted the approach to be used for its implementation. The budget structure, linkages to activities, cost and investment issues, ICT strategy and organizational work processes had been identified as critical areas for review at ITU. Given the short timeframe during which changes were to be introduced, staff involvement would be crucial for the achievement of objectives. The project period is. September 2004 to September 2005.

**Workstreams**

4 Three workstreams were foreseen:

**1) Results-based budgeting and cost allocation (RBB/CA)**

An activity-oriented budget structure (to be implemented for the next budget period, i.e. 2006-2007) and IT toolset allowing appropriate control/accountability, comparability, transparency and setting of programmes and budgetary priorities.

**2) ICT strategy**

Increase responsiveness of IT infrastructure to information requirements and improve support to decision making. Enhance IT strategy to ensure better leverage of ITU systems (e.g. SAP/HR Access/Documentum) and overall IT architecture.

**3) Business processing reengineering (BPR)**

Develop a portfolio of opportunities, prioritize activities, enhance overall systems and align processes

5 Detailed information concerning approach to be adopted for each project workstream, specific steps and actions to be taken, overall milestones, interdependent activities and critical path to key deliverables can be found in the Capgemini presentation attached in [Annex 1](#). The presentation is also available on the NCOG website.

**GENERAL DISCUSSION**

6 The Chairman thanked the consultant for the presentation. He reminded the meeting that although the consultants would provide frameworks, methodologies, processes and experience in support of the project, it was up to ITU management to carry the work forward. He stressed the importance of information systems being shaped to ITU needs and processes developed for this purpose. To assist the project team, the NCOG had created a *Supporting Team*. It was hoped that this team would bring in new ideas, help develop the process and assist in making a toolset available by 31 December 2004 with which ITU could prepare the 2006-2007 draft budget to be presented to Council 2005.

7 M. Gomes (POR) stated that work would not be done nor objectives met unless management was fully committed to the objectives set by Council. He asked how this commitment would be obtained and how management would be informed. Following comments from several speakers regarding the importance of staff motivation if overall commitment was to be obtained, Capgemini confirmed that it would do its utmost to motivate management who, in turn, would motivate staff.

8 In response to a question raised by M. Grandjean (SUI) concerning the time required to define ITU products and activities, Capgemini informed the meeting that this would be done by early December 2004, within the framework of workstream 1 activities to design the model and structural elements, the basis of the toolset. It must, in any case, be done before the time tracking system begins in January 2005.

9 The question of reengineering processes was raised in particular with regard to BR processes, e.g. notification process. The Chairman stated that all processes would not be reviewed. Budgeting and cost accounting processes, and any others linked to these, would be reviewed. Other processes may require adaptation if they impede on what has been asked by Council.

10 It was noted that IT aspects of the project affected all areas of the organization. Resources would be distributed according to needs, including staff from IS, FI and other Departments. ITU's IT strategy should be drawn up and defined by the entire organization.

11 It was hoped that improved transparency in ITU spending would allow Councillors to better respond to strategic questions brought to Council. The new budget structure would also limit internal struggles for resources and lead to improved team spirit between staff.

**NEXT MEETING**

12 The next NCOG meeting will be held on 27 October 2004.