



INTERNATIONAL TELECOMMUNICATION UNION

**MANAGEMENT AND BUDGET GROUP
OF THE COUNCIL (MBG)**

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Draft four-year rolling Operational Plan of the General Secretariat for the period 2009-2012

Report by the Secretary-General

DRAFT FOUR-YEAR ROLLING OPERATIONAL PLAN OF THE GENERAL SECRETARIAT FOR THE PERIOD 2009-2012

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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 2009-2012 timeframe.

In accordance with the provisions of the Convention and relevant Resolutions, the Operational Plan will also be reviewed by the Sector Advisory Groups and by the Management and Budget group of the Council (MBG).

As you may recall, the structure and presentation of the operational plan of the General Secretariat was significantly revised in 2006. Additional enhancements have been made this year to further harmonize the plan with operational plans across the Union and to provide a thorough overview of the main activities of the General Secretariat, and their linkage to the strategic and financial plans. 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.

Efforts to modernize management practices will continue throughout the General Secretariat, as well as the progressive transformation to results-based management, the introduction of new accounting standards in conformity with the UN system, and better use of KPIs. In this regard, and within the framework of the continued implementation of Resolution 1243, strategic key performance indicators (SKPIs) are being identified to provide a simplified set of measurable and understandable high-level performance indicators. I am convinced that the latter will contribute to further aligning day-to-day operations with the strategic objectives of the Union and to making maximal use of our resources.

The operational plan of the General Secretariat will continue 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, strategic planning, and corporate functions (communications, legal advice, finance, personnel, common services, 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 will play an essential role, both in its direct 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 will be 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 will also provide strategic orientations for Goals 2 (digital Divide) and Goal 4 (cyber security).

3 To meet the demands of the 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. RRB, 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.

4. Critical success factors for the period 2009-2012 will be measured in terms of the effective and efficient response provided by the Secretariat to membership and, in particular, services provided for the four high priority intersectoral outputs of the Union identified in the strategic plan, i.e.:

- Plenipotentiary Conference
- Council groups
- Budget and Corporate Governance
- Implementation of WSIS outcomes

Priorities and outline of key actions

5 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 the WTPF in 2009 and the PP in 2010, as well as annual sessions of the Council and organization of meetings of Council Working Groups. Two regional Telecom events will take place in 2008, followed by World TELECOM in 2009. Logistical support will be provided to meetings of the sectors as well.

6 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 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

7 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.”

An general overview of the mission, objectives, outputs, activities and related human resources of the General Secretariat is provided in an illustrative chart on page 7.

Structure of the operational plan

8 The complete four-year rolling operational plan of the General Secretariat for the period 2009-2012 is structured in the following manner:

Part I discusses the mission, strategic orientations, objectives and priorities.

Part II describes ITU's intersectoral outputs (description, activities, expected results, performance indicators, risk factors, and resource requirements).

Part III explains the General Secretariat support for intersectoral and sectoral outputs.

Part IV, a new feature this year, provides an overview of resource requirements estimated for the timeframe 2009-2012.

9 The complete detailed operational plan of the General Secretariat for the 2009-2012 period can be found at the ITU Council website at: <http://www.itu.int/council/C2008/>

GENERAL SECRETARIAT – INTEGRATED PLANNING

Strategic KPIs

- 1. International Cooperation
- 2. Regulations
- 3. Networks Assistance & Development
- 4. Digital Divide
- 5. Enabling Environment
- 6. Cybersecurity
- 7. Information and know-how dissemination
- 8. Membership
- 9. Efficiency

SKPIs: 1 2 3 8 9

SKPIs: 1 2 3 7 9

SKPIs: 1 2 3 4 5 6 7 9

SKPIs: 1 2 3 5 8

SKPIs: 4 7 8 9

"The mission of the ITU General Secretariat, in accordance with Article 11 of the Constitution and Article 5 of the Convention, is to provide accurate, timely and efficient services to the membership of the Union and to serve and coordinate the activities of the Sectors of the Union in undertaking intersectoral activities, as well as to support the activities of the Sectors."

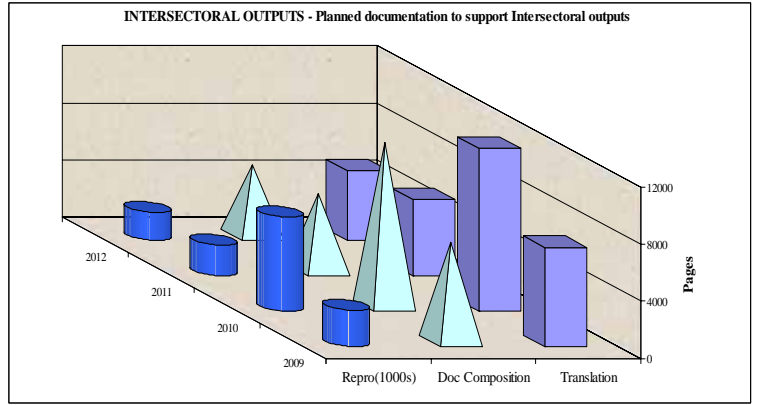
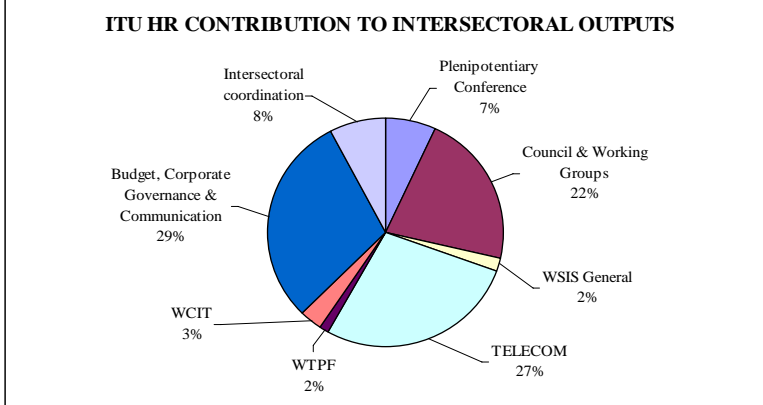
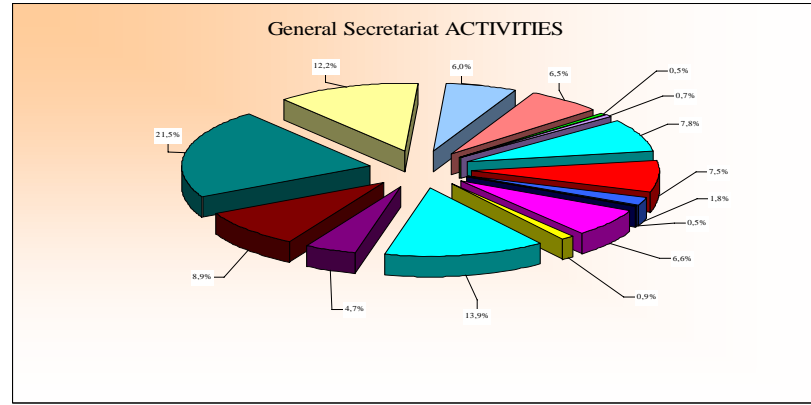
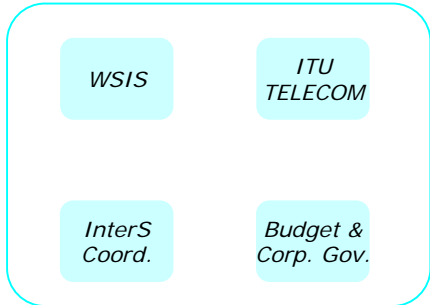
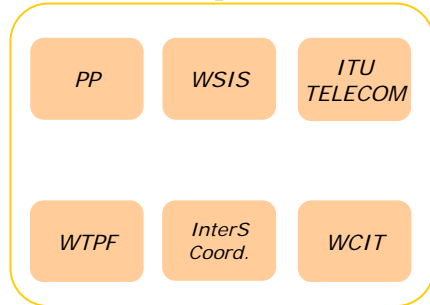
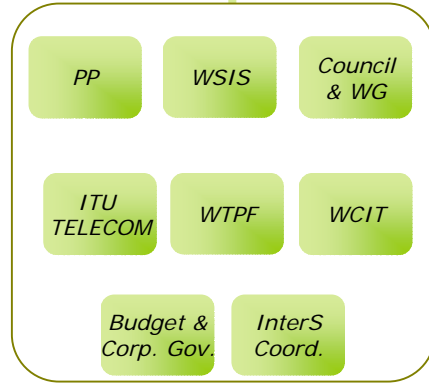
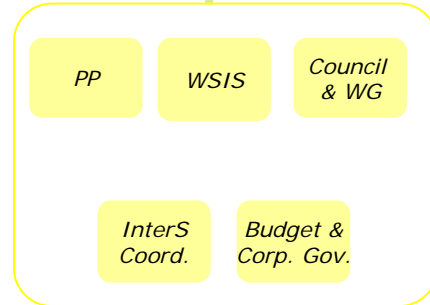
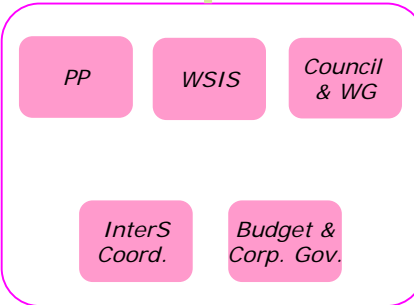
Objective 1:
Information to membership on activities and financial status

Objective 2:
Effective management of the Union

Objective 3:
Intersectoral coordination of activities

Objective 4:
International cooperation and agreements

Objective 5:
Information exchange and ITU promotion



Mission Objectives Outputs Activities Resources

Resources

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

II.1 PLENIPOTENTIARY CONFERENCE

<http://www.itu.int/plenipotentiary/index.html>

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 members of Council and the members of the Radio Regulations Board.

II.1.1.2 The [2010 Plenipotentiary Conference](#) will be held in Veracruz (Mexico) for a period of three-weeks from 4-22 October 2010. Critical success factors, including the preparation of the conference at regional level, will be measured in terms of strategic key performance indicators related to the effectiveness of policies, strategies and plans adopted to fulfill the purposes of the Union and meet the challenges of today's dynamic telecommunication environment, *inter alia*:

- a) a strategic market-oriented response in key areas such as cybersecurity, emergency telecommunications, the digital divide, and next generation networks;
- b) sound financial strategies to support strategic programs and policies and provide value to the membership;
- c) continuous efforts to ensure innovation, learning and growth through dynamic, results-based management processes, modern human resources management techniques through qualified and competent staff.

II.1.1.3 The year 2009 will be dominated by preparations for PP-10, *inter alia* by ensuring that studies undertaken and [Council Working Groups](#) set up to carry work forward on policy issues, have effectively completed their work and finalized reports, including the establishment of the Union's draft strategic plan and its financial implications for the period 2012-2015. The Council and the Secretary-General will also report on activities and achievements of the Union from 2007-2010, and on various financial and staffing matters.

II.1.2 Link to intersectoral strategic objectives (see also chart overview on page 8)

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 below provides a projected breakdown of the human resources required to support activities and services for PP:

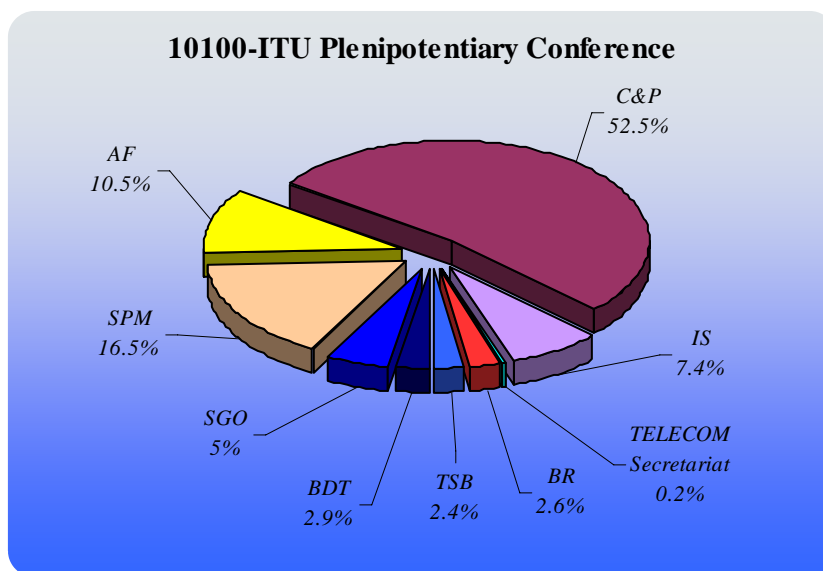


Figure II.1.1 – Human resources required to support PP

II.1.4.2 The table below provides a breakdown of the human resources required to support activities and services for PP-10:

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

ITU Plenipotentiary Conference (PP-10)	Budget*		Projections		
	2009rev	2010	2011	2012	
SGO	1	19	1	0	
SPM	4	54	7	4	
A&F	0	42	2	0	
C&P	15	169	21	15	
IS	2	25	2	2	
TELECOM Secretariat	0	1	0	0	
BR	0	11	0	0	
TSB	0	10	0	0	
BDT	0	12	0	0	
Total	22	343	33	21	

*Budget 2009 = 21 w/m

II.1.4.3 Further details of resources required to support PP-10 preparatory activities in 2009 can be found in the [biennial budget for 2008-2009](#). Details of additional human resources required to support on-site activities of the Conference in 2010 in Mexico, i.e. interpretation, additional staff, and other direct costs, will be provided in the draft biennial budget for 2010-2011.

II.1.4.4 Service level agreements

a) Documentation

Table II.1.B – SLA (Documentation)

ITU Plenipotentiary Conference				
Pages	2009	2010	2011	2012
Translation	175	6500	500	0
Typing	175	6500	500	0
Reprography ¹	36'000	4,500,000	162,000	0

b) Other shared services

ITU will draw up a Host Country Agreement with Mexico in accordance with the General Rules for Conferences, Assemblies and Meetings of the Union. In addition, internal SLAs will be drawn up for Legal, Finance, Personnel, Procurement and IS services to support PP activities in accordance with the rules governing SLAs at ITU.

¹ Includes CD-ROMs.

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

PLENIPOTENTIARY CONFERENCE (2009-2012 timeframe) ²			
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 for 2012-2015 (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 - 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
2. Review the activities of the Union for 2007-2010 (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 for period 2012-2015; 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	- Debtors + % increase in collecting debts - 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 - % decrease in number of cases referred through admin. tribunal channels	- 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 election procedures and GR)	- 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 - Adherence to election procedures - Adherence to PP10 time plan for elections	
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	
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, 58A, Art.55 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 - Adherence to PP10 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

² A detailed report of activities and implementation of the operational plan for 2007-2008 can be found in the overall report on the activities of the Union for 2007-2008 published in Document C08/35 (ADD LINK). Progress reports on PP-related work carried forward by Council and Council Groups can be found at the Council website at: <http://www.itu.int/council/>.

II.2 COUNCIL & WORKING GROUPS

II.2.1 Description

II.2.1.1 In accordance with No. 68 of the Constitution, in the interval between plenipotentiary conferences, the Council acts as governing body of the Union on behalf of the plenipotentiary conference. 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 **Council 2009** is tentatively scheduled for November 2009. Provision is made in the current 2008-2009 budget for a nine-day session to allow Council not only to approve the draft 2010-2011 budget but also to pave the way for PP10 and establish the Union's draft strategic plan and its financial implications for the period 2012-2015. Additional challenges for Council and its Working Groups, particularly in 2009, will include final implementation and reporting on studies³ and work undertaken by Council Groups in preparation for PP10 in Veracruz. Success will be measured in terms of the effectiveness and efficiency of follow-up actions undertaken by Council on key issues, such as:

- a) WSIS, including implementation and follow-up actions, and the participation of WSIS stakeholders in the activities of the Union (Res 140 (PP06), Res 141 (PP06), Council R 1282)
- b) Financial Regulations and Rules and other financial matters (Council R 1210, Res 107 (PP02), Res 110 (PP02), Res 158, Council D 546)
- c) Management and budget (MBG) (Res 155 (PP-06), Council R 1273)
- d) Human resources management (Council R 1253(Rev))
- e) Use of languages (Res 154 (PP06))
- f) Terminology used in CS/CV (Res 142 (PP06))
- g) Security Definitions in the use of ICTs (Res 149 (PP06))

II.2.1.3 Reports on work progress of these Groups can be found at the Council website at: <http://www.itu.int/council/groups/indexgroups.html>.

II.2.2 Link to intersectoral strategic objectives (see also chart overview on page 8)

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.

³ Studies: 1) Financial issues (Res 110 (PP02), Res 158 (PP06)); 2) ITRs (Res 146 (PP06)); 3) Number of Council Member States (Res 134 (PP06)); 4) Model host country agreements for ITU conferences (Res 144 (PP06)); 5) Observers at ITU conferences and meetings (Res 145 (PP06)); 6) Tasks of the Deputy Secretary-General (Res 108 (PP02), Res 148 (PP06)); 7) Efficiency of ITU management (Res 147 (PP06)); 8) Measures and principles for interpretation and translation (Res 154 (PP06)); 9) Scheduling of conferences (Res 156 (PP06)); 10) Project execution function in ITU (Res 157 (PP06)).

II.2.4 Resources

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

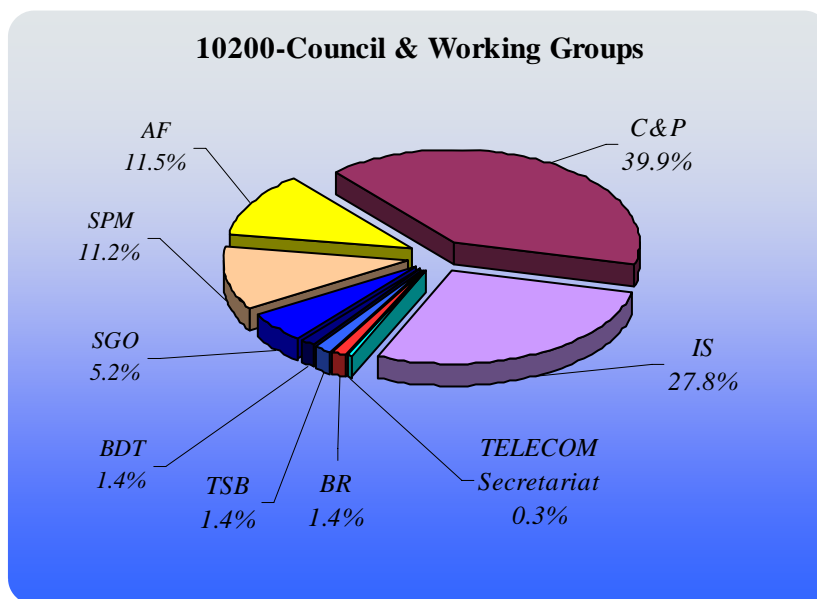


Figure II.2.1 –Human resources required to support Council & Council Groups

II.2.4.2 The table below provides a projected breakdown of the human resources required to support activities for this output.

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

Council & Working Groups-10200	Budget*	Projections		
	2009rev	2010	2011	2012
SGO	17	17	17	17
SPM	35	41	36	35
A&F	40	35	40	35
C&P	188	143	96	96
IS	91	91	91	91
TELECOM Secretariat	1	1	1	1
BR	4	6	4	4
TSB	4	6	4	4
BDT	4	6	4	4
Total	384	346	293	287

*Budget 2009 = 375 w/m

II.2.4.3 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 2008-2009](#).

II.2.4.4 Service Level Agreements

a) Documentation

Table II.2.B – SLA (Documentation)

Council & Working Groups				
Pages	2009	2010	2011	2012
Translation	3'780	3'780	3'780	3'780
Typing	3'780	3'780	3'780	3'780
Reprography	824'000	750'000	675'000	600'000

b) Other shared services: SLAs will be drawn up for Legal, Finance, Personnel, Procurement and IS services to support Council activities in accordance with the rules governing SLAs at ITU.

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

COUNCIL AND COUNCIL GROUPS (2009-2012 timeframe) ⁴			
Expected Results	KPIs		
	Description	Measurement	Risk Factor
1. Follow-up and provide support for implementation of general policy decisions of PP06, 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 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"> - 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: 		
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; audit the accounts; 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 analysis and transmission of financial information to MS to develop the 2012-2015 financial plan; - Timely delivery of financial operating report, budget implementation reports, draft biennial budget for 2010-2011, 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 2009-2012 	<ul style="list-style-type: none"> - % of HCAs approved and signed [3 months before event] - Number & cost of preparatory missions 	
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 	
5. Plan, organize, manage roll-out and evaluate Council sessions	<ul style="list-style-type: none"> - Customer satisfaction - 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 meeting preparation, roll-out & follow-up (survey) - 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

⁴ A detailed report of activities and implementation of the operational plan for 2007-2008 can be found in the overall report on the activities of the Union for 2007-2008 published in Document C08/35 (ADD LINK). Progress reports on PP-related work carried forward by Council and Council Groups can be found at the Council website at: <http://www.itu.int/council/>

II.3 – WORLD SUMMIT ON THE INFORMATION SOCIETY

II.3.1 Description of output

II.3.1.1 During the period 2008-11, 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 and C5)
- c) Participation in other action lines as co-moderator/facilitator (e.g., C1, C3, C4, C6, C7, C11)
- d) Coordination of multi-stakeholder implementation, (e.g., through action line facilitators meeting)
- e) Chair/Vice-Chair of UNGIS
- 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 World Information Society Report (with UNCTAD)
- i) Organization of World Telecom and Information Society Day (May 17) and related events

II.3.2 Link to strategic objectives (see also chart overview on page 8)

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

- a) Goal 2: Bridging the digital divide
- b) Goal 6: Disseminating information and know how
- c) Goal 7: Development of an enabling environment

II.3.3 Activities related to WSIS

II.3.3.1 The complete list of activities to support sectoral and intersectoral outputs is provided in the Annex to this plan. Other activities include:

- a) Coordinate ITU Activities as facilitator of WSIS Action Lines C2 and C5, and their subgroups.
- b) Co-facilitate selected other WSIS Action Lines, including C1, C3, C4, C6, C7 and C11.
- c) Maintain WSIS stocktaking database and ICT success stories portal (activity transferred from CSD to BDT in March/April 2007).
- 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 implementation website, especially on implementation of C2 and C5, including cybersecurity gateway.
- f) Publication of World Information Society Report and other WSIS-related materials.
- g) Coordinate with other UN agencies and programs (UNESCO, UNDP, UNCTAD, etc) and other initiatives (e.g., GAID, WEF).

II.3.4 Resources to support activities related to WSIS

II.3.4.1 WSIS is an output which is primarily funded through internal redeployment and extra-budgetary resources.

- a) The figure below provides a breakdown of the human resources required to support activities and services for this output:

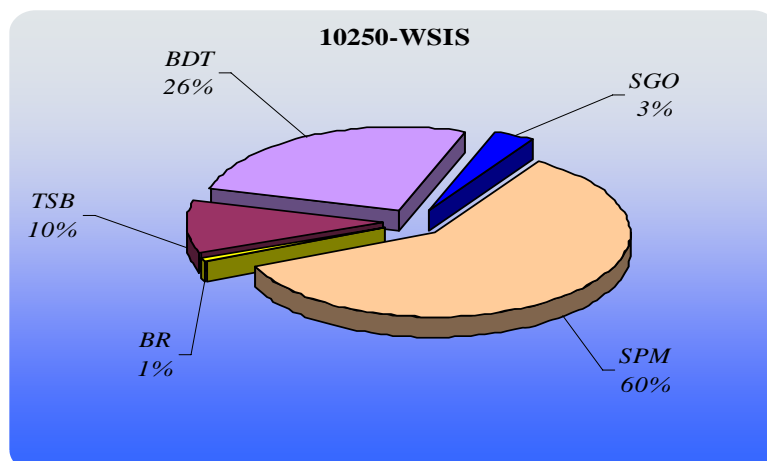


Figure II.3.1 –Human resources required to support WSIS

- b) The table below provides a breakdown of the human resources required to support activities.

Table II.3.A –Human resources (work months) required to support WSIS

WSIS-10250	Budget*	Projection		
	2009rev	2010	2011	2012
SGO	1	1	1	1
SPM	18	18	18	18
A&F	0	0	0	0
C&P	0	0	0	0
IS	0	0	0	0
TCOM Sec	0	0	0	0
BR	0	1	0	0
TSB	3	3	3	3
BDT	8	8	8	8
Total	30	31	30	30

* Budget 2009: 19 w/m

II.3.4.4 Service Level Agreements

- a) Documentation

Table II.3.B – SLA (Documentation)

WSIS				
Pages	2009Rev	2010	2011	2012
Translation	1000	1000	1000	1000
Typing	1000	1000	1000	1000
Reprography ¹	1000	500	500	500

- b) Other shared services: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support WSIS activities in accordance with the rules governing SLAs at ITU.

¹ Including CD-ROMs.

II.3.5 Expected results and key performance indicators (KPIs):

World Summit on the Information Society (2009-2012 timeframe)		
<i>Expected Results</i>	<i>KPIs</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 facilitation role in the WSIS implementation process as moderator/coordinator for the implementation of Action Lines C2 and C5. 		
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 UNESCO and UNDP Declining interest of other Action Line facilitator in the WSIS implementation Insufficient human and financial resources.
Successful organization of cluster of WSIS-related meetings. Preliminary dates should be agreed and room bookings should be made as soon as possible.	Effective coordination, avoidance of duplication in overall cluster of WSIS-related meetings.	Insufficient coordination among all stakeholders. Insufficient human and financial resources.
Facilitate the coordination of actions with the Sectors, via the WSIS Task Force.	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.	Leadership role of ITU challenged by other organizations, including within UN system. Insufficient human and financial resources.
Coordinate ITU's role in UNGIS	UNGIS members' satisfaction Raised visibility of ITU and ICTs in the UN System	Insufficient human and financial resources. Lack of interest from UNESCO and UNDP
Facilitate coherent annual reporting to show progress made in WSIS implementation.	Avoidance of duplication of efforts Timely delivery of the annual report	Insufficient human and financial resources.
Active participation in wider policy dialogue on WSIS issues.	Increased participation on policy dialogue on WSIS issues	Insufficient human and financial resources.
Increasing ITU visibility in ICTs and in WSIS implementation. Represent the Union in relevant WSIS-related international meetings and conferences.	Stronger representation of the Union in relevant WSIS-related international meetings and conferences. Enhanced relation with the other UN Agencies. ITU positioning as a leading ICT player.	Inadequate and insufficient preparation within ITU. Insufficient human and financial resources.
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 advices 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 Resolution 11 (Antalya, 2006) states that “that the Union should, in collaboration with its Member States and its Sector Members, continue to organize world and regional telecommunication/ICT exhibitions and forums on a regular basis, taking due account of the need to ensure the financial success of such exhibitions” and that “once all the expenditures have been recovered, a significant part of any surplus income over expenditure derived from ITU TELECOM activities should be used as extra budgetary income for the Telecommunication Development Bureau (BDT), for specific telecommunication development projects, primarily in the least developed countries”.

II.4.1.2 In essence, ITU TELECOM events seek to provide a “networking platform” for the global ICT community. Under this “platform” the top names from both government and industry – drawn either from across the globe or from a particular region – can come together, meet, network, view the latest technologies on the Exhibition floor and take part in topical debate in the Forum. The events also feature a wide range of other activities, which focus on all areas of the telecommunications industry from the Youth Forum or TDS (Telecommunication Development Symposium), to high-level networking functions, dinners and more.

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:

- 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) Forum (Programme definition, speaker relations and on-site conference management)
- g) Media and public relations
- h) Financial services

- i) ICTs (applications, network design and management, databases, office services)
- j) 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 6 to 9 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 2009 to 2012 are: ITU TELECOM World 09 (Geneva, Switzerland), ITU TELECOM Americas 10, ITU TELECOM Asia 10, ITU TELECOM World 11, and ITU TELECOM Africa 12 and ITU TELECOM Asia 12.

2009 detailed activities:

II.4.3.4 In 2009, 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 2010
 - b. Contribution to PP-10
2. Venue selection and negotiations with Host Country and contractors :
 - a. Venue selection for Asia 12, Africa 12, World 13.
 - b. Preliminary work for venue selection for Asia 14, Arab States 14 and World 15.
 - c. Host Country Agreement for Americas 10, Asia 10, and World 11.
3. Product definition, promotion, marketing and sales (including production of material)
 - a. Product definition, promotion, marketing and sales for Americas 10, Asia 10 and World 11
 - b. Implementation of global campaign definition for 2010-2011
4. Client relations (including exhibitors, visitors, and VIPs)
 - a. Event manual production and client relations for Americas 10, Asia 10 and World 11
5. Event operations (including build-up, registration, security, freight, event logistics, dismantling, service providers management)
 - a. All operations for World 09, Americas 10 and Asia 10
 - b. Preparation for World 11
6. Forum (Programme definition, speaker relations and on-site conference management)
 - a. Design and management of World 09 Forum programme
 - b. Call for abstracts for Americas 10 and Asia 10
7. Media and public relations
 - a. Contribution to ITU's overall communication plan
 - b. Promotion of ITU through TELECOM campaigns
8. Financial services
 - a. Africa 08 and Asia 08 closing of accounts
 - b. Americas 10 and Asia 10 budgets
9. ICTs (applications, network design and management, databases, office services)
 - a. Customer relations management application
 - b. TELECOM database maintenance and enhancement

II.4.4 Resources to support activities related to ITU Telecom

- a) The figure below provides a breakdown of the human resources required to support activities and services for this output:

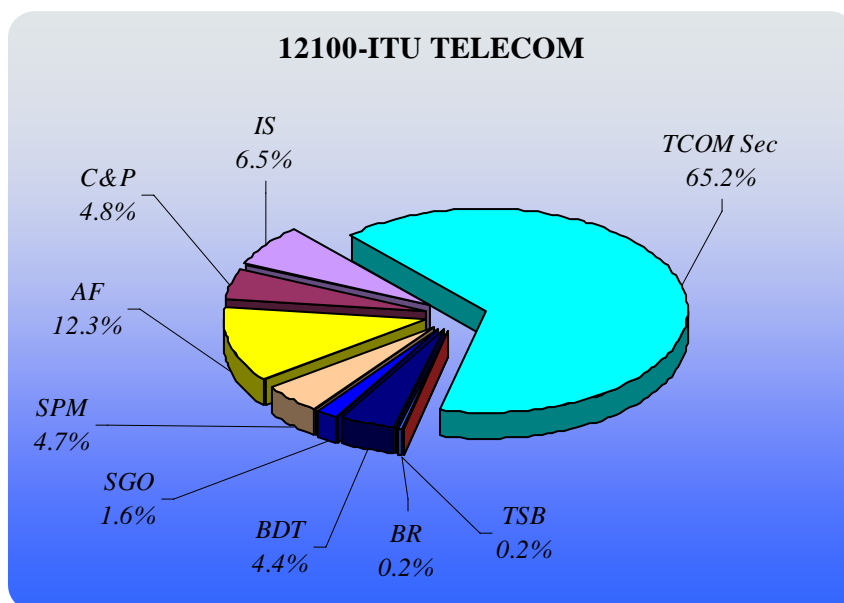


Figure II.4.4.1 – Human resources required to support ITU TELECOM

b) The table below provides a breakdown of the human resources required to support activities for this output.

Table II.3.A – Human resources (work months) required to support ITU TELECOM

ITU TELECOM Events-12100	Budget*	Projection		
	2009rev	2010	2011	2012
SGO	9	5	8	5
SPM	29	15	22	15
A&F	60	50	50	50
C&P	31	15	22	15
IS	42	20	30	20
TCOM Sec	238	284	286	310
BR	1	1	1	1
TSB	1	1	1	1
BDT	15	20	20	20
Total	426	411	440	437

* Budget 2009: 395 w/m

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

II.4.4 Service Level Agreements

a) Documentation

Table II.3.A – SLA (Documentation)

ITU TELECOM Events				
Pages	2009	2010	2011	2012
Translation	95	120	80	120
Typing	81	120	80	120
Reprography	173'000	150'000	120'000	150'000

b) Other shared services: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support TELECOM activities in accordance with the rules governing SLAs at ITU.

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

ITU TELECOM (2009-2012 timeframe)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk Factors</i>
ITU TELECOM World 09 (Geneva, Switzerland)	Candidate Venues Exhibitors Size of Exhibition Trade Visitors VIPs Forum Participants Accredited Media Total Participants Financial Result	Poor interest of MS Low Sales Low Number of Participants Financial Loss
ITU TELECOM Americas 10	Candidate Venues Exhibitors Size of Exhibition Trade Visitors VIPs Forum Participants Accredited Media Total Participants Financial Result	Poor interest of MS Low Sales Low Number of Participants Financial Loss
ITU TELECOM Asia 10	Candidate Venues Exhibitors Size of Exhibition Trade Visitors VIPs Forum Participants Accredited Media Total Participants Financial Result	Poor interest of MS Low Sales Low Number of Participants Financial Loss
ITU TELECOM World 11	Candidate Venues Exhibitors Size of Exhibition Trade Visitors VIPs Forum Participants Accredited Media Total Participants Financial Result	Poor interest of MS Low Sales Low Number of Participants Financial Loss
ITU TELECOM Asia 12	Candidate Venues Exhibitors Size of Exhibition Trade Visitors VIPs Forum Participants Accredited Media Total Participants Financial Result	Poor interest of MS Low Sales Low Number of Participants Financial Loss
ITU TELECOM Africa 12	Candidate Venues Exhibitors Size of Exhibition Trade Visitors VIPs Forum Participants Accredited Media Total Participants Financial Result	Poor interest of MS Low Sales Low Number of Participants Financial Loss

II.5 – WORLD TELECOMMUNICATION POLICY FORUM

II.5.1 Description of output

II.5.1.1 Resolution 2 (Marrakesh, 2002) states that “the WTPF shall be convened on an ad hoc basis to respond quickly to emerging policy issues arising from the changing telecommunications environment”.

II.5.1.2 Decision 9 (Antalya, 2006) calls for the 4th WTPF to be held in Geneva in 1Q 2009 on the topic of convergence, IP-related public policy issues, and other emerging policy issues.

Objectives:

II.5.2 Link to strategic objectives (see also chart overview on page 8)

II.5.2.1 The WTPF is related to ITU Strategic Goals 1 (international cooperation), 2 (digital divide), 3 (widening membership), 4 (network interoperability and security), 6 (information dissemination), and 7 (promoting the development of an enabling environment).

II.5.2.2 The WTPF is linked to General Secretariat objectives 3, 4 and 5 in the 2008-2011 strategic plan, namely:

- a) Objective 3: Intersectoral coordination of activities
- b) Objective 4: International cooperation and agreements
- c) Objective 5: Information exchange and ITU Promotion

II.5.3 Activities related to the World Telecommunication Policy Forum

II.5.3.1 Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.5.4 Resources to support activities related to the World Telecommunication Policy Forum

II.5.4.1 A provision of CHF 1.49m is made in the 2008-2011 Financial Plan for additional expenses incurred by PP-06 Resolutions and Decisions, including Decision 9 on the holding of the 4th WTPF.

- a) The figure below provides a breakdown of the human resources required to support activities and services for this output:

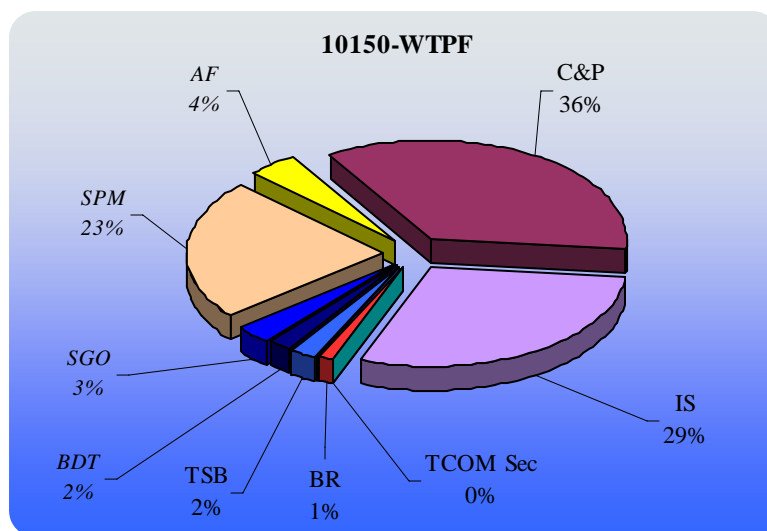


Figure II.5.1 – Human resources required to support WTPF

b) The table below provides a breakdown of the human resources required to support activities for this output.

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

WTPF-10150	Budget*		Projection	
	2009rev	2010	2011	2012
SGO	3	0	0	0
SPM	22	0	0	0
A&F	4	0	0	0
C&P	34	0	0	0
IS	28	0	0	0
TCOM Sec	0	0	0	0
BR	1	0	0	0
TSB	2	0	0	0
BDT	2	0	0	0
Total	96	0	0	0

* Budget 2009: 90 w/m

II.5.4.1 Service Level Agreements

a) Documentation

Table II.5.B – SLA (Documentation)

WTPF				
Pages	2009Rev	2010	2011	2012
Translation	1'890	0	0	0
Typing	1'890	0	0	0
Reprography	300'000	0	0	0

b) Other shared services: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support WTPF activities in accordance with the rules governing SLAs at ITU.

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

WORLD TELECOMMUNICATION POLICY FORUM (WTPF) (2009-2012 timeframe)		
Expected Results	KPIs	Risk factors
Objectives: <ul style="list-style-type: none"> Provide an international forum for the discussion and exchange of information and views on telecommunication/ICT policy and regulatory matters, especially those of a global and cross-sectoral nature; and Build consensus on global telecommunication and ICT policy issues and identify possible areas of future work for ITU. 		
Staging the World Telecommunication Policy Forum (WTPF) in the first quarter of 2009	Successful negotiation of WTPF Opinions, i.e. representing a consensus of membership views.	Difficulty in reaching consensus on text High number of themes to be covered
Organization of a one-day WTPF Information Session on the eve of the WTPF	Participation of relevant entities in the WTPF (policy-makers and private sector players from geographically diverse areas).	Lack of interest from Stakeholders
Raising awareness of the WTPF among membership	Quantity and relevance of documentation available on WTPF website.	Insufficient human and financial resources.
Coordination of request for contributions to WTPF from Member States and Sector Members	Timely solicitation of contributions from membership and timely information dissemination.	Insufficient human and financial resources.

WORLD TELECOMMUNICATION POLICY FORUM (WTPF) (2009-2012 timeframe) (continued)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk factors</i>
Creation of the WTPF Informal Expert Group (IEG) to advise on the report of the Secretary-General	Distribution of Secretary-General's report on schedule, representing the broad range of membership views/contributions. Number of experts Satisfaction of experts Effectiveness and outcome of the Informal Expert Group Meetings	Lack of interest from Experts and low level of participation of experts from countries.
Drafting of Secretary-General's report	Timely delivery of SG's report	Insufficient or late contributions to SG's report
Organization of the WTPF	Success of the event Satisfaction of Participants	Insufficient human and financial resources.

II.6 - WORLD CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS

II.6.1 Description of output

II.6.1.1 Res. 146 (PP-06) 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.6.2 Link to strategic objectives:

II.6.2.1 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.6.3 Activities related to the WCIT

II.6.3.1 In the 2008-2009 budget, this is an unfunded activity. However, it is not expected that any activity would take place in that period, apart from the ITU-T review and the WTPF activities, which are discussed separately in this document. It is expected that Council, in its 2009 session, would examine the reports of the ITU-T review and the WTPF and prepare a draft agenda for WCIT. It is expected that regional preparatory meetings for WCIT would be organized starting in 2010 and continuing in 2011.

II.6.4 Resources to support activities related to the WCIT

II.6.4.1 In the 2008-2009 budget, this is an unfunded mandated activity. For 2010-12, four regional preparatory meetings for WCIT (3 days each) and a WCIT of 10 days will be held.

- a) The figure below provides a breakdown of the human resources required to support activities and services for this output:

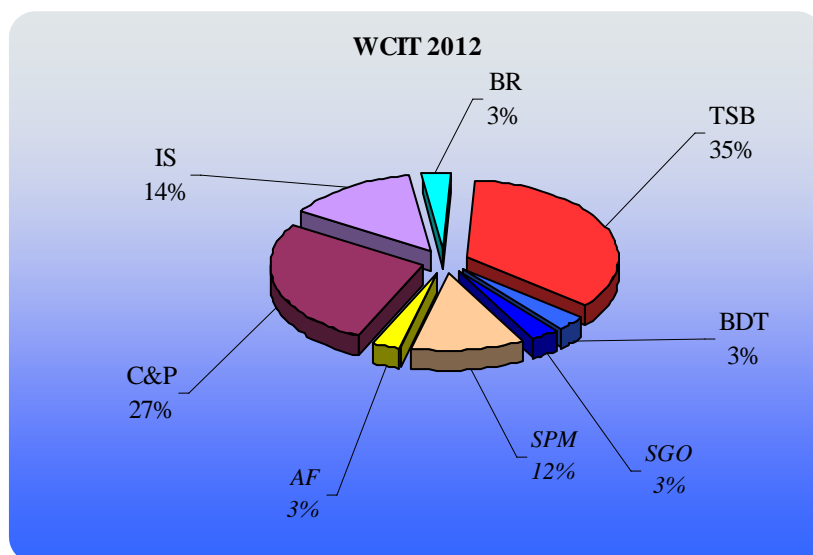


Figure II.6.1 –Human resources required to support WCIT

b) The table below provides a breakdown of the human resources required to support activities for this output.

Table II.6.A –Human resources (work months) required to support WCIT

WCIT	Budget		Projection		
	2009	2010	2011	2012	
SGO	0	2	2	2	
SPM	0	2	2	20	
A&F	0	0	0	6	
C&P	0	8	11	34	
IS	0	0	0	28	
TCOM Sec	0	0	0	0	
BR	0	2	2	2	
TSB	0	15	15	40	
BDT	0	2	2	2	
Total	0	31	34	134	

II.6.4.1 Service Level Agreements

a) Documentation

Table II.6.B – SLA (Documentation)

WCIT				
Pages	2009	2010	2011	2012
Translation	0	400	600	2000
Typing	0	500	700	2000
Reprography	0	100,000	150,000	1,000,000

b) *Other shared services*: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support WCIT activities in accordance with the rules governing SLAs at ITU.

II.6.5 Expected results and key performance indicators (KPIs) for the WCIT

WORLD CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS (2009-2012 timeframe)			
Expected Results	KPIs		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
<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 regional preparatory meetings for the WCIT. These might start in 2010 and continue in 2011.</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 mangmt 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>Unsatisfactory outcome of the two review processes.</p> <p>Difficulty in reaching consensus regarding the structure or budget of the preparatory process for the WCIT.</p>

II.7 – BUDGET, CORPORATE GOVERNANCE AND COMMUNICATIONS

II.7.1 SOCIAL RESPONSIBILITY

II.7.1.1 Description of output, policy

After-service health insurance scheme

II.7.1.1.1 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 proceeding 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 698 retirees on 31 December 2007.

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

II.7.1.1.2 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 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.7.1.2 Trends and Strategy

After-service health insurance scheme

II.7.1.2.1 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 as of 1 January 2007 an additional contribution equivalent to 30% of the retiree's own contribution is levied for dependent spouses.

Cost-of-living allowance

II.7.1.2.2 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 members has gradually shrunk to 86 on 31.12.2007. As this trend continues, the related expenditure is also expected to decline during the period 2009 - 2012.

II.7.1.3 Link to intersectoral strategic objectives

II.7.1.3.1 The main objective is to ensure that ITU meets its social obligation towards former staff members who have acquired certain rights.

II.7.1.4 Activities related to social responsibility

II.7.1.4.1 Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.7.1.5 Resources to support activities related to social responsibility

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

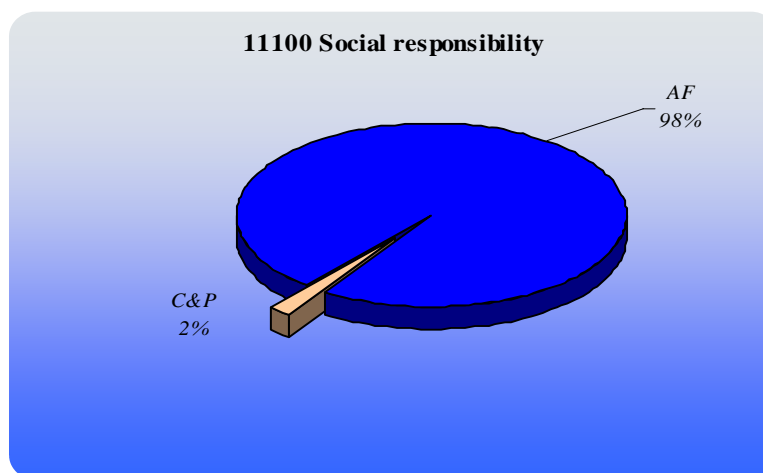


Figure II.7.1.1 – Human resources required to support Social Responsibility

b) The table below provides a breakdown of the human resources required to support activities for this output.

TABLE II.7.1.A – Human resources (work months) required to support Social Responsibility

Social Responsibility-11100	Budget*	Projection		
	2009rev	2010	2011	2012
SGO	1	1	1	1
SPM	0	0	0	0
A&F	50	50	50	50
C&P	1	1	1	1
IS	0	0	0	0
TCOM Sec	0	0	0	0
BR	0	0	0	0
TSB	0	0	0	0
BDT	0	0	0	0
Total	52	52	52	52

*Budget 2009: 15 w/m

b) Other shared services: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support Social Responsibility activities in accordance with the rules governing SLAs at ITU.

II.7.1.6 Expected results and key performance indicators (KPIs)

SOCIAL RESPONSIBILITY (2009-2012 timeframe)		
Expected Results	KPIs	Risk factor
Payment of benefits	Timeliness and accuracy of benefits paid	
Quality client service	Client feedback	

II.7.2 GS PUBLICATIONS

II.7.2.1 Description of output, policy

II.7.2.1.1 The ITU is a significant technical publisher on a worldwide stage. Publishing is a responsibility of the General Secretariat of the Union. 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 working and official languages of the Union. Pricing of Publications is based on partial cost-recovery: manuscript creation and translation costs are not subject to cost-recovery; composition, production, marketing, sales and distribution costs are recovered in the overall pricing of the products. Pricing policy is set by the ITU Publishing Policy Committee (IPPC), which application is ensured by the Sales and Marketing Division of the Conferences and Publications Department.

II.7.2.2 Trends and Strategy

II.7.2.2.2 The major product trend over recent years has been the rise of non-paper formats. These include both CD and DVD (in particular where the volume of digital data for a product is such that download access is not straightforward), and downloadable products (where instant receipt is required, or for constantly updated subscription products).

The major strategic action by the Union has been to offer membership access to more and more of its electronically published products without charge. For Recommendations, this has been achieved by introducing the following offers:

- a) a limited number of downloaded Recommendations available upon registration on the ITU website (2001);
- b) unlimited access to downloadable Recommendations via ITU website by one designated user per Union member (2001);
- c) a reduced functionality format (PDF[®]) to the general public (2007, trial);
- d) the full-featured format (usually Word[®] or Excel[®]) to the Union's members without limit to number of users or to product sector (2007).

II.7.2.1.3 The publishing of certain products without receiving a directly compensating income has been made according to Council decisions (for example, Decision 542 of Council 2006). The Union may benefit indirectly from this strategy, via retention or increase in sector member numbers or via sales of complementary products deriving from greater awareness of the brand facilitated by the freely downloadable products.

II.7.2.2 Link to intersectoral strategic objectives (see also chart overview on page 8)

II.7.2.2.1 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.7.2.3 Activities related to SG publications

II.7.2.3.1 Details of the general and specific activities carried out to support this output are provided in Part III of this plan.

II.7.2.4 Overall resources to support activities related to SG Publications

a) The figure below provides a breakdown of the human resources required to support activities and services for this output, inter alia, **desktop and electronic publishing, marketing and sales of ITU publications**:

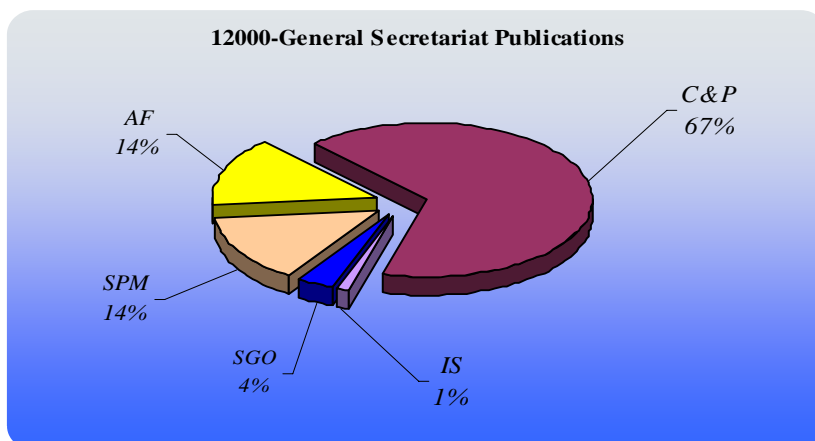


Figure II.7.2.1 – Human resources required to support SG publications

b) The table below provides a breakdown of the human resources required to support activities for this output:

Table II.7.2.A – Human resources (work months) required to support SG publications

	Budget*	Projection			
	2009rev	2010	2011	2012	
ITU SG-Publications-12000					
SGO	3	3	3	3	
SPM	12	12	12	12	
A&F	12	12	12	12	
C&P	55	55	55	55	
IS	1	1	1	1	
TCOM Sec	0	0	0	0	
BR	0	0	0	0	
TSB	0	0	0	0	
BDT	0	0	0	0	
Total	83	83	83	83	

* Budget 2009: 78 w/m

II.7.2.4 Service Level Agreements

a) Documentation:

Table II.7.2.B – SLA (Documentation)

ITU SG-Publications				
	2009	2010	2011	2012
Translation	0			
Typing	0			
Reprography	1'200'000	1'200'000	1'200'000	1'200'000

b) Other shared services: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support GS publication activities in accordance with the rules governing SLAs at ITU.

II.7.2.5 Expected results and key performance indicators (KPIs)

GS PUBLICATIONS (2009-2012 timeframe)		
<i>Expected results</i>	<i>KPIs</i>	<i>Risk factors</i>
<p>1. COMPOSITION: Desk-top-publishing (DTP) services for publications and promotional documents, graphics design, and management of electronic master versions; professional assembly, design and production of CD-ROMs, DVDs and WEB-based publications with value-added features (search engine, multimedia, etc.), maintenance of electronic publishing tools and utilities. Management of publications and posting on Website:</p> <ul style="list-style-type: none"> - Promote and increase visibility of ITU through ITU Publication, including graphic design material for events CD/DVD animation - In house production enable cost reduction - Increase working methods and enhance efficiency and reduce costs 	<ul style="list-style-type: none"> - Monthly and annual statistics – ITU customer satisfaction - Number of publication notices, realized pages (A4), Number of CD-ROM - Number of postage, DMS/WEB, - Number of: Promotional material for all ITU Bureaux - Number of event publications (e.g. exhibition catalogues, forum programmes, advertisements, multimedia conceptions) 	<p>Impact of free download of ITU-T Recommendations.</p> <p>Policy concerning mandatory aspect of Maritime publications</p> <p>Inappropriate forecasts</p> <p>Competitor action</p>
<p>2. ELECTRONIC PUBLISHING:</p> <p>(a) Develop and support in producing master CD-ROM/DVD and web-based publications</p> <p>(b) Create and maintain publishing tools and utilities; provide technical support</p> <p>(c) Maintain PDF Server and Publications website including web-based ordering (with Sales and IS department)</p> <p>(d) Examine and utilize new technologies that will keep us up-to-date in electronic publishing</p>	<ul style="list-style-type: none"> - Monthly and annual statistical reporting - Feedback from user and customer - Target dates met through automation - Feedback from author, user and customer - Impact on output publication 	
<p>3. MARKETING:</p> <p>(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)</p> <p>(b) Promotion and publications during ITU forum, conference and Telecom event</p> <p>(c) Sustained/Improved sales, improved awareness through analysis of customer demand and market trend, customer information, promotional campaign</p>	<ul style="list-style-type: none"> - 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 	
<p>4. SALES:</p> <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 	
<p>2009: price rise of 5% on all new ITU publications over 2009, depending. However, because of the possibility of extending new policy to permit free downloads of ITU-T Recommendations, yearly sales figures are projected at around 12 MCHF for 2009.</p> <p>2009-2012: continued projected price rise of 5% annually, with projected sales income of 12MCHF in each of 2009, 2010, and 2012.</p> <p>Proposed changes to ITU maritime publications at WRC-2007 may provide new or improved business opportunities: confirmation of the mandatory status of these publications and change of their scope and presentation as from 2009 in electronic or combined paper/electronic formats.</p>	<p>In addition to KPIs listed above:</p> <p>Number of downloads of free publications.</p> <p>Number of publications sold.</p>	

II.7.3 CORPORATE GOVERNANCE AND COMMUNICATION

II.7.3.1 Description of output and link to strategic objectives

Corporate Governance

II.7.3.1.1 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.7.3.1.2 Providing a voice and visibility to the wide range of programmes and other activities of the organization by, inter alia, providing a full range of communication 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.

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.7.3.2 Link to strategic objectives (see also chart overview on page 8)

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

II.7.3.3 Activities related to Corporate Governance and Communication

The complete list of activities to support intersectoral and sectoral outputs is provided in the Annex to this plan.

II.7.3.4 Resources to support activities related to corporate governance and communication

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

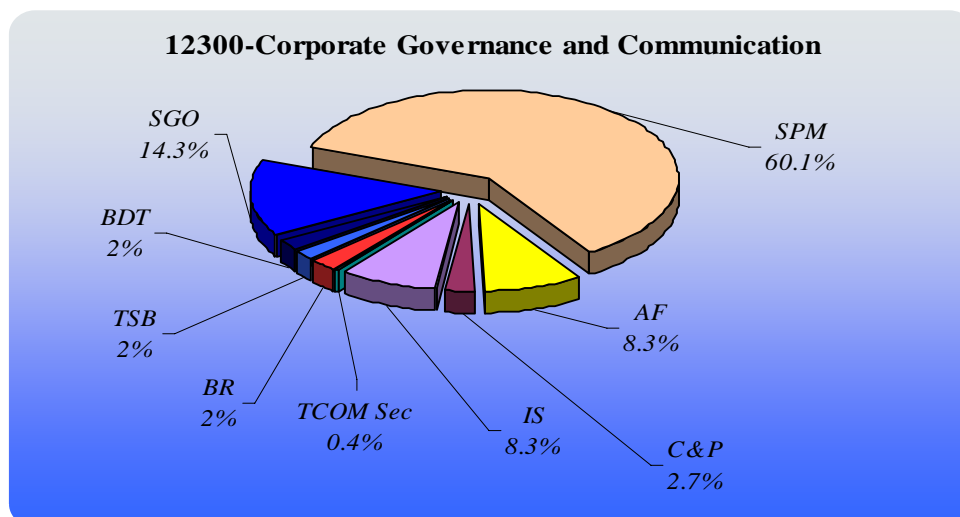


Figure II.7.3.1 – Human resources required to support Corporate Governance & Communication

The table below provides a breakdown of the human resources required to support activities for this output.

Table II.7.3.A – Human resources (work months) required to support Corporate Governance & Communication

Corporate Governance & Comm-12300	Budget*	Projection		
	2009rev	2010	2011	2012
SGO	43	43	43	43
SPM	182	164	191	187
A&F	25	25	25	25
C&P	8	8	8	8
IS	25	25	25	25
TCOM Sec	1	2	1	1
BR	6	6	6	6
TSB	6	6	6	6
BDT	6	6	6	6
Total	302	285	311	307

* Budget 2009: 277 w/m

II.7.3.4.1 Service Level Agreements

SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support Corporate Governance & Communication activities in accordance with the rules governing SLAs at ITU.

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

CORPORATE GOVERNANCE & COMMUNICATION (2009-2012 timeframe)		
<i>Expected Results</i>	<i>KPIs</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 ITU fails to meet its

CORPORATE GOVERNANCE & COMMUNICATION (2009-2012 timeframe)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk Factors</i>
		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	
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.	
7. Clear, accurate and transparent information to the Council as the basis for informed decisions	Council members' satisfaction	
8. Effective management support	Elected officials' satisfaction	
9. 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.	
11. ITU News: Quality of content. Timely publication of print edition. Cost control. Increased advertising. Timely publication online. Timely distribution of print edition. Increased circulation	Readership survey. Conformity of publication schedule. Benchmarking of unit cost over biennium. Percentage of costs offset by advertising. Delivery 4 days after print edition gone to press for E, 2 days for F and S. Number of days after completion of printing. Based on availability of technical expertise, marketing drives in terms of new subscribers	
12. Representation of the Union	ITU positioning as a leading ICT player	
13. Depositary of cooperative international arrangements and instruments	Number of arrangements for which ITU is depositary in relation to number of other depositaries chosen for ICT-related arrangements	
14. Legal advice on administrative decisions, conference documents and contracts and agreements	Timeliness and relevance/soundness of legal advice	
15. Follow-up and effective implementation of Resolution 70 (Rev. Antalya 2006)	Benchmarking ITU's progress in: - capacity building; - incorporating gender perspective in its activities	
16. Building the capacity among staff to adopt a gender mainstreaming approach to all professional activities	Gender Balance Targets all professional activities	

II.7.4 ICT PROJECTS

II.7.4.1 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.7.4.2 Link to strategic objectives (see also chart overview on page 8)

Goal 5 and Intersectoral Objectives 1, 2 and 5.

II.7.4.3 Activities related to ICT Projects

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

II.7.4.4 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.7.4.4.1 Service Level Agreements

SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support ICT projects activities in accordance with the rules governing SLAs at ITU.

II.7.4.5 Expected results and key performance indicators (KPIs) for ICT Projects

ICT PROJECTS (2009-2012 timeframe)		
<i>Expected results</i>	<i>KPIs & 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 Sectors	Link between projects and Strategic Plan goals	
ICT tools and systems to support the changes needed to make ITU's business processes more efficient.	Efficiency gains (speedier processes, reduced inputs, greater outputs)	
Expedite work of ITU participatory activities: Study Groups, For a, and Conferences.	Satisfaction of users and Sector advisory groups	

II.7.5 BUILDINGS INFRASTRUCTURE

II.7.5.1 a) Description

II.7.5.1.1 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.7.5.1.2 The Buildings Maintenance Fund (BMF) is the source of project funding for all capital expenditure for the upkeep of buildings and facilities, not including the salaries of staff that organize and supervise construction / renovation projects.

II.7.5.1 b) Trends and strategy

II.7.5.1.3 The major trend within the Union has been the difficulty of allocating resources to the Building Maintenance fund sufficient to allow the needed maintenance works. The planning of minimum maintenance works for the next four biennia (2008 – 2015 inclusive), as described in the table below, aside from any allowance for works as yet unknown shows that a total input to the BMF of 37 MCHF is needed, i.e. more than 9 MCHF per biennium. 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.

II.7.5.1.4 The projects listed in the tables that follow assume that maintenance is carried out on all three of the Union's Geneva buildings.

II.7.5.2 Link to strategic objectives (see also chart overview on page 8)

II.7.5.2.1 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.7.5.3 Activities related to buildings infrastructure:

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

II.7.5.4 Service Level Agreements

SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support Buildings Infrastructure activities in accordance with the rules governing SLAs at ITU.

II.7.5.5 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 quadrennium 2012-2015:

BUILDINGS INFRASTRUCTURE (2009-2012 timeframe)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk factors</i>
Timely authorization and initiation of construction / renovation projects Correctly executed and managed projects Cost-effective quality of buildings and facilities for delegates and staff	Zero to low number of incidents impacting on either safety of delegates and staff or on reliability of operations (e.g. conferences) Projects completed on time and within budgeted cost Quality of buildings and facilities competitive with comparable organizations Users comments (delegates customers, public & staff)	Funds from BMF
Project start date 2008 continued 2009		
<ul style="list-style-type: none"> - Securing of Tower from vehicle approach with bollards (fixed and movable), planters, chicanes - Installation of Perspex shield for cafeteria (Extension C) - Construction of security guard post at Giuseppe-Motta entrance - Securing of Varembe quay from vehicle approach using movable bollards Projects not financed (11.13.07) <ul style="list-style-type: none"> - Rearrangement of the Tower reception improved visitor convenience and image of Union - Rearrangement of the Montbrillant reception and of the delegate registration space. - Conversion of offices 3rd floor Varembe (ex-library). - Replacement of sunblind control system (Montbrillant) - Creation of shower/changing and cold room (Tower) 	KPIs as listed above	Financing and realization of work by Host Country Funds from BMF
Project start date 2009		
<ul style="list-style-type: none"> - Renovation of sanitary installations for delegates (men) in 2nd basement (Tower): Delegate satisfaction on improvements in hygiene and appearance - Renovation of hot water systems (Tower and Varembe, except Extension C) - Replacement of inverter (Varembe) - Replacement of sunblind control system (Montbrillant) - Replacement of lighting (Tower): Renewal of dilapidated equipment, electricity savings - Depending on the acceptance of the GLN project from SIG ("Services industriels de Genève") by the ITU: transformation of C1 and C8 central units. 	KPIs as listed above	Funds from BMF
Project start date 2010-2011		
<ul style="list-style-type: none"> - Replacement of surge compensation batteries: Lowering of peak electricity consumption - Modification of low voltage cabinets: New option to allocate current distribution flexibly between installations, both current and future - Rearrangement and renovation of « Salle des pas perdus » (Tower): Delegate satisfaction on improvements in functionality and comfort - Complete renovation of pumps for rain/waste water drainage (Tower) - Replacement of window blinds (Tower) - Replacement of blinds (Montbrillant) - Replacement of the compactus of the sales division and ceiling insulation; lightning and ventilation 	KPIs as listed above	Funds from BMF

BUILDINGS INFRASTRUCTURE (2009-2012 timeframe) (continued)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk factors</i>
Project start date 2012-2015		
<p>Projects planned</p> <ul style="list-style-type: none"> - Replacement of lighting cupolas for Tower basement with reinforced units - Renovation of the kitchen of the cafeteria (Tower): improvements in hygiene and functionality of the premises. - Purchase of equipment for the cafeteria (Tower) - Replacement of facades (Tower): Lessening of energy consumption, improvements to staff comfort, conformance with host country law - Radiator replacement (Varembé) - Replacement of Varembé facades: Lessening of energy consumption, improvements to staff comfort, conformance with host country law - Resealing of roof (Tower) - Replacement of furniture and equipment (Cafeteria, Ext. C) - Air conditioning in offices extension C - Security: installation of electronic access control to certain central technical areas - Security: installation of security measures to protect water supplies and ventilation - Security: installation of Union-wide loudspeaker system for emergency and other announcements 	KPIs as listed above	Funds from BMF

II.8 - INTERSECTORAL COORDINATION

II.8.1 CYBERSECURITY AND INTERNET POLICY

II.8.1.1 Description of output

II.8.1.1.1 Cybersecurity activities, related to facilitation of, and implementation of WSIS Action Line C5, and implementation of PP-06 Resolution 130 (cybersecurity), 140 (WSIS implementation) and 149 (security definitions and terminology). Internet Policy activities including IP-based networks (Res 101), Internet resources (Res 102), and IDN (Res 133), including coordinating ITU inputs to ICANN and Internet Governance Forum (IGF).

II.8.1.2 Link to strategic objectives (see also chart overview on page 8)

II.8.1.2.1 Linked to General Secretariat objectives 3, 4 and 5 in the 2008-2011 strategic plan. PP-06 Resolutions 101, 102, 130, 133, 140 and 149.

II.8.1.3 Activities related to Cybersecurity and Internet Policy

II.8.1.3.1 The complete list of activities to support intersectoral and sectoral outputs is provided in the Annex to this plan.

II.8.1.4 Resources to support activities related to Cybersecurity and Internet Policy

II.8.1.4.1 The first figure below provides the breakdown of human resources by Bureaux/Department required to support activities carried out within the framework of the Cybersecurity and Internet policy. The second table below provides a breakdown of the human resources to support activities carried out within the framework of Cybersecurity and Internet Policy.

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

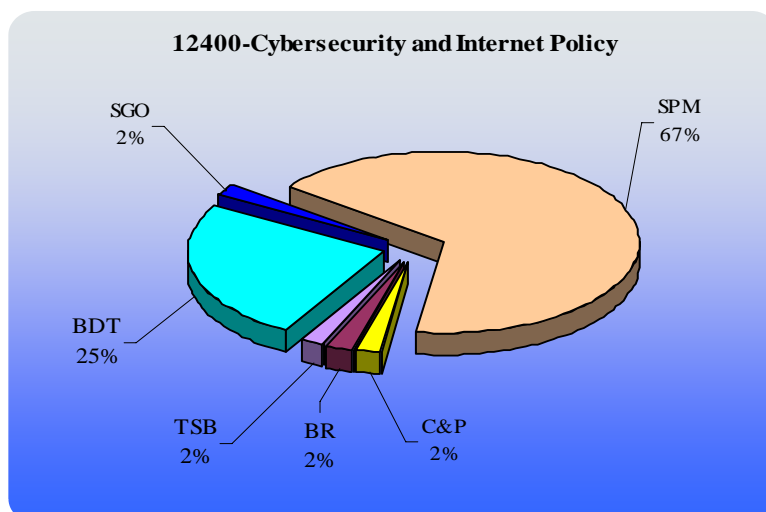


Figure II.8.1.1 – Human resources required to support Cybersecurity & Internet Policy

b) The table below provides a breakdown of the human resources required to support activities for this output.

Table II.8.1.A – Human resources (work months) required to support Cybersecurity & Internet Policy

	Budget*	Projection		
Cybersecurity & Internet Policy-12400	2009rev	2010	2011	2012
SGO	1	1	1	1
SPM	32	32	32	32
C&P	0	0	0	0
A&F	1	1	1	1
IS	0	0	0	0
TCOM Sec	0	0	0	0
BR	1	1	1	1
TSB	1	1	1	1
BDT	12	12	12	12
Total	48	48	48	48

**Budget 2009: 6 w/m*

II.8.1.4.1 Service Level Agreements

a) Documentation:

Table II.8.1.B – SLA (Documentation)

Cybersecurity & Internet Policy				
	2009Rev	2010	2011	2012
Translation	250	250	250	250
Typing	250	250	250	250
Reprography	1000	1000	1000	1000

b) Other shared services: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support Cybersecurity & Internet Policy activities in accordance with the rules governing SLAs at ITU.

II.8.1.5 Expected results and key performance indicators (KPIs)

CYBERSECURITY AND INTERNET POLICY (2009-2012 timeframe)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk Factors</i>
WSIS C5 FACILITATION		
Goal: play a leading facilitation role as moderator/facilitator for implementing action line C5 (building confidence and security in the use of ICTs)		
Continue the role of ITU as Facilitator of Action Line C5.	Frequency and outcome of facilitation meetings	Insufficient human and financial resources. Lack of common understanding within ITU on it's role as facilitator for C.5
Successful coordination of multi-stakeholder WSIS implementation and asserting leadership in Cybersecurity.	Avoidance of duplication/overlap with the work of the sectors Increased collaboration on Cybersecurity among sectors and other stakeholders	Lack of political will; insufficient active participation.
GLOBAL CYBERSECURITY AGENDA		
Objective: propose strategies for solutions to enhance confidence and security in the information society		
Facilitation of the work of the High-Level Experts Group (HLEG) on Cybersecurity.	Frequency and outcome of facilitation meetings Effective use of the electronic collaborative tools	Lack or declining interest from members of the HLEG Lack of consensus among members Insufficient human and financial resources.
Elaboration of strategies under the five pillars of the Global Cybersecurity Agenda	Soundness and suitability of strategic proposals to the ITU Secretary-General Number of proposals considered for inclusion into ITU's strategic plan on Cybersecurity	Insufficient human and financial resources.
Analysis of trends and current developments in Cybersecurity, reviewing strategies to address cyberthreats anticipating emerging and future challenges in Cybersecurity.	Number of downloads for the analysis reports	Insufficient human and financial resources.
Follow-up and continued support for the strategies for establishing and promoting an international framework for cooperation in Cybersecurity, based on ITU strategic goals.	Concrete proposals for the establishment and subsequent promotion of an international framework for cooperation in Cybersecurity.	Lack of political will; insufficient active participation.
Facilitate access to tools required for enhancing confidence and security in the use of ICTs.	Volume and effectiveness of tools	Lack of adequate tools Insufficient human and financial resources.
Elaborate, continuously assess and adapt a communication strategy to promote the necessary information exchange at the international level.	Frequency and outcome of ITU driven international level meeting on Cybersecurity. Number of visits of and contributions through the web site.	Lack or declining interest of stakeholders
Establish and continuously assess the effectiveness of a framework for international cooperation in cybersecurity, in line with ITU's leading role in this field.	Active participation , sound input and proposals of all stakeholders Increased international cooperation in cybersecurity	

CYBERSECURITY AND INTERNET POLICY (2009-2012 timeframe)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk Factors</i>
GLOBAL CYBERSECURITY AGENDA (continued)		
Elaboration of proposals necessary for meeting the goals of the Global Cybersecurity Agenda (GCA).	Effectiveness and relevancy of proposals	Lack or declining interest of stakeholders
Develop, maintain, and continuously enhance the collaborative portal as well as other electronic tools to facilitate the work of the HLEG.	Effective use, user-friendliness, availability of the electronic collaborative tools	Insufficient human and financial resources.
INTERNET POLICIES, GOVERNANCE and ACTIVITIES		
<p>Objectives: strengthen ITU position as a key player in post WSIS activities and internet related matters within its mandate. Specifically:</p> <ul style="list-style-type: none"> ○ international discussions and initiatives on the management of Internet domain and addresses, internationalized (multilingual) domain names (IDN); ○ playing a facilitation role in the coordination of international public policy issues pertaining to Internet; ○ foster cooperation and joint activities with other relevant players in this domain 		
Ensure a stronger presence of ITU at the Internet Governance Forum Meeting, maintaining active participation in and cooperation with relevant bodies, such as the Internet Society.	<p>Increased participation, in collaboration with the Sectors, in IGF meetings through organization of Workshops, Forums and Seminars.</p> <p>Increased number of relevant contributions to IGF.</p>	<p>Late submissions of contributions.</p> <p>Insufficient human and financial resources.</p>
Coordinate and facilitate the implementation by Sectors of ITU Plenipotentiary and ITU Council Internet related Resolutions (e.g. 101, 102, 130, 133, 140, 1282) and report to the Council the activities undertaken.	Increased collaboration among Sectors on implementation of the mentioned resolutions, avoiding duplication/overlap.	Lack of consensus in reaching the agreement among stakeholders on a common strategy.
Ensure a stronger presence of ITU in initiatives, conferences and project related to Internet Governance	<p>Effective participation to project and initiatives on emerging issues related to internet (new architectures, evolution of internet policies)</p> <p>Lead role in public policy issues (e.g. organization of workshops)</p> <p>Effective creation of Dynamic coalitions on relevant internet related issues (e.g. accessibility in ICT)</p>	Insufficient human and financial resources.
Coordinate inter-sectoral activities related to the management of Internationalized (multilingual) Domain Names (IDN) and take part in relevant international discussions and initiatives.	<p>Increased and effective participation in collaboration on the management of Internationalized (multilingual) Domain Names (IDN)</p> <p>Strengthened collaboration with WIPO, UNESCO and other relevant entities on activities to be undertaken in relation to Resolution 133</p>	<p>Lack of participation of relevant stakeholders</p> <p>Insufficient human and financial resources.</p>

CYBERSECURITY AND INTERNET POLICY (2009-2012 timeframe) (continued)		
<i>Expected Results</i>	<i>KPIs</i>	<i>Risk Factors</i>
<i>INTERNET POLICIES, GOVERNANCE and ACTIVITIES (continued)</i>		
Enhancing participation in international conferences and initiatives related to Internet Governance, with specific emphasis on IP Networks, management of Domain Names and DNS and Internationalized (multilingual) Domain Names	Effective proposals to be discussed during international conferences and initiatives Active participation of the involved Division staff.	Insufficient human and financial resources.
Strengthening the role of ITU membership in the internationalization of domain names, through participation of relevant meetings and international events.	Increased number of ITU members participating; Effective participation by ITU members in matters related to internationalization of domain names; Active participation of the involved Division staff in the sessions of the IGF.	Increasing competition from other organizations for ITU's role

II.8.2 GMPCS

II.8.2.1 Description of output

II.8.2.1.1 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.8.2.2 Link to strategic objectives (see also chart overview on page 8)

II.8.2.2.1 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.8.2.3 Activities related to GMPCS

II.8.2.3.1 The complete list of activities to support this output is provided in Part III of this plan.

II.8.2.4 Resources to support activities related to GMPCS

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

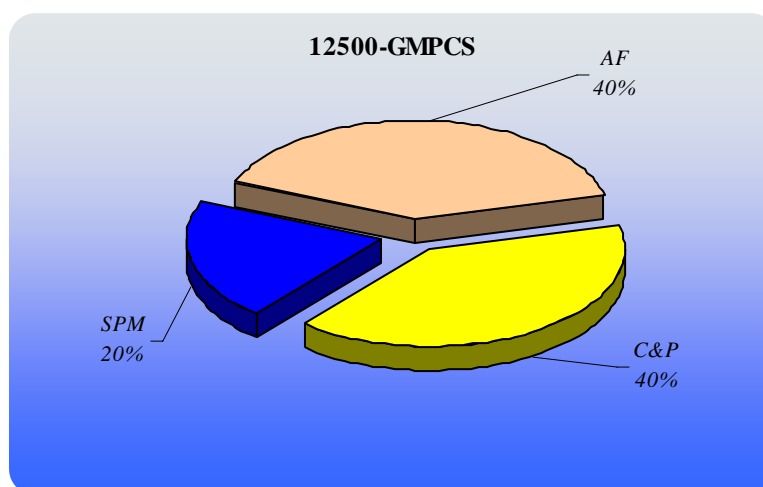


Figure II.8.2.1 – Human resources required to support GMPCS

b) The table below provides a breakdown of the human resources required to support activities for this output.

Table II.8.2.A – Human resources (work months) required to support GMPCS

GMPCS-12500	Budget*	Projection		
	2009rev	2010	2011	2012
SGO	0	0	0	0
SPM	1	1	1	1
A&F	2	2	2	2
C&P	2	2	2	2
IS	0	0	0	0
TCOM Sec	0	0	0	0
BR	0	0	0	0
TSB	0	0	0	0
BDT	0	0	0	0
Total	5	5	5	5

*Budget 2009: 3 w/m

II.8.2.4.1 Service Level Agreements

a) Documentation

Table II.8.2.B – SLA (Documentation)

Pages	GMPCS			
	2009Rev	2010	2011	2012
Translation	100	150	100	150
Typing	100	150	100	150
Reprography	100	150	100	150

b) *Other shared services*: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support GMPCS activities in accordance with the rules governing SLAs at ITU.

II.8.1.5 Expected results and key performance indicators (KPIs)

GMPCS (2009-2012 timeframe)		
Expected Results	KPIs	Risk Factors
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.8.3 EMERGING TRENDS AND ICT EVOLUTION²

II.8.3.1 Description of output

II.8.3.1.1 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.8.3.1.2 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.8.3.2 Link to strategic objectives (see also chart overview on page 8)

II.8.3.2.1 The Emerging Trends and ICT Evolution related activities serve to fulfill ITU Strategic Goals on bridging the digital divide (Goal 2), information dissemination (Goal 6) and fostering an enabling environment (Goal 7).

II.8.3.2.2 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.8.3.4 Resources to support activities related to ITU Strategic Foresight Programme

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

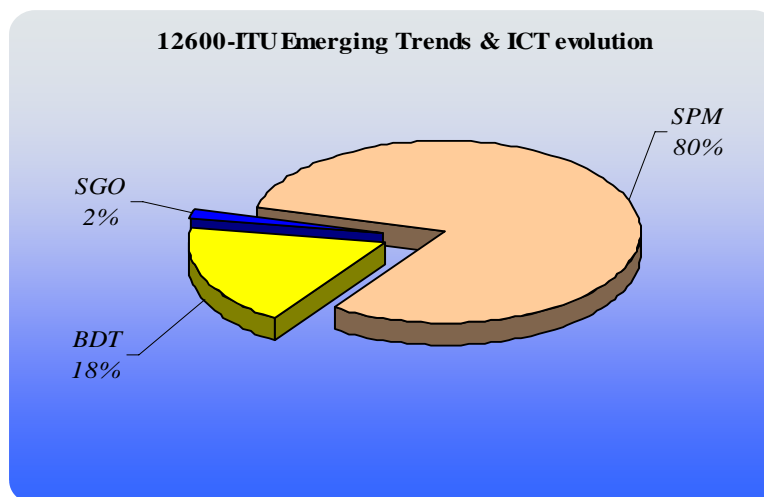


Figure II.8.3.1 – Human resources required to support Emerging Trends & ICT evolution

b) The table below provides a breakdown of the human resources required to support activities for this output.

² Formerly known as “ITU New Initiatives Programme”.

Table II.8.3.A – Human resources (work months) required to support Emerging Trends & ICT evolution

Emerging Trends & ICT evolution -12600	Budget*	Projection			
	2009rev	2010	2011	2012	
SGO	1	1	1	1	
SPM	52	52	53	52	
A&F	0	0	0	0	
C&P	0	0	0	0	
IS	0	0	0	0	
TCOM Sec	0	0	0	0	
BR	0	0	0	0	
TSB	0	0	0	0	
BDT	12	12	12	12	
Total	65	65	66	65	

*Budget 2009: 8 w/m

II.8.3.4.1 Service level agreements

a) Documentation

Table II.8.3.B – SLA (Documentation)

Emerging Trends & ICT evolution				
	2009Rev	2010	2011	2012
Translation	50	50	50	50
Typing	50	50	50	50
Reprography	500	500	500	500

b) *Other shared services*: SLAs will be drawn up, as appropriate, for Legal, Finance, Personnel, Procurement and IS services to support Emerging Trends and ICT Evolution activities in accordance with the rules governing SLAs at ITU.

II.8.3.5 Expected results and key performance indicators (KPIs)

EMERGING TRENDS AND ICT EVOLUTION - STRATEGIC FORESIGHT PROGRAMME - SHAPING TOMORROW'S NETWORKS INITIATIVE (2009-2012 timeframe)		
Objectives: <ul style="list-style-type: none"> 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. 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. 		
<i>Expected results</i>	<i>KPIs</i>	<i>Risk Factors</i>
Identification of topics related to emerging trends and the evolution of ICT environment of high current interest to the ITU; collection and online exchange of background information and relevant resources	Downloads from SFP/STN websites, as well the CSD website in general Increased collaboration and synergies in supporting the work of the Sectors to assist the ITU Members States	Insufficient human and financial resources.
Staging high-level events for decision-makers, as well as brainstorming sessions for topical experts, in strategic areas, under both the <i>Strategic Foresight Programme</i> and the <i>Shaping Tomorrow's Networks Initiative</i> (SFP/STN)	Participation of concerned staff in relevant ICT events	

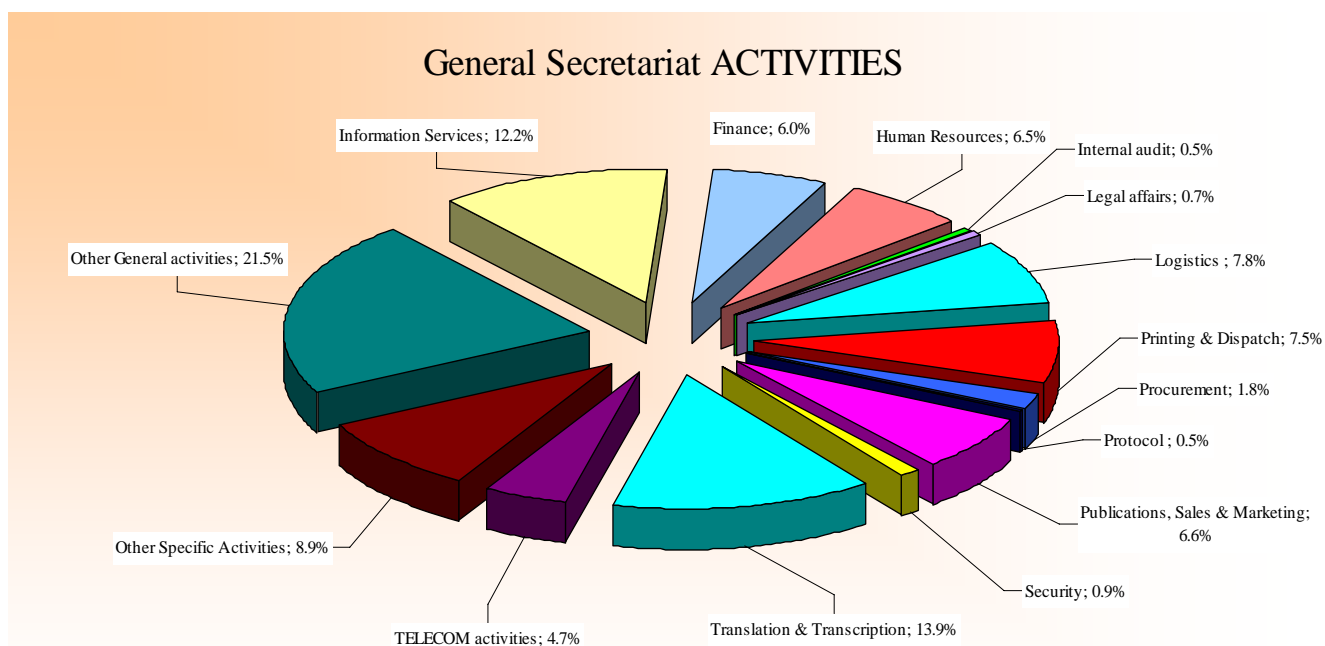
EMERGING TRENDS AND ICT EVOLUTION - STRATEGIC FORESIGHT PROGRAMME - SHAPING TOMORROW'S NETWORKS INITIATIVE (2009-2012 timeframe) (continued)		
<i>Expected results</i>	<i>KPIs</i>	<i>Risk Factors</i>
Drafting topical briefings and concrete proposals on emerging ICTs and policies (for release online and offline) in line with the main strategic objectives of the Union and priority areas as identified by the Secretary-General.	Increased collaboration and synergies in supporting the work of the Sectors to assist the ITU Members States Circulation and readership of topical briefings	
Collaboration with relevant industry and public sector players	Increased collaboration with ICT industry and public sector through joint activities	
Raising overall visibility of ITU in new emerging areas, in response to the changing paradigms of Information and Communication Technologies (ICTs)	Press coverage, search engine results relating to the activities undertaken	

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.



A detailed list of both the **general and specific activities** carried out by the General Secretariat to support intersectoral and sectoral outputs is provided in **Annex 1** to this plan. In addition, a catalogue of services provided by SG Departments for which **service level agreements** are drawn up in support of outputs can be found in **Annex 2** to 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 2009-2012 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 and rules 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.

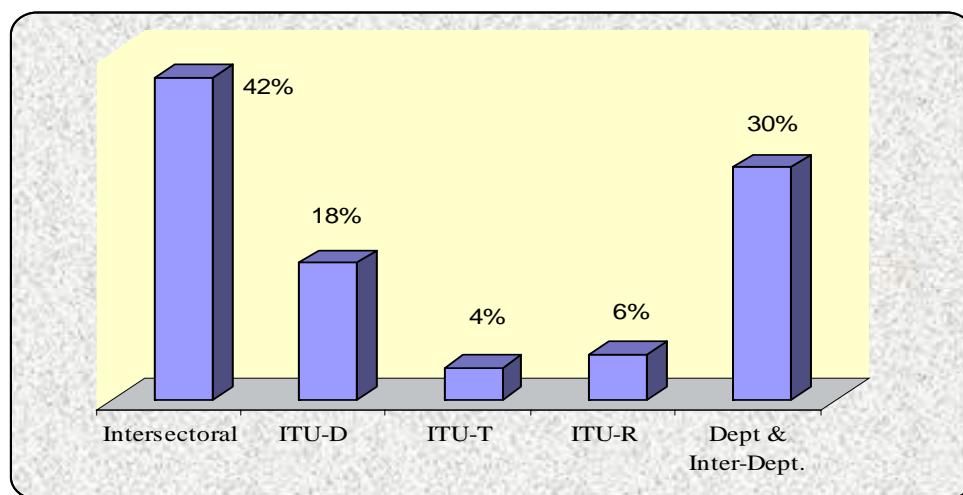


Figure III.1 - SGO support to sectoral and intersectoral outputs and activities

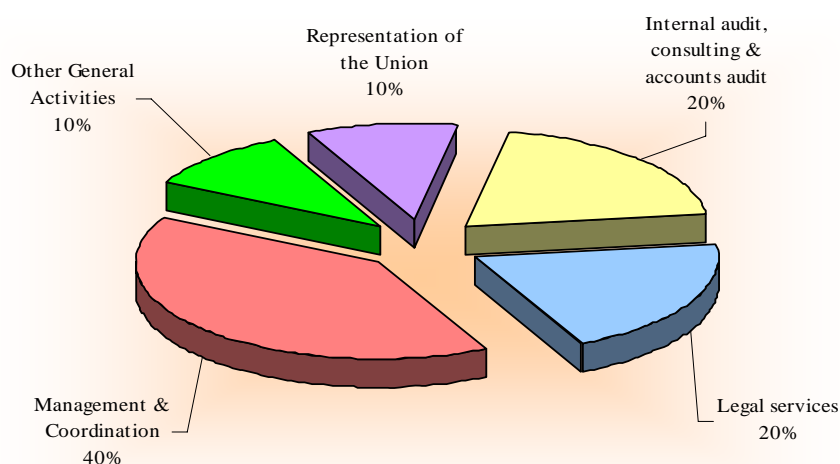


Figure III.2 - SGO breakdown of activities to support sectoral and intersectoral outputs

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

SGO	Budget*	Projection		
	Work-months	Work-months	Work-months	Work-months
Grades	2009rev	2010	2011	2012
E1	12	12	12	12
E2	12	12	12	12
D1	12	12	12	12
P5	24	24	24	24
P4	12	12	12	12
P3	48	48	48	48
G7	24	24	24	24
G6	50	50	50	50
Total	194	194	194	194

* SGO Budget allocation for 2009: 182 w/m. Additional HR requirements will be funded within approved 2008-2009 budget limits through possible savings in 2008.

** See recommendation made by external auditor to provide additional human resources for the Internal Audit Unit (ref. Doc C06/90, Annex A, Rec 11.1).

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

LEGAL AFFAIRS UNIT (2009-2012 timeframe)		
<i>Expected results</i>	<i>Key Performance indicators</i>	<i>Risk Factors</i>
<p>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.</p> <p>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</p> <p>3. Drafting and review of administrative decisions and internal rules</p>	<p>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.</p> <p>Small number of contractual disputes arising from ambiguous or poorly drafted documents.</p> <p>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.</p>	<p>Understaffing.</p> <p>Understaffing. Lack of, or incomplete, information.</p>
INTERNAL AUDIT UNIT (2009-2012 timeframe)		
<i>Expected results</i>	<i>Key Performance indicators</i>	<i>Risk Factors</i>
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	<p>Additional requests may interfere with the completion of the work plan</p> <p>Recommendations not implemented by respective managers</p> <p>Lack of response by respective managers to the external audit requests or reports</p>
2. Completion of ad-hoc enquiry reports requested by the Secretary-General	Timeliness of enquiry reports	
3. Internal consulting requested by Elected Officials	Number of consulting tasks completed versus number of consulting tasks requested	
4. Effective liaison with the External Auditor	Number of unresolved issues between ITU and the External Auditor	

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

LEGAL AFFAIRS UNIT (2009-2012 timeframe)		
<i>Expected results</i>	<i>Key Performance indicators</i>	<i>Risk Factors</i>
<p>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.</p> <p>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</p> <p>3. Drafting and review of administrative decisions and internal rules</p>	<p>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.</p> <p>Small number of contractual disputes arising from ambiguous or poorly drafted documents.</p> <p>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.</p>	<p>Understaffing.</p> <p>Understaffing. Lack of, or incomplete, information.</p>
INTERNAL AUDIT UNIT (2009-2012 timeframe)		
<i>Expected results</i>	<i>Key Performance indicators</i>	<i>Risk Factors</i>
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	<p>Additional requests may interfere with the completion of the work plan</p> <p>Recommendations not implemented by respective managers</p> <p>Lack of response by respective managers to the external audit requests or reports</p>
2. Completion of ad-hoc enquiry reports requested by the Secretary-General	Timeliness of enquiry reports	
3. Internal consulting requested by Elected Officials	Number of consulting tasks completed versus number of consulting tasks requested	
4. Effective liaison with the External Auditor	Number of unresolved issues between ITU and the External Auditor	

III.2 STRATEGIC PLANNING AND MEMBERSHIP DEPARTMENT

Mission of the Strategic Planning and Membership Department

III.2.1 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 chairs the Web Editorial Board (WEB); supervises the Corporate Governance and Membership Division (CGM), the External Affairs and Corporate Communication Division (EACC) and the Corporate Strategy Division (CSD).

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). An additional challenge in 2009 will be CGM's contribution to organizing and managing documentation and delegation registration services for WTPF-09. 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 The 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, 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; provide a full range of 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 and the UN System. Provide advice on and coordinate relations with the UN System by preparing elected officials for 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 World Telecommunication and Information Society Day (17 May) and the ceremony for the World Information Society Award, including laureates' selection. 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 elected officials. Coordinate replies to invitations to attend or give speeches at meetings. Issue Notes Verbales.

Corporate Communication

- a) to manage media relations by organizing news conferences, briefings and interviews for ITU elected officials and senior management;
- b) to manage media relations and services for ITU events (the Plenipotentiary Conference and other major conferences, Council, ITU TELECOM, study group activities, 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) to develop and implement promotion and media campaigns for ITU activities, with emphasis on Internet tools and news outlets;
- d) to 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) to prepare, revise and ensure compliance with communication policies, provide advice to senior management and act as the official spokesperson for ITU;
- f) to develop corporate style guidelines;
- g) to research, write, edit, produce, distribute and manage the circulation of *ITU News* and other publications both in print and online;
- h) to handle and respond to public enquiries or requests for information.

III.2.5 Corporate Strategy Division (CSD)

Objectives and programme orientation

III.2.3.1 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.

II.2.3.2 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.

II.2.3.3 The CSD 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. It initiates and conducts studies on recognized strategic issues and emerging trends in the telecommunication and ICT sector, in order to propose options for future ITU work programmes and any revisions to current ITU strategy that may be required to meet the strategic goals of the Union.

Main areas of activities

II.2.3.4 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

II.2.3.5 Facilitates the coordination of inter-sectoral activities that cut across the mandates of the Sectors in relation to ITU strategic Goals 1, 2, 4, 6, 7 and WSIS, Internet Policy, etc. Facilitates the coordination related to the implementation of Council and PP06 Resolutions and Decisions relevant to the mission of CSD.

Strategic Plan Elaboration and Progress Report

II.2.3.6 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

II.2.3.7 Performs research and analysis on emerging telecommunication and ICT trends and organizes global strategic events (e.g. WTPF2009) and high-level meetings of experts.

Support to Council and Plenipotentiary Conference

II.2.3.8 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, civil society participation and on terminology).

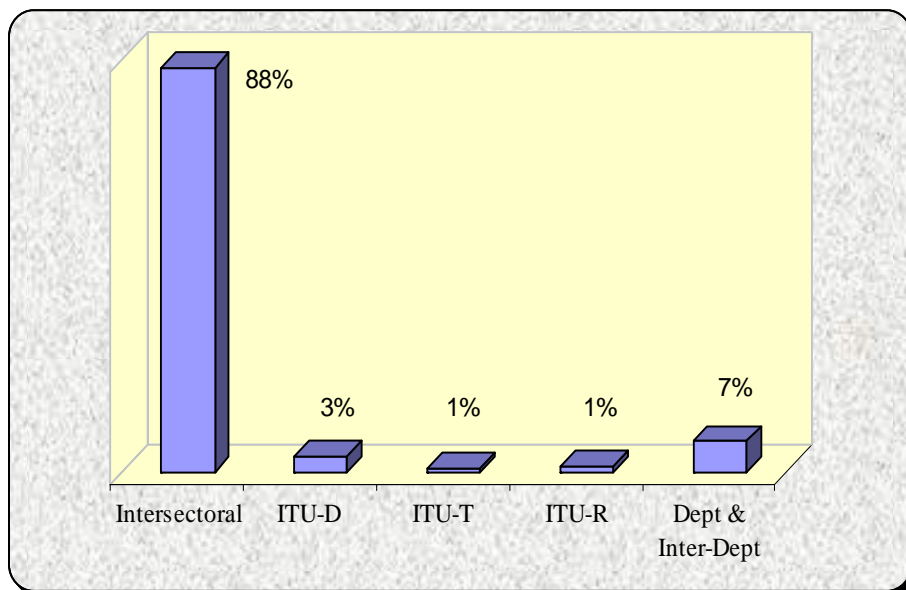


Figure III.3 - SPM support to intersectoral and sectoral outputs

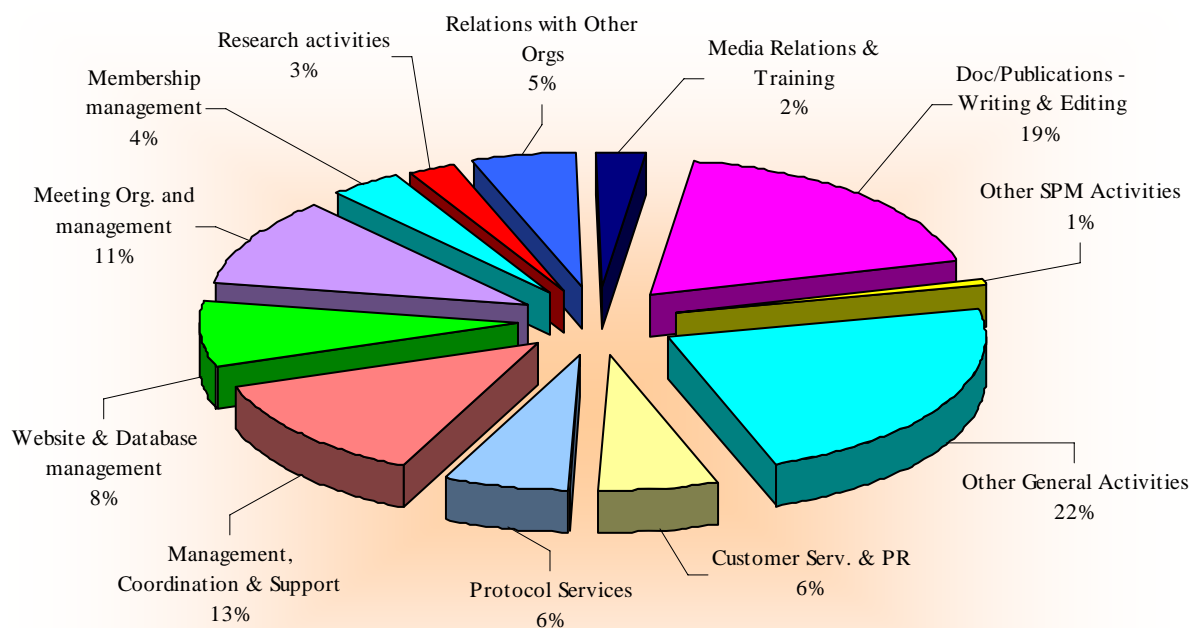


Figure III.4 - SPM breakdown of activities to support intersectoral and sectoral outputs

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

SPM	Budget*	Projections		
	Work-months	Work-months	Work-months	Work-months
Grades	2009Rev	2010	2011	2012
D2	12	12	12	12
P5	48	48	48	48
P4	48	48	48	48
P3	72	72	72	72
P2	60	60	60	60
G7	12	12	12	12
G6	84	84	84	84
G5	96	96	96	96
Total	432	432	432	432

* SPM budget allocation for 2009: 360 w/m. Additional HR requirements, crucial for SPM in order to meet expected results, will be funded within approved 2008-2009 budget limits through possible savings for 2008, and extra-budgetary and/or voluntary contributions.

III.2.7 SPM expected results and key performance indicators (KPIs)

STRATEGIC PLANNING & MEMBERSHIP (SPM) (2009-2012 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		Under staffing - 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	11. Facilitate timely decision-making of Senior Management and follow-up		

STRATEGIC PLANNING & MEMBERSHIP (SPM) (2009-2012 timeframe) (continued)			
Expected Results	KPIs		
	<i>Description</i>	<i>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 2009 and consecutive sessions, WTPF-09 and PP-10.</p> <p>3. Effective management support</p>	<ul style="list-style-type: none"> - Improved roll-out of Council, Council Groups, WTPF-09 and PP-10 - Accurate assessment of operational needs and related financial implications - Efficient and effective service delivery - Innovative management techniques and work methods 	<ul style="list-style-type: none"> - % membership and management satisfaction (survey) - adherence to document work plans and time mangmt 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 	<ul style="list-style-type: none"> - Late contributions - Inaccurate forecasts - Conflicting demands for internal resources
<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>	<ul style="list-style-type: none"> - Measure satisfaction with services -Quality services to major meetings of the Union - Quality information provided to membership 	<ul style="list-style-type: none"> - Accuracy of official correspondence - Number of website hits and ease of use of Global Directory - Timely notification to the membership 	<ul style="list-style-type: none"> - Impact of economic cycles in sector on membership

STRATEGIC PLANNING & MEMBERSHIP (SPM) (2009-2012) (continued)			
Expected Results	KPIs		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
EXTERNAL AFFAIRS & CORPORATE COMMUNICATION (EACC)			
1. Effective relations with permanent missions of Member States,	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	Difficult to measure 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. ITU News: Quality of content. Timely publication of print edition. Cost control. Increased advertising. Timely publication online. Timely distribution of print edition. Increased circulation	Conformity of publication schedule. Benchmarking of unit cost over biennium. Percentage of costs offset by advertising. Delivery 4 days after print edition gone to press for E., Number of days after completion of printing. Marketing drives for new subscribers.	High % of satisfaction from readership surveys	Lack of human and financial resources

STRATEGIC PLANNING & MEMBERSHIP (SPM) (2009-2012) (continued)			
Expected Results	KPIs		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
EXTERNAL AFFAIRS & CORPORATE COMMUNICATION (EACC)(continued)			
10. High quality protocol services for missions visits, 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. GMPCS MoU (see Section II.8.2)	(see Section II.8.2)	% variance documentation: forecasts versus actual	(see Section II.8.1.5)
CORPORATE STRATEGY (CSD)			
Intersectoral Coordination:			
<ul style="list-style-type: none"> - WSIS – See Part II (Intersectoral outputs), Section II.3 - Global Cybersecurity Agenda, WSIS C5 facilitation - See Part II (Intersectoral outputs), Section II.8.1 - Internet policies, governance and activities – See Part II (Intersectoral outputs), Section II.8.1 - Emerging Trends and ICT Evolution: See Part II (Intersectoral outputs), Section II.8.3 - WTPF – See Part II (Intersectoral outputs), Section II.5 			
Strategic Plan Elaboration And Progress Report			
Objective: provide recommendations for adjusting the ITU strategic plan to the changes of the ICT sector			
Definition and adequate use in the annual report of relevant KPIs to measure progress in the achievement of ITU strategic goals.	Relevancy of KPI definition to the ITU work, in line with the objectives and the goals identified in the Strategic Plan Quality of the annual progress reports to be produced on the implementation of the Strategic Plan and related goals.		Insufficient coordination with the Sectors. Unavailability or difficulty in collecting timely and relevant data, inadequacy of available tools for data gathering
Develop and continuously refine efficient collection of data associated with strategic key performance indicators	Speedy and effective gathering of relevant data associated with Key Performance Indicators		Unavailability or difficulty in collecting timely and relevant data, inadequacy of available tools for data gathering

STRATEGIC PLANNING & MEMBERSHIP (SPM) (2009-2012) (continued)			
Expected Results	KPIs		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
CORPORATE STRATEGY (CSD) (continued)			
Strategic Plan Elaboration And Progress Report (continued)			
Advise on aligning the outcomes and the results of the ITU work programmes to the strategic goals of the Union.	Soundness of advices in targeting the strategic goals Streamlined and improved processes		Inappropriate identification of corrective measures to be undertaken
Advise on aligning the outcomes and the results of the ITU work programmes to the strategic goals of the Union.	Soundness of advices in targeting the strategic goals Streamlined and improved processes		Inappropriate identification of corrective measures to be undertaken
Proposals to Council on strategic options for adaptation of ITU work activities to meet relevant goals	Identification of adjustments on the Strategic Plan, in line with the changes of the telecommunication/ICT environment		
Coordinate with the ITU sectors, in order to incorporate and harmonize possible proposals in the ITU Strategic Plan, as well as decisions by conferences and assemblies of the Sectors.	Effective and increased collaboration with the Sectors		Insufficient human and financial resources.
Evaluate progress in linking the strategic plan to the financial and operational plan	Increased (or awareness of known problems in) linkage of the strategic plan to the financial and operation plan		Insufficient human and financial resources. Collaboration among the various involved entities.
Provide assistance and secretariat support within the area of activity of CSD during the Plenipotentiary, the ITU Council and its Working Groups	Efficient arrangements for meetings, timely compilation of reports, preparation and organization of Council Working Groups		Insufficient or late contributions to Secretary-General's Reports.
Coordinate with the relevant ITU department in the organization of the ITU Plenipotentiary, ITU Council and related Working Groups.	Increased collaboration and synergies among relevant ITU departments in the organization of Plenipotentiary, ITU Council and related Working Groups.		Late submissions of contributions by concerned stakeholders.

STRATEGIC PLANNING & MEMBERSHIP (SPM) (2009-2012) (continued)			
Expected Results	KPIs		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
<i>Support to Council and Plenipotentiary Conference</i>			
Active participation in relevant internal committees related to the work of Council (e.g., Council Working Groups)	Effective participation and relevant inputs		Difficulty in reaching consensus on texts.
Updated and easily accessible Website containing relevant reports/document for Council.	Accuracy, timeliness and number of visitors of the CSD web site		Insufficient human and financial resources.
Perform human resources management to provide secretariat support to the Council, the Council Working Groups and the Plenipotentiary.	Effectiveness of staff in providing secretarial support to Council, the Council Working Groups and the Plenipotentiary		Insufficient human and financial resources.

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 and financial resources management of the Union, at headquarter and in the field, comprising the procurement, security and building services.

III.3.1.2 In the field of **Personnel**, 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, including social protection and welfare services. The Human Resources Administration Division, manage the administration services, including for 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.

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, and occupational safety coordination.

III.3.1.6 In the field of **Building and Logistics**, the objective is to manage the centralized services of the division with improved cost-benefit, including in particular upkeep of the physical infrastructure of the Union, with priority to essential works and services. The Building and Logistics Services, manage the centralized services: building infrastructure, maintenance, construction and renovation, office supplies and furniture, management of offices, removals, telephonist service, mail distribution; and provide technical support and operation of conferences facilities.

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 be entered into with clients 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.

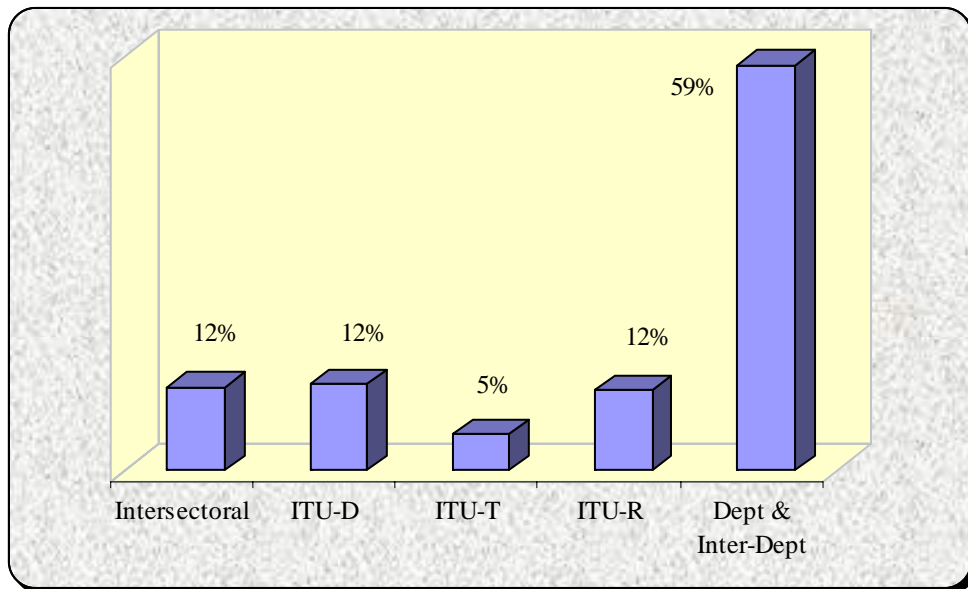


Figure III.5 – A&F support for intersectoral and sectoral outputs

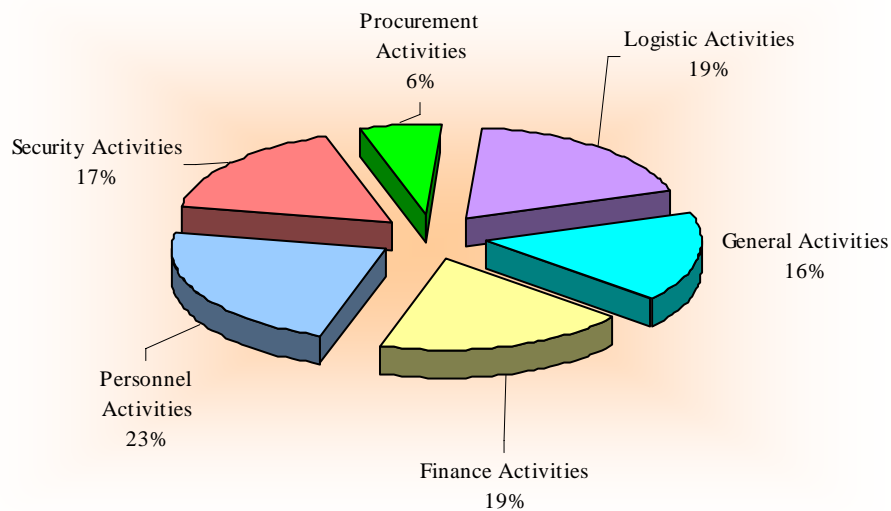


Figure III.6 – A&F breakdown of activities to support intersectoral and sectoral outputs

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

A&F	Budget*	Projections		
	Work-months	Work-months	Work-months	Work-months
Grades	2009rev	2010	2011	2012
D2	12	12	12	12
P5	60	60	60	60
P4	84	84	84	72
P3	216	216	216	204
P2	48	48	48	48
G7	108	108	120	120
G6	276	276	276	276
G5	396	396	396	384
G4	156	156	156	156
G3	204	204	204	204
G2	48	48	48	48
Total	1608	1608	1620	1584

* A&F budget allocation for 2009: 1515 w/m. Additional HR requirements will be funded within approved 2008-2009 budget limits through possible savings for 2008, as well as the use of JPOs.

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 (2009)	
Expected Results	KPIs
HUMAN RESOURCES ADMINISTRATION DIVISION and HUMAN RESOURCES POLICIES DIVISION	
1. <i>Support Member States, Council and other ITU meetings</i>	
✓ Timely submission of high quality documents and statistics on HRM and effective time management	✓ Adherence to the fixed timeframe ✓ Quality of documents and output of meetings
2. <i>Coordinate development of HRM policy, strategy and regulatory framework</i>	
✓ Improve HR policy and strategy development and coordination ✓ Ensure application of the UN common system employment conditions ✓ Represent ITU in inter-agency meetings	✓ Timely applications of UNGA decisions ✓ Level of participation in inter-agency meetings ✓ <u>Risks factors:</u> ✓ Budgets constraints ✓ Deadlines of the UNGA sessions
3. <i>Ensure recruitment and job classification services</i>	
a) Ensure fair and equitable post classification in a timely manner b) Establish generic job descriptions and implement cyclical review program c) Ensure smooth implementation of reorganizations d) Carry out efficient recruitment services considering geographical and gender balance, at HQ/in the field e) Ensure timely recruitment of temporary staff	f) Number of Job classification actions and posts reviewed g) Number of actions related to reorganizations h) Number of vacancy notices submitted to the APB and adherence to deadlines i) Number of short-term contracts j) <u>Risks factors:</u> k) Preselection evaluation reports not submitted in time l) Staff requests not submitted in time
4. <i>Manage administrative and travel services</i>	
✓ Manage contracts, allowances, entitlements and benefits; new contractual policy in a timely manner ✓ Implement mobility and redeployment programmes ✓ Administer travel entitlements and facilitate duty travel, removals etc.; negotiate air fares reductions	✓ Number of administrative actions ✓ Number of NPA processed ✓ Quality of deliverables ✓ <u>Risks factors:</u> ✓ Claims/evidences/TA not submitted in time

Administration and Finance Department (2009) (continued)	
Expected Results	KPIs
HUMAN RESOURCES ADMINISTRATION DIVISION and HUMAN RESOURCES POLICIES DIVISION	
5. Provide social protection and welfare services	
<ul style="list-style-type: none"> ✓ Improve medical insurance and related benefits ✓ Manage efficiently pension funds and insurance schemes/costs; improve staff well-being by providing effective medical and welfare services ✓ Reduce stress in the work place; provide clear guidelines on dangers of substance abuse; provide with a healthy work place environment 	<ul style="list-style-type: none"> ✓ Quality and timeliness of information provided to staff members ✓ Number of claims ✓ Number of preventive programs and related events ✓ <u>Risks factors:</u> ✓ Exchange rates fluctuation; insurances constraints; cost reductions decided by Committees; claims not submitted in time
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 	<ul style="list-style-type: none"> ✓ Adherence to budgetary ceilings ✓ Number of staff trained; number of learning days ✓ Compliance rate of performance appraisal reports ✓ <u>Risks factors:</u> ✓ Budget constraints
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 ✓ Openness and transparency in HR process perceived by the management and staff ✓ Enhancement of the computerization and rationalisation process ✓ Reduce administrative procedures barriers 	<ul style="list-style-type: none"> ✓ Time spent in informing/coaching staff and management ✓ Volume of data processed and paperless ✓ Number of appeal/tribunal cases processed ✓ <u>Risks factors:</u> ✓ 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 2010-2011 (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 Council.
<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.
<ul style="list-style-type: none"> ✓ Strict application of accounting procedures in accordance with applicable regulations, rules and standards. Development of IPSAS. 	<ul style="list-style-type: none"> ✓ Timely payment of invoices/late payment interests. ✓ External Auditor's approval of accounts.
<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).
PROCUREMENT DIVISION	
<ul style="list-style-type: none"> ✓ Efficiency and effectiveness of procurement function 	<ul style="list-style-type: none"> ✓ Feedback from requesting units ✓ Proportion of on time orders and contracts for procurements within budgetary estimates
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 H-MOSS) ✓ Low level of security or safety incidents ✓ Rapid response time. ✓ Adequate and proportionate measures and response

Administration and Finance Department (2009) (continued)	
Expected Results	KPIs
BUILDING AND LOGISTICS SERVICES	
<ul style="list-style-type: none"> ✓ Timely authorization and initiation of construction / renovation projects ✓ Correctly executed and managed projects ✓ Cost-effective quality of buildings and facilities for delegates and staff 	<ul style="list-style-type: none"> ✓ Zero to low number of incidents impacting on either safety of delegates and staff or on reliability of operations (e.g. conferences) ✓ Projects completed on time and within budgeted cost ✓ Quality of buildings and facilities competitive with comparable organizations ✓ Users comments (delegates customers, public & staff)
<ul style="list-style-type: none"> ✓ Effective and efficient support of the Union's sectoral and intersectoral activities, including conferences and meetings 	<ul style="list-style-type: none"> ✓ Successful delivery of support to the Union's sectoral and intersectoral activities
<ul style="list-style-type: none"> ✓ Clear, accurate and transparent information delivered to the Union's management as the basis for informed decisions 	<ul style="list-style-type: none"> ✓ Compliance with budgetary limits
<ul style="list-style-type: none"> ✓ Effective management support 	
Administration and Finance Department (2010-2012)	
Expected Results	KPIs
HUMAN RESOURCES ADMINISTRATION DIVISION and HUMAN RESOURCES POLICIES DIVISION	
1. Improve communication process	
<ul style="list-style-type: none"> ✓ Improve the communication process between the Administration and Finance Department and Bureaux. ✓ Simplification and streamlining of existing procedures 	<ul style="list-style-type: none"> ✓ Time spent in informing/coaching management and staff ✓ Paperless ✓ Web portal facilities
2. Support Members States, Conferences, Meetings & Telecom Events	
<ul style="list-style-type: none"> ✓ Timely submission of quality documents and statistics on HRM ✓ Ensure timely recruitment of temporary staff 	<ul style="list-style-type: none"> ✓ Adherence to the fixed timeframe ✓ Timely delivery of recruitment and travel authorizations services
3. Coordinate development of HRM policy, strategy and regulatory framework	
<ul style="list-style-type: none"> ✓ Improve HR policy and strategy development and coordination ✓ Represent ITU in inter-agency meetings 	<ul style="list-style-type: none"> ✓ Level of understanding of staff of HR policies and procedures ✓ Level of participation in inter-agency meetings
4. Ensure recruitment and job classification services	
<ul style="list-style-type: none"> ✓ Ensure fair and equitable post classification in a timely manner ✓ Provide advice on HR needs and organizational changes ✓ Carry out efficient recruitment services 	<ul style="list-style-type: none"> ✓ Number of vacancy notices submitted to the APB/CoCo ✓ Time spent to recruit temporary staff/number of contract
5. Manage administrative services and travel arrangements	
<ul style="list-style-type: none"> ✓ Establish benefits, entitlements, contractual, personnel actions in a timely manner ✓ Manage travel entitlements and facilitate duty travel, removals; negotiate air fares reductions 	<ul style="list-style-type: none"> ✓ Response time to all requests for information and advice ✓ Customer satisfaction with quality deliverables benefits ✓ Cost reduction in travel tariffs
6. Provide social protection and welfare services	
<ul style="list-style-type: none"> ✓ Improve and review social protection benefits ✓ Manage efficiently pension funds/ insurance schemes ✓ Improve staff well-being; provide staff/delegates/ visitors with a healthy work place environment 	<ul style="list-style-type: none"> ✓ Number of claims: medical, accident and loss of income ✓ Number of preventive programs implemented ✓ Time spent for interviews, consultations and coaching
7. Manage training development and performance appraisal programmes	
<ul style="list-style-type: none"> ✓ Develop comprehensive training programmes ✓ Provide assistance for effective periodic performance appraisal (PPA) report as a tool for managing performance 	<ul style="list-style-type: none"> ✓ Number of learning days and number of successful candidates in language examinations ✓ Adherence to budgetary ceilings ✓ Compliance rate of performance appraisal reports
8. Facilitate staff/ management relations	
<ul style="list-style-type: none"> ✓ Maintain good relations with staff representatives ✓ Enhance cooperation between management and staff 	<ul style="list-style-type: none"> ✓ Number of appeal/tribunal cases processed ✓ Number of problem cases solved ✓ Image of the Department perceived by management and staff

Administration and Finance Department (2010-2012)	
Expected Results	KPIs
BUDGET AND FINANCIAL ANALYSIS DIVISION and ACCOUNTS DIVISION	
<ul style="list-style-type: none"> ✓ Preparation of the draft financial plan for 2012-2015. Preparation of the financial and programme budget for 2012-2013 (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.
<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.
<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/late payment interests. ✓ External Auditor's approval of accounts.
<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).
PROCUREMENT DIVISION	
<ul style="list-style-type: none"> ✓ Efficiency and effectiveness of procurement function 	<ul style="list-style-type: none"> ✓ Feedback from requesting units ✓ Proportion of on time orders and contracts for procurements within budgetary estimates
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 H-MOSS) ✓ Low level of security or safety incidents ✓ Rapid response time ✓ Adequate and proportionate measures and response
BUILDING AND LOGISTICS SERVICES	
<ul style="list-style-type: none"> ✓ Timely authorization and initiation of construction / renovation projects ✓ Correctly executed and managed projects ✓ Cost-effective quality of buildings and facilities for delegates and staff 	<ul style="list-style-type: none"> ✓ Zero to low number of incidents impacting on either safety of delegates and staff or on reliability of operations (e.g. conferences) ✓ Projects completed on time and within budgeted cost ✓ Quality of buildings and facilities competitive with comparable organizations ✓ Users comments (delegates customers, public & staff)
<ul style="list-style-type: none"> ✓ Effective and efficient support of the Union's sectoral and intersectoral activities, including conferences and meetings 	<ul style="list-style-type: none"> ✓ Successful delivery of support to the Union's sectoral and intersectoral activities
<ul style="list-style-type: none"> ✓ Clear, accurate and transparent information delivered to the Union's management as the basis for informed decisions 	<ul style="list-style-type: none"> ✓ Compliance with budgetary limits
<ul style="list-style-type: none"> ✓ Effective management support 	

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 the global and regional set of ITU TELECOM events. This broad remit spans selecting host venues for events, defining of Event “products,” Promotion and Client relations or Event operations. The TELECOM secretariat is also responsible for the Forum, as well as matters relating to general administration, policy definition and management. In areas such as media and public relations, financial services and event-related ICT needs, activities are often performed by ITU staff and charged through cost-recovery.

III.4.2 How TELECOM Events Can 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 broad reach, they should continue to act as a valuable tool with which to promote the ITU as a whole. ITU TELECOM event promotions always refer back to the ITU as organizer of the event, as being organized by the leading UN agency for ICT helps validate the positioning of ITU TELECOM events as networking platforms for the global ICT community. ITU TELECOM events can and should provide an ideal “springboard” for ITU activities, giving a platform for ITU activities to be showcased, publications launched and generally providing very good visibility opportunities for the ITU brand. ITU TELECOM activities also provide an excellent route through which to communicate with non-ITU members, who may have taken part in the event. Additionally, the media attention surrounding the events serves to put ITU itself, as the event organizer, under the spotlight.

III.4.3 Human resources to support ITU TELECOM activities

III.4.3.1 In 2009, the ITU TELECOM (core) Secretariat consists of 20 posts which complete most of the activities listed above in categories 1 to 6. Activities in categories 7 to 9 are performed through other units and departments and mostly charged through cost recovery (CHF 7.452 M in the biennium budget).

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

TELECOM events	2009
ITU TELECOM Africa 2008	1%
ITU TELECOM Asia 2008	2%
ITU TELECOM World 2009	70%
ITU TELECOM Americas 2010	10%
ITU TELECOM Asia 2010	7%
ITU TELECOM Middle East 2011*	1%
ITU TELECOM Europe 2011*	1%
ITU TELECOM Asia 2012	1%
ITU TELECOM Africa 2012	1%
ITU TELECOM World 2013	6%
Total	100%

Note: The above figures are subject to review in light of discussions related to holding an ITU WORLD TELECOM event in 2011.

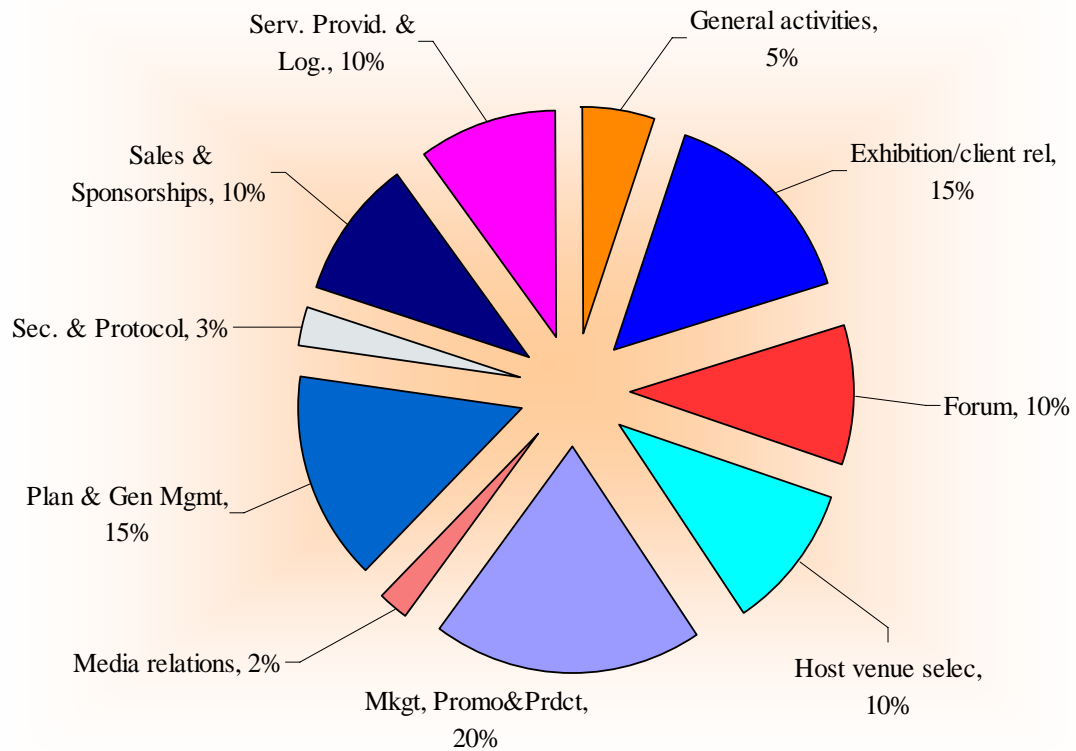


Figure III.7 – TELECOM Secretariat breakdown of activities to support outputs

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

TELECOM	Budget	Projections		
	Work-months	Work-months	Work-months	Work-months
Grades	2009	2010	2011	2012
D1	12	12	12	12
P5	12	24	24	24
P4	36	36	36	36
P3	60	72	72	72
G7	12	0	0	0
G6	60	84	84	96
G5	24	36	36	48
G4	24	24	24	24
Total	240	288	288	312

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. A primary operational challenge for 2009-2012 is continued integration and convergence of the six official languages, in order to meet membership expectations.

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 2009-2012: 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 2009-2012: 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*, RA/WRC-11, WTSA-12, WTDC-10 and PP-10.

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 2009-2012: To pursue the efficient production of ITU documents in the six official languages. Emphasis will be placed on optimizing the mix of staff 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, notably in respect of editing and terminology. 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 2009-2012: 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 2009-2012: 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. It also produces 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 2009-2012: 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.

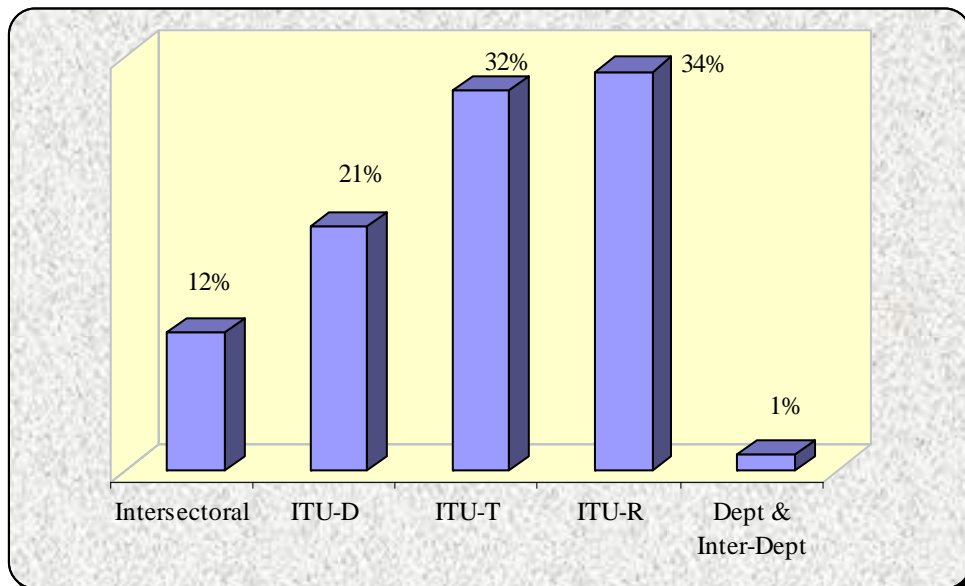


Figure III.8 - C&P support for intersectoral and sectoral outputs

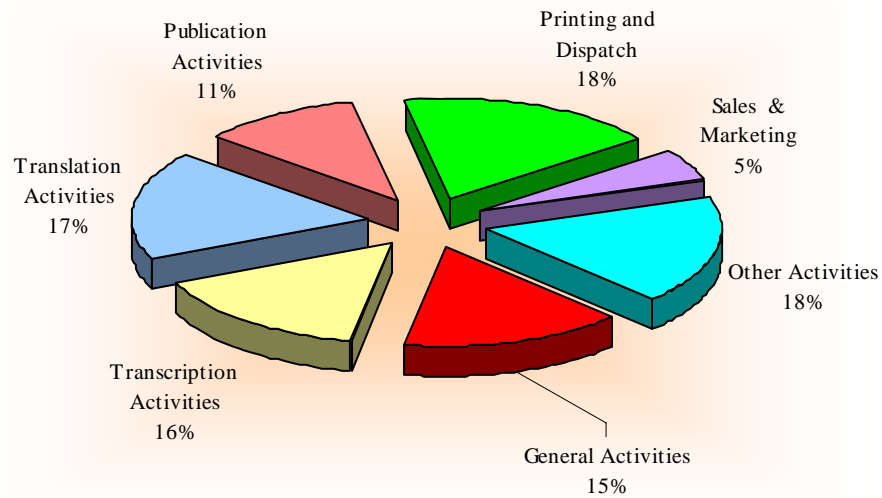


Figure III.9 - C&P breakdown of activities to support intersectoral and sectoral output

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

C&P Grades	Budget	Projection		
	Work-months 2009	Work-months 2010	Work-months 2011	Work-months 2012
D1	12	12	12	12
P5	94	96	96	96
P4	263	276	276	276
P3	240	216	216	216
P2	60	60	60	60
P1	12	12	12	12
G7	51	60	60	60
G6	291	288	288	660
G5	654	660	660	660
G4	418	432	432	432
G3	205	204	204	204
G2	34	34	34	34
Total	2333	2350	2350	2350

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

CONFERENCES AND PUBLICATIONS DEPARTMENT (2009-2012)		
<i>Expected Results</i>	<i>KPIs</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 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	Rational scheduling, location and planning of ITU events and work programme
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	Accuracy of Sector forecasting
<i>2) Conference Management and Interpretation</i>		
Provision of logistical support for meetings and conferences.	Holding and smooth running of conferences and meetings	Availability 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. 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 Compliance with document submission deadlines
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 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 genuinely tools
Enhance terminology, references and full text retrieval tools for translation	Impact on service delivery Avoidance of duplication/inconsistency	Training

CONFERENCES AND PUBLICATIONS DEPARTMENT (2009-2012) (continued)		
<i>Expected Results</i>	<i>KPIs</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	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	Resources for Quickpub in ACR
<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	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
Development and maintenance of publication programmes	Publication programme issued Monthly and annual statistical reporting	
Production of CD-Roms	Feedback from customers/users Target delivery dates met, especially during conferences	
Increase in automation for faster and accurate output	Monthly and annual statistical reporting	

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. 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, Management & Planning, ICT Security, and Library and Archives Service.

Objectives include:

- a) Establish and centralize all functions related to systems development so as to avoid the risk of systems development becoming fragmented.
- b) Optimize and integrate current information services systems.
- 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 is a comprehensive information service focusing on telecommunications and related topics, using modern digital tools and methods, managing information and research materials of all formats and media. The Archives Service handles ITU's records management in all media for active and semi-active records as well as historic archives.

III.6.1.4 During the 2009-2012 period, continued effort will be made to improve operational reliability of the ICT infrastructure, user satisfaction and cost-effectiveness of ITU's ICT services. This may include outsourcing of some services. An ICT strategy and an ICT Implementation Plan provide a coherent framework for achieving these objectives. The ITU Enterprise Architecture defined in 2005-2006 will continue to evolve. Deployment of an integrated IP-based communications capability (including VoIP and messaging) is anticipated.

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); integration of major administrative functions within the SAP ERP perimeter (reducing redundant activities); and administrative systems and office automation (including web-based self-service access to budget and human resources administrative information for staff and managers). Web-based access to ITU information will be improved, with major enhancements to search and web publishing.

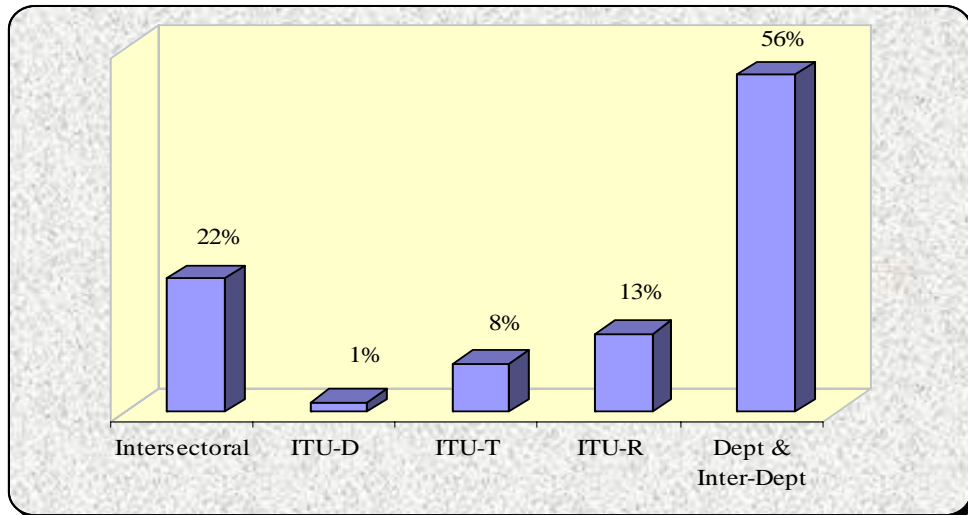


Figure III.10 - IS support for intersectoral and sectoral outputs

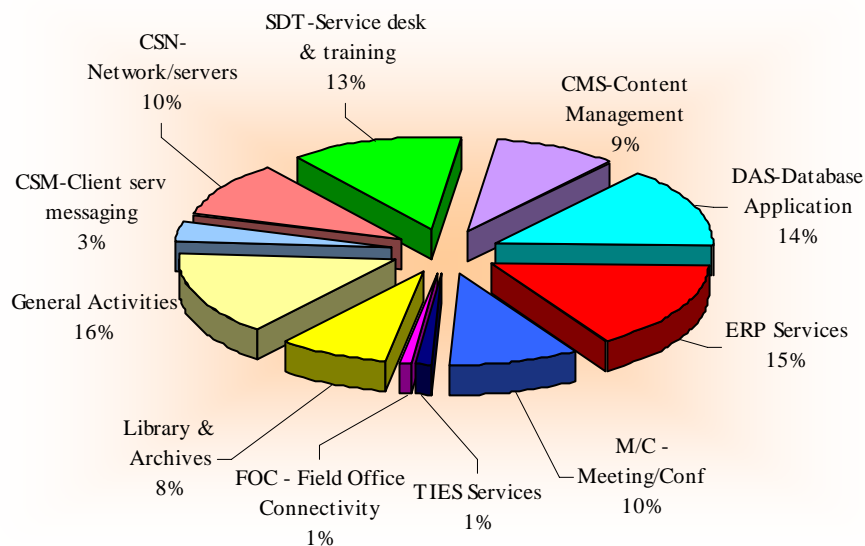


Figure III.11 - IS activities to support intersectoral and sectoral outputs

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

IS	Budget		Projection	
	Work-months	Work-months	Work-months	Work-months
Grades	2009	2010	2011	2012
D1	12	12	12	12
P5	70	70	70	70
P4	129	129	129	129
P3	240	240	240	240
P2	155	155	155	155
G6	60	60	60	60
G5	72	72	72	72
G4	72	72	72	72
Total	810	810	810	810

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

IS expected results and Key Performance Indicators (KPIs)		
2009-2012 Expected Results, KPIs and Risk Factors		
Expected Results	KPIs	Risk Factors
<p>1 Computer and network: Highly reliable and available (24x7) ICT infrastructure, including network connectivity with adequate bandwidth. Safeguarding of ITU data resources through security perimeter, replication, back-up and archiving. Satisfying user requirements for PCs, laptops, telephones, accessories and printers.</p>	<p><i>Reduction in the Number of single points of failure:</i></p> <p><i>infrastructure availability and reliability.</i></p> <p><i>Availability of connection points and network ports.</i></p> <p><i>Network reliability and availability.</i></p> <p><i>Turnaround time for PCs and other equipment installations:</i></p> <p><i>Level of user satisfaction with the equipment</i></p>	<p>Meeting new requirements without additional resources.</p> <p>Challenge of meeting expectation for 24x7 services without funding of extra hours staff.</p> <p>Increasing cybersecurity threats.</p>
<p>2 Conferences and meeting IT support: effective services including rapid availability for electronic access to documents, remote translation and interpretation needs, and intensive delegate WLAN requirements. Enabling “paperless meetings.”</p>	<p>Number of delegates able to simultaneously work electronically; number of disruptions to electronic working during conferences; reduction in paper documents requested by delegates. Level of user satisfaction with the service delivery.</p>	<p>Host Country willingness to provide facilities in line with ITU’s requirements.</p>
<p>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</p>	<p>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.</p>	<p>Limited staff resources to expand capabilities and maintain services.</p>
<p>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</p>	<p>Reduction of the total cost of ownership of the desktop infrastructure</p> <p>User satisfaction.</p> <p>Mean times for Service Desk incident response and closure.</p>	<p>Limited resources and adequate training of staff is necessary.</p>

IS expected results and Key Performance Indicators (KPIs) (continued)		
2009-2012 Expected Results, KPIs and Risk Factors		
Expected Results	KPIs	Risk Factors
<p>5 Database applications: Improved efficiency of units performing ITU operational tasks. Improved availability of ITU database information</p>	<p>User satisfaction with functionality and performance of database applications. Mean and worst-case response-time statistics for database retrieval and update operations</p>	<p>Maintaining legacy systems, while sustaining momentum on adoption and deployment of newer technologies</p>
<p>6 Administrative systems: Enhanced efficiency through integrated handling of business processes, reducing redundancy of data, activities, controlling, coordination and interfaces.</p> <p>Adaptation to meet IPSAS accounting standards.</p> <p>Optimization of technical services by having only a minimum number of different software applications to be supported and maintained</p>	<p>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).</p> <p>Compliance with IPSAS.</p>	<p>Adapting business processes to fully exploit potential efficiency of electronic systems.</p> <p>Limited staff resources to expand capabilities and maintain services.</p>
<p>7 Library and Archives Service: facilitate and encourage the usage of knowledge and information resources by delegates and staff; ensure that reliable and complete institutional records are available as long as required to support business functions and to meet present and future evidential and accountability uses; provide assistance /guidance to the membership with their telecommunication-related information needs.</p>	<p>Number of consultations and research requests. User satisfaction.</p> <p>Complete archiving of new institutional records.</p>	<p>Limited staff resources to expand capabilities and maintain services.</p>

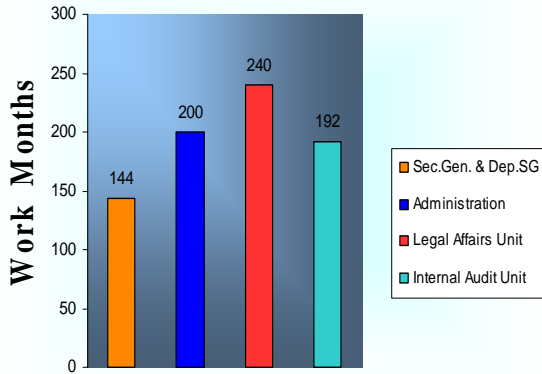
PART IV: SUMMARY OF RESOURCES

Introduction

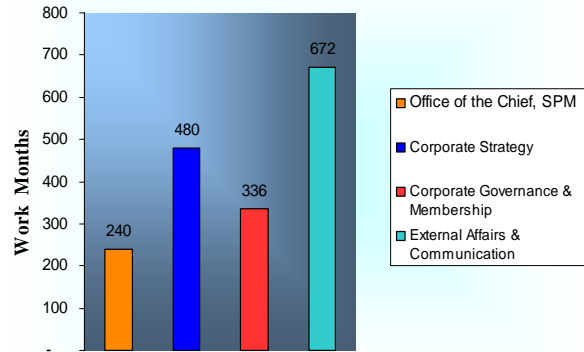
Part IV provides a summary of planned human resources for the period 2009-2012. Estimates are based on full implementation of the activity programmes drawn up to support Sectoral and Intersectoral outputs.

Summary of planned staffing levels of the General Secretariat for the period 2009-2012:

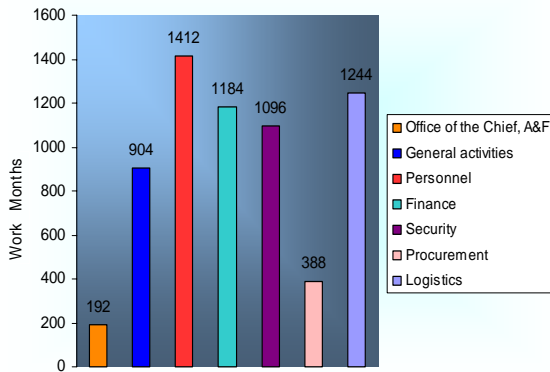
SGO planned human resources (2009-2012)



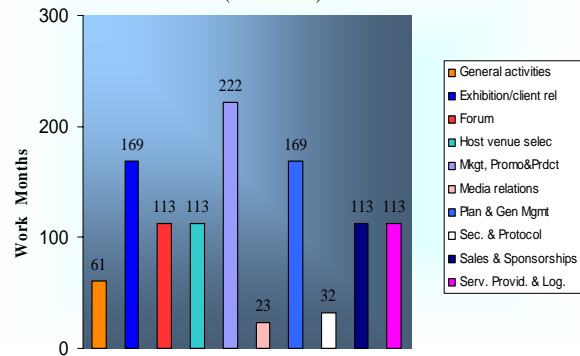
SPM planned human resources (2009-2012)



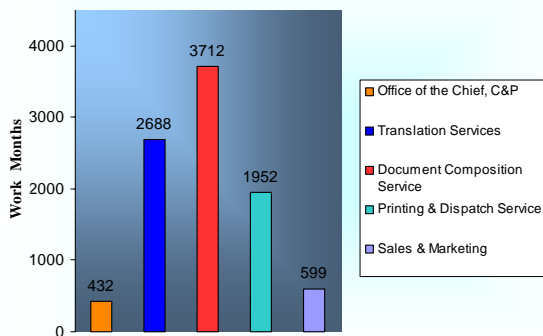
A&F planned human resources (2009-2012)



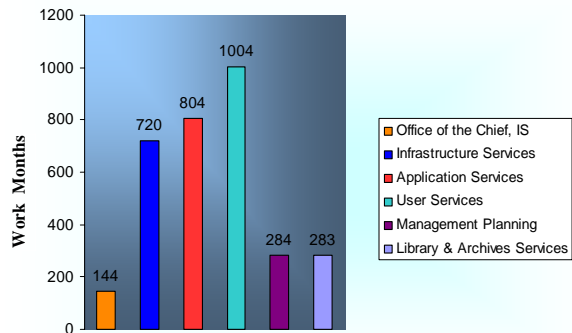
TELECOM Secretariat planned human resources (2009-2012)



C&P planned human resources (2009-2012)



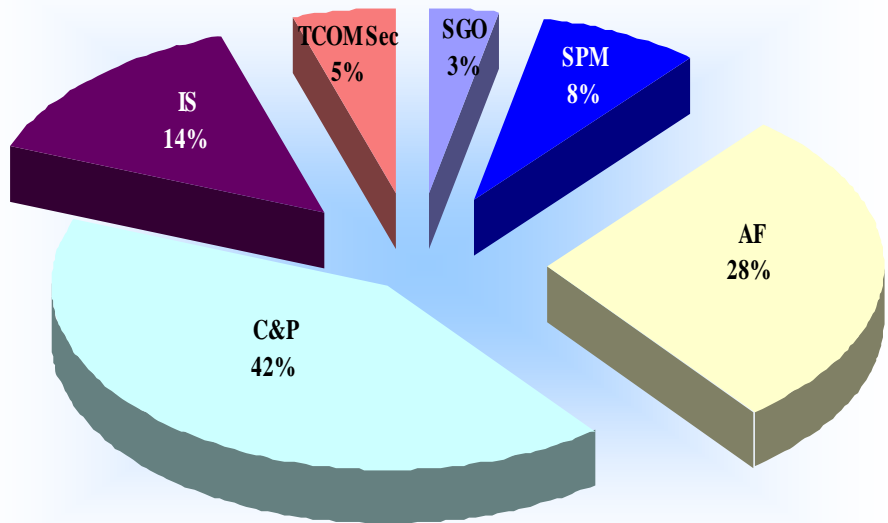
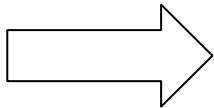
IS planned human resources (2009-2012)



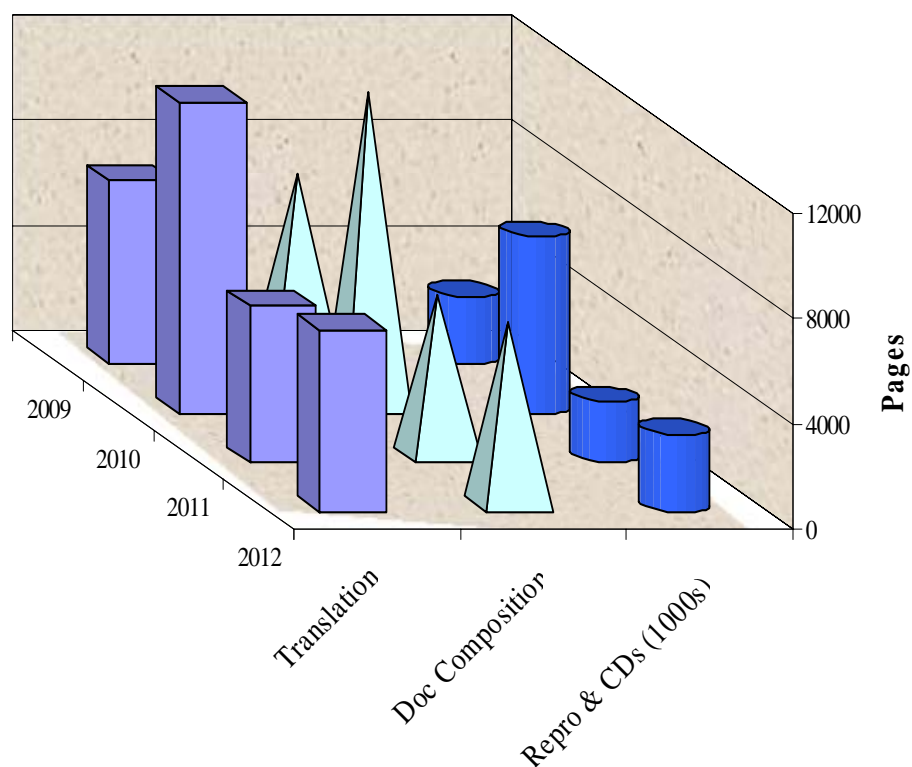
**EVOLUTION OF STAFFING LEVELS FOR
THE GENERAL SECRETARIAT
(2009-2012)**

Work months	SGO	SPM	AF	C&P	IS	TCOM Sec	
2009rev	194	432	1608	2333	810	240	5617
2010	194	432	1608	2350	810	288	5682
2011	194	432	1620	2350	810	288	5694
2012	194	432	1584	2350	810	312	5682

**BREAKDOWN
OF PLANNED
HUMAN
RESOURCES BY
GS
DEPARTMENT
(2009-2012)**



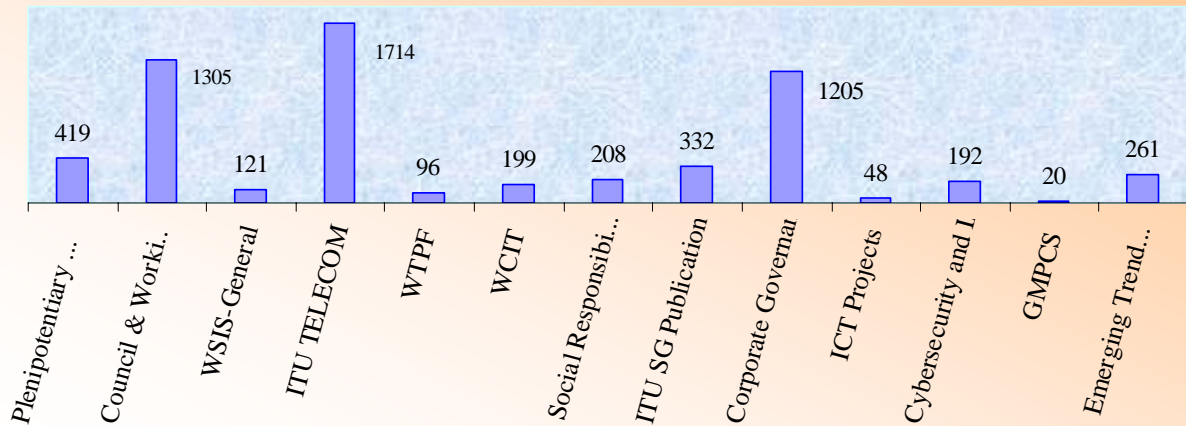
PLANNED DOCUMENTATION TO SUPPORT INTERSECTORAL OUTPUTS



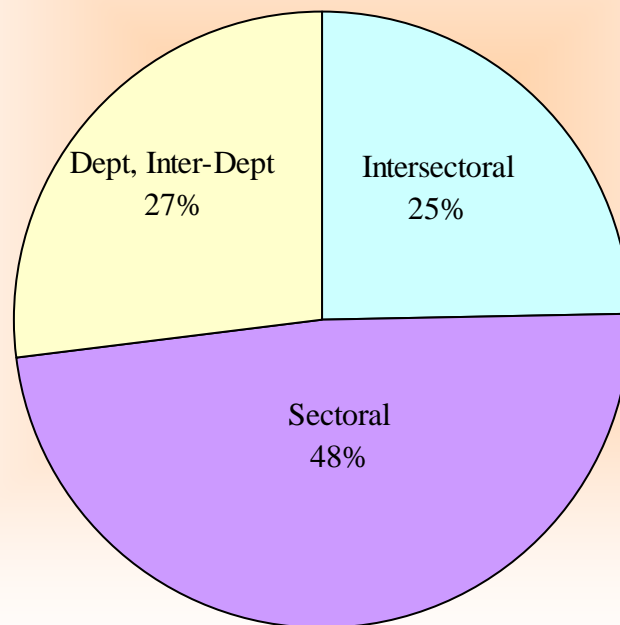
**Breakdown of planned documentation to support Intersectoral Outputs
for the timeframe 2009-2012**

Intersectoral outputs	Translation	DocComp	Reproduction
Plenipotentiary Conference	7175	7175	4'698'000
Council & Working Groups	15120	15120	2849000
WSIS General	4000	4000	2500
ITU TELECOM Events	415	401	593'000
WTPF	1'890	1'890	300'000
WCIT	3'000	3'200	1'250'000
ITU SG Publications	0	0	4'800'000
Totals	31600	31786	14'492500

Breakdown of planned human resource allocation of the General Secretariat & the Bureaux to support Intersectoral Outputs for the period 2009-2012 (in work months)



Breakdown of planned human resource allocation of the General Secretariat to support ITU outputs for the period 2009-2012



ANNEX 1
(to GS Operational Plan)

General Secretariat - General and specific activities

<u>Activity Code</u>	<u>Description</u>	<u>Driver</u>
General activities		
GA001	Database and web site management	HR
GA002	Documentation (prep/research/writ/edit)	HR
GA003	Electronic Document Management	HR
GA004	Financ/operat/strategic plan & control	HR
GA005	General administration	HR
GA006	Management and coordination	HR
GA007	Membership management	HR
GA008	Negotiations and contract management	HR
GA009	Participation in ITU meet. Conf. & works	HR
GA010	Plan, org. & follow-up meet/conf/work	HR
GA011	Promotion	HR
GA012	Publication (prep/research/writ/edit)	HR
GA013	Registry function	HR
GA014	Reporting	HR
GA015	Representation of the Union	HR
GA016	Research activities	HR
GA017	Security coordination and organization	HR
GA018	ITU Accounts audit	HR
SGO specific activities		
SGO01	External auditors related work	HR
SGO02	Internal audits and inquiries	HR
SGO03	Internal consulting	HR
SGO04	Legal advices and revision legal texts	HR
SGO05	Representation coord & mgmt of the Union	HR
SPM specific activities		
SPM01	Brand management	HR
SPM02	Comm. Serv. (fax/mail/pouch/Circular/DM)	HR
SPM03	Cust Serv & Public relations & Advocacy	HR
SPM04	Issue/Crisis management	HR
SPM05	IT-Service Management	HR
SPM06	Management support	HR
SPM07	Media Relations and Media Training	HR
SPM08	Membership Management	HR
SPM09	Protocol Services	HR
SPM10	QA of corp website & developpt web tools	HR
SPM11	Relations with UN & other organizations	HR
SPM12	Writing/Editing services	HR

Conference & Publications specific activities

CNF01	Document management	HR
CNF02	Conf mgmt & log supp	HR
CNF03	Arabic transcription	PAG
CNF04	Chinese transcript.	PAG
CNF05	English transcript.	PAG
CNF06	French transcription	PAG
CNF07	Russian transcript.	PAG
CNF08	Spanish transcript.	PAG
CNF10	Processing ITU Publ.	PAG
CNF11	Electr mgmt doc/publ	HR
CNF12	Arabic translation	PAG
CNF13	Chinese translation	PAG
CNF14	English translation	PAG
CNF15	French translation	PAG
CNF16	Russian translation	PAG
CNF17	Spanish translation	PAG
CNF18	Linguistic/Edit adv	HR
CNF19	Précis-writing	HR
CNF20	Terminol. base handl	PAG
CNF21	Prov ref support	PAG
CNF22	Train IT lang. tools	HR
CNF23	R&D/inter-ag. Coop.	HR
CNF24	Pub Registration Se	PAG
CNF25	Desk-top-publ. Serv.	PAG
CNF26	Electro. Publ. Serv.	MD
CNF27	Web Based Publ.	PAG
CNF28	Support to Editorial committee - HR	HR
CNF29	Dispatch Service	KG
CNF30	Document Distribution Service	ST
CNF31	External Printing Service	HR
CNF32	Publications Marketing	SAI
CNF33	Reprography (Printing and binding)	PSS
CNF34	Sales & order Processing	SAI
CNF35	CD-ROM Production	ST

Administration & Finance specific activities

ADM01	Account Receivable	HR
ADM02	Accounts Payable	ST
ADM03	Budget control	HR
ADM04	Planning & Budgeting	HR
ADM05	Cash management	ST
ADM06	Cost Analysis	HR
ADM07	Financial Management	HR
ADM08	Financial reporting	HR
ADM09	General Accounting	ST
ADM10	Investment of funds	HR
ADM11	Payroll	EMP
ADM12	Retired staff pension and ASHI	HR
ADM13	Career Management & Training Arr. - EMP	EMP
ADM14	HR Policy and Regulatory framework - EMP	EMP
ADM15	Job classification - EMP	EMP

ADM16	Pension and insurance schemes -EMP	EMP
ADM17	Recruitment and Placement - EMP	EMP
ADM18	Social services - EMP	EMP
ADM19	Staff administration services - EMP	EMP
ADM20	Travel and removal arrangements - EMP	EMP
ADM21	Security & safety services	EMP
ADM22	Requisitions/Tendering/Bid Evaluation	HR
ADM23	Follow-up, Administrative support	HR
ADM24	Audiovisual services	HR
ADM25	Drivers and transportation services	HR
ADM26	Electronic installations	M2
ADM27	Inventory operations	EMP
ADM28	Mail distribution	EMP
ADM29	Maintenance and renovation of buildings	M2
ADM30	Store/Office supplies	PAM
ADM31	Reception services	EMP
ADM32	Removal services	HR
ADM33	Maintenance & renovation tech. Instal.	M2
ADM34	Telephone switchboard services	EMP

IS specific activities

I0101	Corporate email (including OWA)	PCS
I0102	eFAX Services (Broadcasting)	PCS
I0201	Lan & IP infrastrusture	PCS
I0202	Remote Connectivity	PCS
I0203	Internet Connectivity	PCS
I0204	Data storage Management	PCS
I0205	ICT Security	PCS
I0206	File& print Services	PCS
I0207	Internal web Site	PCS
I0208	Hardware Prov.	PCS
I0209	Software & Licences	PCS
I0210	User Administration	PCS
I0211	Telephony (fixed and mobile)	PCS
I0301	Incident Management	PCS
I0302	Problem Management	PCS
I0303	Service Desk management	PCS
I0304	IT Training	PCS
I0305	Pc Donations	PCS
I0401	Recommendations & Publications Managemen	DOC
I0402	ITU meeting Docs Management	DOC
I0403	Document Production Workflow	DOC
I0404	DMS Infrastructure	DOC
I0405	Web Publishing Serv. (authoring support)	DOC
I0406	Search & Taxonomy Services	DOC
I0407	Notifications services	DOC
I0408	Operations & maintenances	DOC
I0501	Ingres administration and Operations	MB
I0502	SQL-Server administration and operations	MB
I0503	INGRES-Web Framework	MB
I0504	INGRES Runtime system for Windows	MB
I0601	HR/Access System Administration	ERP

I0602	HRM Support	ERP
I0603	Payroll Support	ERP
I0604	Sap System Administration	ERP
I0605	FI/CO Support	ERP
I0606	MM Support	ERP
I0607	SD Support	ERP
I0608	BW Support	ERP
I0609	SAP portal	ERP
I0701	Field Office Support	HR
I0801	Event registration System	PDA
I0802	Event & Meeting Management (RMS)	PDA
I0803	Delegates Lan (incl. Wireless Lan & Cybe	PDA
I0804	Meeting Room ICT facilities	PDA
I0901	Fora, FTP & IFA	USE
I0902	TIES Email	USE
I0903	TIES mailing Lists	USE
I0904	TIEs users support (service Desk)	USE
I0905	External Infrastructure (Yellow lane)	USE
I1001	New Application Development	HR
I1002	Telecom Information system (TIS)	HR
I1003	Event Registration System (ERS)	HR
I1004	Global Administration Data (GLAD)	HR
I1005	Maritime Mobile Access&retrieval system	HR
I1006	Membership Mgmt	HR
I1007	Common Mgmt of Participants (COMPASS)	HR
I1008	Universal Numbering System (UIFN/UIPRN)	HR
I1009	User Request Mgmt System 9URMS)	HR
I1101	ICT Event Preparation & Coordination	HR
I1102	Conference Networks & Wan	HR
I1103	On-site Support	HR
I1104	IBS	HR
I1201	HR/Access Analysis & Design	HR
I1202	HR/Access System Implementation	HR
I1203	SAP analysis & design	HR
I1204	SAP System Implementation	HR
I1205	E-commerce	HR
I1206	Autonomous Application	HR
I1301	Library and Information services	EMP
I1302	Records & archives management services	EMP

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 - Regist. Security & Protocol	HR
TLC08	TLC - Sales & Sponsorships	HR
TLC09	TLC - Service Providers & Logistics	HR

<u>Driver</u>	<u>Description</u>
DOC	Documents
EMP	Employees
ERP	ERP users
HR	Hour
KG	Kilogramme
M2	Square meter
MB	MegaBytes
MD	MasterDisc
PAG	Pages
PAM	Purchase Amount
PCS	PCs
PDA	Delegates
PSS	Passage
SAI	Sales Income
ST	Item
USE	Users

ANNEX 2
(to GS Operational Plan)

Service Level Agreements and Service Catalogues

The catalogue of services provided by SG Departments for which **service level agreements** will be drawn up in support of outputs can be found at the ITU website at: <http://>
(to be linked when catalogue approved by MCG)

**ANNEX 3
(to GS Operational Plan)**

List of abbreviations

AF	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	Membership and Corporate Governance 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
HCAAs	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