



INTERNATIONAL TELECOMMUNICATION UNION

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

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**Report by the Secretary-General**

**DRAFT FOUR-YEAR ROLLING OPERATIONAL PLAN OF THE  
GENERAL SECRETARIAT FOR THE PERIOD 2010-2013**

Attached is the draft four-year rolling Operational Plan of the General Secretariat for the period 2010-2013.

Detailed operational plan

9 June 2009  
English only

## **Report by the Secretary-General**

### **DRAFT FOUR-YEAR ROLLING OPERATIONAL PLAN OF THE GENERAL SECRETARIAT FOR THE PERIOD 2010-2013**

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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 2010-2013 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), Goal 4 (cyber security) and Goal 7 (enabling environment).

3 To meet the demands of the membership and to attract new membership, the general secretariat is constantly striving to improve its services and to organize its operations in the most efficient and cost-effective manner. Increasing use is being made of management tools and techniques (e.g. 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 2010-2013 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, Strategy and Communications
- 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 PP in 2010, as well as annual sessions of the Council and organization of meetings of Council Working Groups. Logistical support will be provided to meetings of the sectors as well.

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.”*

A 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 2010-2013 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 2010-2013.

9 The complete detailed operational plan of the General Secretariat for the 2010-2013 period can be found at the ITU Council website at: <http://www.itu.int/council/C2009/>

## **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 2010 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**

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

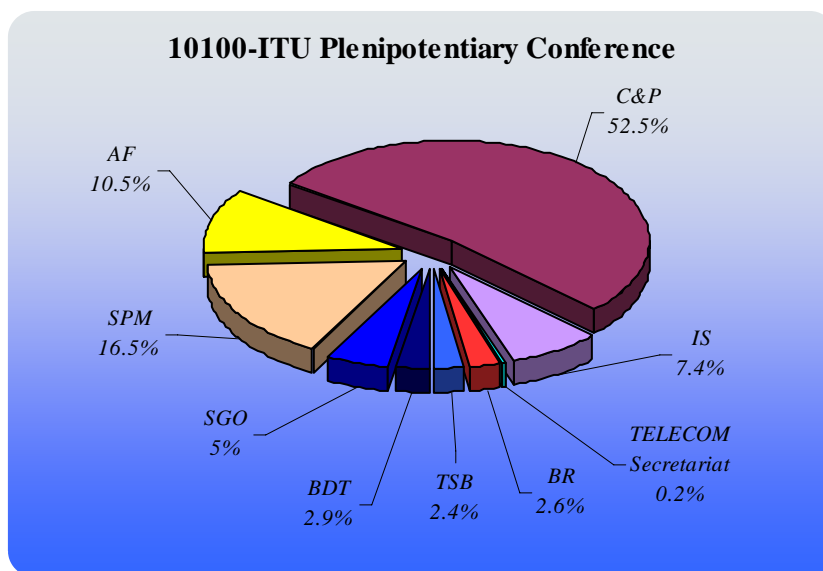
- a) Objective 1 – Information to membership on activities and financial status
- b) Objective 2 – Effective management of the Union
- c) Objective 3 – Intersectoral coordination of activities
- d) Objective 4 – International cooperation and agreements

### 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 *(further updates needed when all figures are available)*

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 *(to be updated)***

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)	Projections			
	2010	2011	2012	2013
SGO	19	1	0	0
SPM	54	7	4	4
A&F	42	2	0	0
C&P	169	21	15	15
IS	25	2	2	2
TELECOM Secretariat	1	0	0	0
BR	11	0	0	0
TSB	10	0	0	0
BDT	12	0	0	0
<b>Total</b>	<b>343</b>	<b>33</b>	<b>21</b>	<b>21</b>

II.1.4.3 Further details of resources required to support PP-10 preparatory activities in 2010 can be found in the [2010-2011](#). 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, are provided in the biennial budget for 2010-2011.

#### II.1.4.4 Service level agreements

##### a) Documentation

**Table II.1.B – SLA (Documentation)**

ITU Plenipotentiary Conference				
Pages	2010	2011	2012	2013
Translation	7'050	0	0	0
Typing	7'050	0	0	0
Reprography <sup>1</sup>	3'500'000	1'035'000	0	0

##### b) Other shared services

ITU has drawn 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.

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<sup>1</sup> Includes CD-ROMs.

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

PLENIPOTENTIARY CONFERENCE (2010-2013 timeframe) <sup>2</sup>			
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)	<ul style="list-style-type: none"> <li>- Trends in participation and contributions to PP</li> <li>- Quality of output (Final Acts) and impact of decisions</li> <li>- Media interest in ITU/PP</li> </ul>	<ul style="list-style-type: none"> <li>- Number and diversity of contributions/issues</li> <li>- Number and level of participation</li> <li>- Ratification of FAs Signature of FAs (more appropriate than ratification since FAs are signed at the end of the PP?)</li> <li>- Participant journalists &amp; media coverage/reviews/citations/web visits</li> <li>- Feedback &amp; reports on activities/achievements (Int'l &amp; National level surveys)</li> </ul>	<ul style="list-style-type: none"> <li>- National political and socio-economic priorities</li> <li>- Changing telecommunication environment</li> <li>- Global financial crisis</li> </ul>
2. Review the activities of the Union for 2007-2010 (cf. CS50) in terms of strategy & policy implementation and financial & human resources management	<ul style="list-style-type: none"> <li>- Quality and timely reports on implementation</li> <li>- Development &amp; implementation of RBM processes</li> </ul>	<ul style="list-style-type: none"> <li>- Adherence to CS/CV/GR provisions governing ITU documentation</li> <li>- % reports prepared on time by Council &amp; SG</li> </ul>	<ul style="list-style-type: none"> <li>- Late contributions/Council reps</li> <li>- Misunderstanding of RBM</li> </ul>
3. Set the level of the contributory unit for period 2012-2015; approve accounts of the Union (cf. CS51A, 53, GR, FinRegs)	<ul style="list-style-type: none"> <li>- Trend in ITU financial base</li> <li>- Trend in other income (cost-recovery activities)</li> <li>- Quality and timely input to Council on financial matters</li> </ul>	<ul style="list-style-type: none"> <li>- Expenditure v/s budget (quarterly review)</li> <li>- Accurate assessment of revenue base</li> <li>- % increase in collection of debts</li> <li>- % increase in other income (cost recovery...)</li> <li>- adherence to Financial Regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in number of debtors</li> <li>- Late contributions</li> <li>- Inaccurate forecasts</li> </ul>
4. Adopt general directives dealing with the staffing of the Union (cf. CS52, GR, Staff Regs&Rules)	<ul style="list-style-type: none"> <li>- Trend in attractiveness of ITU as employer</li> <li>- Trend in level of staff satisfaction and retention rate of key staff members</li> <li>- Trend in innovation and learning and implementing staff training programmes</li> </ul>	<ul style="list-style-type: none"> <li>- % increase in number and diversity of qualified applicants</li> <li>- % staff turnover</li> <li>- % of overall budget spent on training</li> <li>- Adherence to Staff Regulations &amp; Rules</li> </ul>	<ul style="list-style-type: none"> <li>- Competition for HR</li> </ul>
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)	<ul style="list-style-type: none"> <li>- Trend in attractiveness of ITU and number of candidates</li> <li>- Effective preparation at regional level</li> <li>- Timely preparation and smooth and efficient election process</li> </ul>	<ul style="list-style-type: none"> <li>- Number and diversity of candidates per region</li> </ul>	<ul style="list-style-type: none"> <li>- Difficulties in defining a clear majority</li> <li>- Excessive number of ballots</li> <li>- Difficulties in understanding election procedures</li> </ul>
6. Conclude agreements between the Union and other international organizations, as appropriate (CS58)	<ul style="list-style-type: none"> <li>- Trend in number + nature of bilateral and multilateral agreements</li> </ul>	<ul style="list-style-type: none"> <li>- Level of implementation of agreements/MoUs</li> <li>- Timely reporting to MS</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of interest</li> <li>- Difficulties arising during the negotiating process</li> </ul>
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)	<ul style="list-style-type: none"> <li>- Trend in texts adopted/modified</li> <li>- Trend in publishing: type and time to publication</li> </ul>	<ul style="list-style-type: none"> <li>- % input documents prepared on time by MS</li> <li>- % documents&amp;publications processed on time by Secretariat</li> <li>- % variance documentation&amp;publications: forecast v/s actual</li> </ul>	<ul style="list-style-type: none"> <li>- Late contributions</li> <li>- Inaccurate forecasts</li> </ul>
8. Plan, organize, manage roll-out and evaluate PP10.	<ul style="list-style-type: none"> <li>- Customer satisfaction</li> <li>- Trend in number of agenda items and time allocated to PP</li> <li>- Trend in cost of support for budget for PPs</li> <li>- Timely processing and distribution of documents, reports and Final Acts</li> </ul>	<ul style="list-style-type: none"> <li>- % MS satisfied with meeting preparation, roll-out &amp; follow-up (survey)</li> <li>- Completion of PP10 three-week agenda</li> <li>- Adherence to PP10 time management plan</li> <li>- Adherence to PP10 budget (&amp; unit cost per delegate)</li> <li>- % hours worked in overtime &amp; impact</li> <li>- Evaluation agenda items/time allocation/cost/output</li> </ul>	<ul style="list-style-type: none"> <li>- Late contributions</li> <li>- Inaccurate forecasts</li> <li>- Conflicting demands on internal resources</li> <li>- Controversial issues</li> </ul>

<sup>2</sup> A detailed report of activities and implementation of the operational plan for 2008-2009 can be found in the overall report on the activities of the Union for 2008-2009 published in Document C09/35 (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 2010** is scheduled for 7-16 April 2010. Provision is made in the 2010-2011 budget for this nine-day session to allow Council 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 will include final implementation and reporting on studies<sup>3</sup> and work undertaken by Council Working 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))
- h) Elaboration of the Financial and Strategic Plans for the Union 2012-2015 (Council 10 should establish a Council Working Group on these matters (e.g. Decision 527/C05))

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**

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**

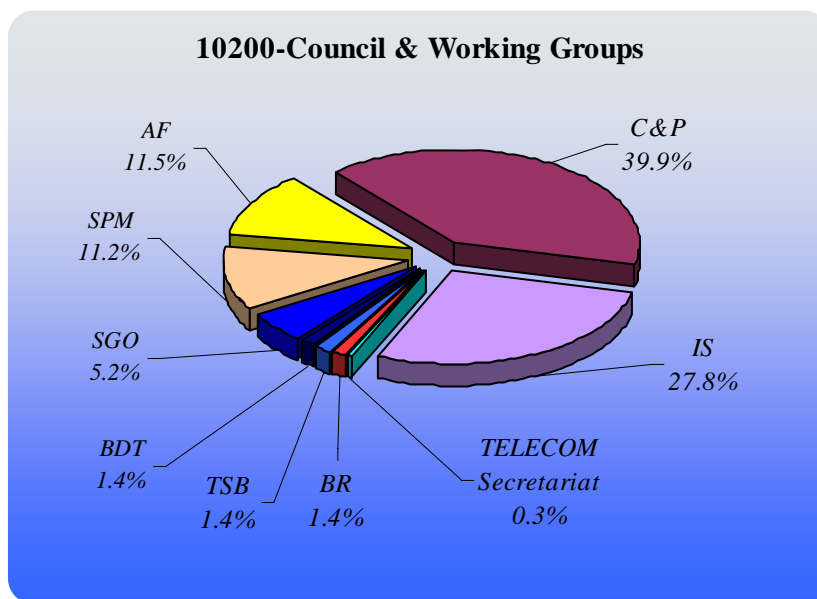
II.2.3.1 Details of the general and specific activities carried out by SG Departments to support this output are provided in Part III of this plan.

<sup>3</sup>

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** *(further updates needed when all figures are available)*

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**

*(to be updated)*

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	Projections			
	2010	2011	2012	2013
SGO	17	17	17	17
SPM	41	36	35	35
A&F	35	40	35	35
C&P	143	96	96	96
IS	91	91	91	91
TELECOM Secretariat	1	1	1	1
BR	6	4	4	4
TSB	6	4	4	4
BDT	6	4	4	4
<b>Total</b>	<b>346</b>	<b>293</b>		<b>287</b>

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 2010-2011.

#### II.2.4.4 Service Level Agreements

a) Documentation

**Table II.2.B – SLA (Documentation)**

Council & Working Groups				
Pages	2010	2011	2012	2013
Translation	3'520	3'780	3'780	3'780
Typing	3'520	3'780	3'780	3'780
Reprography	432'000	632'000	600'000	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 (2010-2013 timeframe) <sup>4</sup>			
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"> <li>- Trend in participation at Council (MS Obs, SMs, Orgs)</li> <li>- Trend in level of participation at Council</li> <li>- Trend in texts adopted (Res/Dec)</li> <li>- Trend in CWGs</li> </ul>	<ul style="list-style-type: none"> <li>- Number and level of participation (incl. impact of HLS)</li> <li>- Number and nature of CWGs</li> <li>- Number and diversity of adopted texts</li> <li>- Media coverage/web visits</li> </ul>	<ul style="list-style-type: none"> <li>- Global financial crisis</li> <li>- National priorities</li> <li>- Demands to lead CWGs</li> </ul>
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"> <li>- 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:</li> </ul>	<ul style="list-style-type: none"> <li>% actions launched on time</li> <li>% reports prepared and distributed on time</li> </ul>	<ul style="list-style-type: none"> <li>- Heavy workload</li> <li>- Lack of prioritization</li> </ul>
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"> <li>- Quality and timely preparation and publication of reports</li> <li>- Timely preparation and transmission of information to MS to establish the draft strategic plan for 2012-2015</li> <li>- Effective implementation of RBM</li> </ul>	<ul style="list-style-type: none"> <li>- Adherence to CS/CV/GR provisions governing ITU documentation</li> <li>- % reports prepared on time by CWGs/SG</li> <li>- % variance documentation &amp; publications: forecast v/s actual</li> <li>- % of input/output documents processed on time by Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>- Inaccurate forecasts</li> <li>- Late contributions</li> </ul>
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"> <li>- Timely analysis and transmission of financial information to MS to develop the 2012-2015 financial plan;</li> <li>- Timely delivery of financial operating report, budget implementation reports, draft biennial budget for 2010-2011, and auditors reports</li> <li>- Timely preparation and adoption of operational plans</li> </ul>	<ul style="list-style-type: none"> <li>- Adherence to the Financial Regulations</li> <li>- % reports prepared on time by CWGs/SG/Ext.Auditor</li> <li>- % increase in collection of debts</li> <li>- Operational plan delivered on time throughout yearly approval process</li> <li>- Harmonized operational plans</li> </ul>	<ul style="list-style-type: none"> <li>- Debtors</li> </ul>
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"> <li>- Timely preparation and publication of reports on staff matters</li> </ul>	<ul style="list-style-type: none"> <li>- Adherence to Staff Regulations &amp; Rules</li> </ul>	<ul style="list-style-type: none"> <li>Competition for HR</li> </ul>
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"> <li>- Trend in number and venue of events to be organized</li> <li>- Timely reflection and planning to establish the schedule of future ITU events for 2010-2013</li> </ul>	<ul style="list-style-type: none"> <li>- % of HCAs approved and signed [3 months before event]</li> <li>- Number &amp; cost of preparatory missions</li> </ul>	<ul style="list-style-type: none"> <li>Capacity of host countries to respect HCA</li> </ul>
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"> <li>- Trend in number + nature of agreements</li> </ul>	<ul style="list-style-type: none"> <li>- Level of implementation of agreements – Timely reporting to MS</li> </ul>	<ul style="list-style-type: none"> <li>Inaccurate estimation of the questions to solve</li> <li>Under-estimation of resources for follow-up action</li> </ul>
5. Plan, organize, manage roll-out and evaluate Council sessions, including the Council High Level Segment	<ul style="list-style-type: none"> <li>- Customer satisfaction</li> <li>- Trend in strategic issues discussed at Council HLS</li> <li>- Trend in number of agenda items and time allocated to Council</li> <li>- Trend in cost of support for Council</li> <li>- Timely processing and distribution of documents, reports and Final Res/Dec</li> </ul>	<ul style="list-style-type: none"> <li>- % MS satisfied with Council preparation, roll-out &amp; follow-up (including HLS)</li> <li>- Timely completion of Council agenda</li> <li>- Adherence to Council time management plans</li> <li>- Expenditure v/s budget (incl. unit cost per delegate)</li> <li>- % documents &amp; publication processed on time by Secretariat</li> <li>- % hours worked in overtime &amp; impact</li> <li>- Evaluation: agenda items/time allocation/output/cost</li> </ul>	<ul style="list-style-type: none"> <li>- Late contributions</li> <li>- Inaccurate forecasts</li> <li>- Conflicting demands on internal resources</li> </ul>

<sup>4</sup> A detailed report of activities and implementation of the operational plan for 2008-2009 can be found in the overall report on the activities of the Union for 2008-2009 published in [Document C09/35](#). 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 2010-2013, the main WSIS activity will be implementation and follow-up of the Summit outputs:

- a) Implementation of the Geneva and Tunis outcomes
- b) Moderation/Facilitation of action lines by ITU (C2, C5 and C6)
- c) Participation in other action lines as co-moderator/facilitator (e.g., C1, C3, C4, C7 and C11)
- d) Coordination of multi-stakeholder implementation as leading facilitating agency (e.g., through organization of WSIS Forums, action line facilitators meeting, or other related events)
- e) Chair/Vice-Chair of UNGIS and implementation of activities reflected in the UNGIS work plan
- f) Participation in CSTD and ECOSOC on WSIS related matters
- g) Maintenance of the WSIS stocktaking database and ICT success stories portal
- h) Research and publication of WSIS related reports and publications, including WSIS Stocktaking Report 2010, World Information Society Report and others
- i) Organization of World Telecom and Information Society Day (May 17) and related events

### **II.3.2 Link to strategic objectives**

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

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

### **II.3.3 Activities related to WSIS**

II.3.3.1 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, C5 and C6 and their subgroups.
- b) Co-facilitate selected other WSIS Action Lines, including C1, C3, C4, C7 and C11.
- c) Maintain and improve the WSIS stocktaking database and reporting system,
- d) Prepare inputs to UN SG's report to CSTD and UN Secretary-General's report to ECOSOC and ITU participation in those meetings.
- e) Maintain and further develop WSIS related pages, including WSIS implementation page, UNGIS, ITU dedicated website, ITU implementation pages, especially on implementation of C2, C5 and C6, including cybersecurity gateway.

- f) Publication of WSIS Stocktaking Report 2010, World Information Society Report and other WSIS-related materials.
- g) Organize the WSIS related meetings including WSIS Forums, UNGIS meetings, open consultations on financing mechanisms etc,
- h) Coordinate with other UN agencies and programs (UNESCO, UNDP, UNCTAD, etc) and other initiatives (e.g., GAID, WEF).

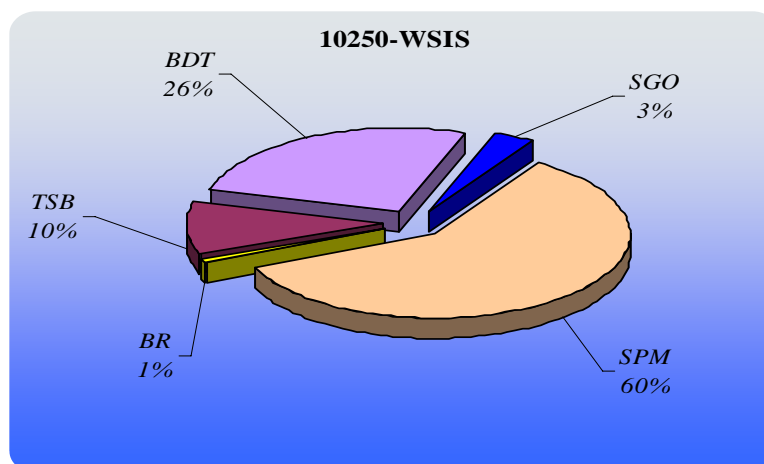
II.3.3.2 Besides the active involvement of ITU in Action Lines C2, C5 and C6, ITU has undertaken many other activities related to WSIS Action Lines as follows:

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

#### II.3.4 Resources to support activities related to WSIS

*(further updates needed when all figures are available)*

- 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 *(to be updated)***

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 *(to be updated)***

WSIS-10250	Projection			
	2010	2011	2012	2013
SGO	1	1	1	1
SPM	24	24	24	24
A&F	0	0	0	0
C&P	0	0	0	0
IS	0	0	0	0
TCOM Sec	0	0	0	0
BR	1	0	0	0
TSB	3	3	3	3
BDT	8	8	8	8
<b>Total</b>	<b>37</b>	<b>36</b>	<b>36</b>	<b>36</b>

#### II.3.4.1 Service Level Agreements

a) Documentation

**Table II.3.B – SLA (Documentation)**

WSIS				
Pages	2010	2011	2012	2013
Translation	100	100	100	100
Typing	100	100	100	100
Reprography <sup>1</sup>	30'000	30'000	30'000	30'000

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.

<sup>1</sup> Including CD-ROMs.

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

<b>World Summit on the Information Society (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
Objectives: <ul style="list-style-type: none"> <li>Play a lead facilitating role in the implementation process, alongside UNESCO, UNCTAD and UNDP.</li> <li>Play a facilitation role in the WSIS implementation process as moderator/coordinator for the implementation of Action Lines C2 and C5.</li> </ul>		
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 Forums. 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 2010 to 2013 are: ITU TELECOM Americas 2010, ITU TELECOM 40<sup>th</sup> Anniversary Celebration (2011), two ITU TELECOM regional events (2012) and ITU TELECOM WORLD 2013.

### **2010 detailed activities:**

II.4.3.4 In 2010, the following activities will be performed by the ITU TELECOM Secretariat and other ITU staff on cost recovery:

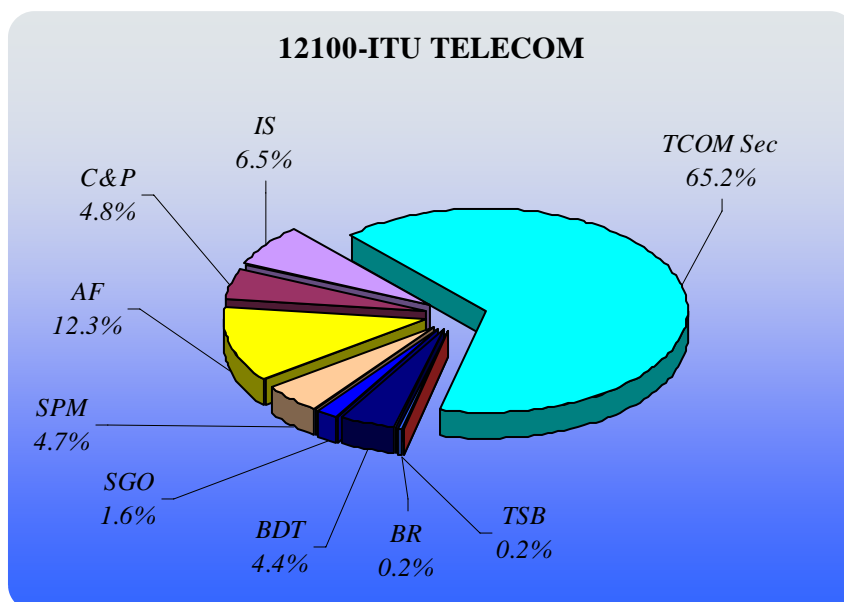
- a) General administration, policy definition and management
  - a. Contribution to Council 2010
  - b. Contribution to PP-10
- b) Venue selection and negotiations with Host Country and contractors :
  - a. Venue selection for, WORLD 13.
  - b. Preliminary work, including concept and design, for 40<sup>th</sup> Anniversary Celebration (2011).
  - c. Host Country Agreement for Americas 10 and 40<sup>th</sup> Anniversary Celebration (2011).
- c) Product definition, promotion, marketing and sales (including production of material)
  - a. Product definition, promotion, marketing and sales for Americas 10 and 40<sup>th</sup> Anniversary Celebration (2011)
  - b. Implementation of global campaign definition for 2010-2011
- d) Client relations (including exhibitors, visitors, and VIPs)
  - a. Event manual production and client relations for Americas 10 and 40<sup>th</sup> Anniversary Celebration (2011)
- e) Event operations (including build-up, registration, security, freight, event logistics, dismantling, service providers management)
  - a. All operations for Americas 10
  - b. Preparation for 40<sup>th</sup> Anniversary Celebration (2011)
- f) Heads of State Programme
  - a. Design and management for 40<sup>th</sup> Anniversary Celebration (2011)
- g) Forum (Programme definition, speaker relations and on-site conference management)
  - a. Design and management of Forum Programme of Americas 10, 40<sup>th</sup> Anniversary Celebration (2011)
- h) Media and public relations
  - a. Develop and implement a communication plan for WORLD 09, Americas 10 and 40<sup>th</sup> Anniversary Celebration (2011)
- i) Financial services
  - a. Audits for Africa 08 and Asia 08
  - b. Closing of accounts for WORLD 09
  - c. , Americas 10 and 40<sup>th</sup> Anniversary Celebration (2011) budgets
- j) ICTs (applications, network design and management, databases, office services)

- a. Update client relations management software
- b. TELECOM database maintenance

#### II.4.4 Resources to support activities related to ITU Telecom

*(further updates needed when all figures are available)*

- 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** *(to be updated)*

- 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**

*(to be updated)*

ITU TELECOM Events-12100	Projection			
	2010	2011	2012	2013
SGO	5	8	5	5
SPM	11	18	15	11
A&F		50	50	
C&P	15	22	15	15
IS	20	30	20	20
TCOM Sec	284	286	310	284
BR	1	1	1	1
TSB	1	1	1	1
BDT	20	20	20	20
<b>Total</b>	<b>407</b>	<b>436</b>	<b>437</b>	<b>407</b>

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) (*to be updated*)**

ITU TELECOM Events				
Pages	2010	2011	2012	2013
Translation	120	80	120	120
Typing	120	80	120	120
Reprography	150'000	120'000	150'000	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 (2010-2013 timeframe)		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
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 40 <sup>th</sup> Anniversary Celebration 2011	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 Regionals 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 World 2013	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 CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS

### II.5.1 Description of output

II.5.1.1 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.5.2 Link to strategic objectives:

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

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

### II.5.3 Activities related to the WCIT

II.5.3.1 In the 2010-2011 budget, this activity is funded under ITU-T budget. It covers the ITU-T review. It is expected that Council, in its 2010 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 in 2011.

### II.5.4 Resources to support activities related to the WCIT

*(further updates needed when all figures are available)*

II.5.4.1 In the 2010-2011 budget, this activity is funded under ITU-T. For 2010-12, four regional preparatory meetings for WCIT (3 days each) and a WCIT of 7 days will be held.

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

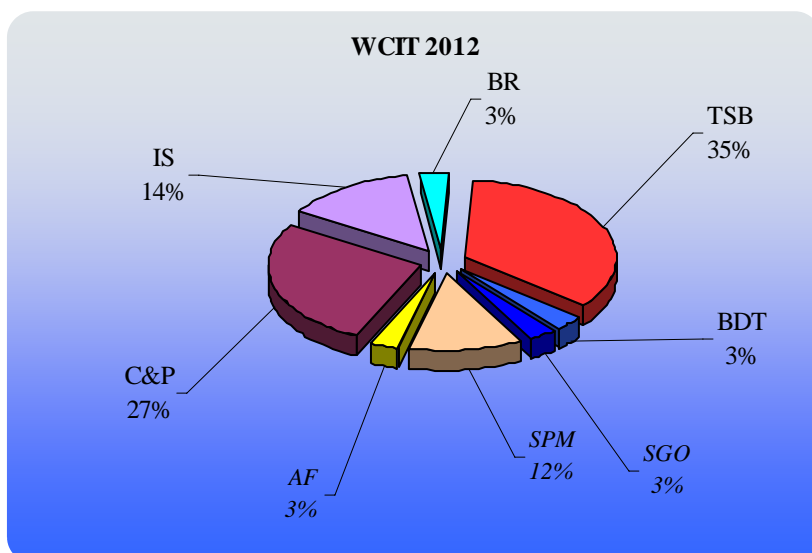


Figure II.5.1 –Human resources required to support WCIT *(to be updated)*

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

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

WCIT	Projection			
	2010	2011	2012	2013
SGO	2	2	2	
SPM	1	2	20	0
A&F	0	0	6	
C&P	8	11	34	
IS	0	0	28	
TCOM Sec	0	0	0	
BR	2	2	2	
TSB	15	15	40	15
BDT	2	2	2	
<b>Total</b>	<b>30</b>	<b>34</b>	<b>134</b>	<b>15</b>

#### II.5.4.1 Service Level Agreements

##### a) Documentation

Table II.5.B – SLA (Documentation)

WCIT				
Pages	2010	2011	2012	2013
Translation	400	600	2000	
Typing	500	700	2000	
Reprography	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.5.5 Expected results and key performance indicators (KPIs) for the WCIT

<b>WORLD CONFERENCE ON INTERNATIONAL TELECOMMUNICATIONS (2010-2013 timeframe)</b>			
<b>Expected Results</b>	<b>KPIs</b>		
	<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 management plans</p> <p>- % reports &amp; 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.6 – BUDGET, CORPORATE GOVERNANCE, STRATEGY AND COMMUNICATIONS**

### **II.6.1 SOCIAL RESPONSIBILITY**

#### **II.6.1.1 Description of output, policy**

##### **After-service health insurance scheme**

Health insurance scheme after separation from service: Staff members (and their spouses, dependent children and survivors) separating from service at age 55 or over are entitled to health insurance after such separation, provided they have worked at least ten years at the United Nations or in a specialized agency and were insured by the ILO/ITU Staff Health Insurance Fund during the five years immediately preceding their separation from service. The same benefits also apply to staff members in receipt of a disability benefit from the United Nations Joint Staff Pension Fund and to the members of the ITU closed pension funds, the SS&B Funds. This scheme is funded by the combined contributions of ITU (two thirds) and the insured persons (one third) and covered 713 retirees on 31 December 2008.

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

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

#### **II.6.1.2 Trends and Strategy**

##### **After-service health insurance scheme (ASHI)**

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

##### ***Cost-of-living allowance***

Given that the funds are all closed, allowing no further admissions, the amounts paid out as allowances have decreased over the years. The number of periodic benefits paid continues to fall and stood at **85** end of **2008**. The related expenditure is therefore expected to decline during the period 2010 – 2013.

#### **II.6.1.3 Link to intersectoral strategic objectives**

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

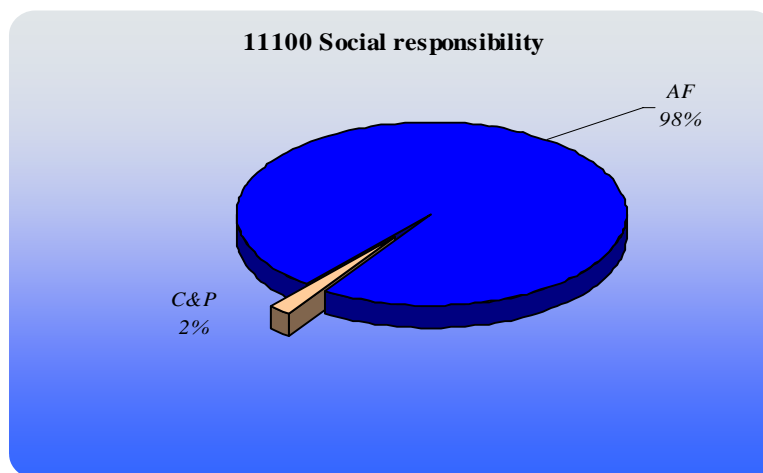
#### **II.6.1.4 Activities related to social responsibility**

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

### II.6.1.5 Resources to support activities related to social responsibility

*(further updates needed when all figures are available)*

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



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

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

**TABLE II.6.1.A – Human resources (work months) required to support Social Responsibility *(to be updated)***

Social Responsibility-11100	Projection			
	2010	2011	2012	2013
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
<b>Total</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>

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

<b>SOCIAL RESPONSIBILITY (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk factor</i>
Adherence to plan regulations and rules	Adherence to plan regulations and rules	Regarding the cost of the ASHI, financial risk which is dependent on the number of the former staff opting for the scheme and their pensions
Accurate payment of benefits	Timeliness and accuracy of benefits paid; processing deadlines	Difficulty in obtaining relevant information
Provision of quality and timely client services	Client feedback	Inadequate resources to achieve result

## **II.6.2 GS PUBLICATIONS**

### **II.6.2.1 Description**

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

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

#### **II.6.2.1.1 ITU News**

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

### **II.6.2.2 Link to intersectoral strategic objectives**

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

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

### **II.6.2.3 Activities related to SG publications**

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

### **II.6.2.4 Overall resources to support activities related to SG Publications**

Planned human resources and documentation activities are accounted under the respective author units.

*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.

<b>GS PUBLICATIONS (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk factors</i>
Publications timely available in the six languages	Ratio of publications available in six languages within planned deadlines / total number of publications	Lack of resources
Quality of translations increased	Number of complaints current period / Number of complaints previous period	Lack of resources
An increase in the number / accuracy / relevance of publications	Number and quality of publications	Lack of resources
Production of high-quality content in ITU News, as the flagship magazine of the Union. The magazine's timely publication both in print and online in all language editions	Number of new readers added to the subscription database and ever-growing traffic on the magazine's website. Increased revenue from advertising. Readership surveys for both the print and online editions to gauge customer satisfaction and make the necessary adjustments.	Lack of resources

## **II.6.3 CORPORATE GOVERNANCE, STRATEGY AND COMMUNICATION**

### **II.6.3.1 Description of output and link to strategic objectives**

#### *Corporate Governance*

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

#### *Corporate Communication*

II.6.3.1.2 Providing a voice and visibility to the wide range of programmes 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.

### Corporate Strategy

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

### Gender mainstreaming

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

### II.6.3.2 Link to strategic objectives

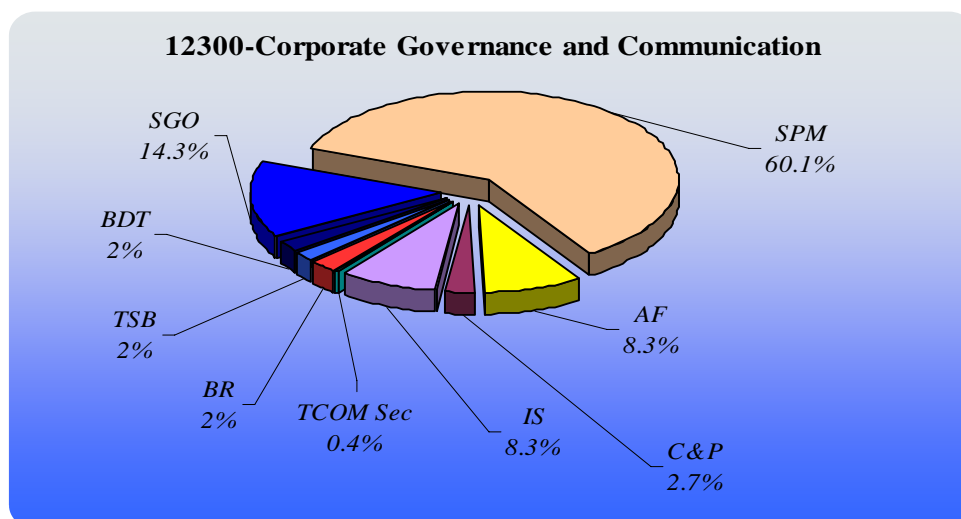
Linked to General Secretariat objectives 1, 2, 3, 4 and 5 in the 2008-2011 strategic plan.

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

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

### II.6.3.4 Resources to support activities related to corporate governance, strategy and communication *(further updates needed when all figures are available)*

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



**Figure II.6.3.1 – Human resources required to support Corporate Governance, Strategy & Communication *(to be updated)***

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

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

Corporate Governance, Strategy & Communication 12300	Projection			
	2010	2011	2012	2013
SGO	43	43	43	43
SPM	164	191	187	187
A&F	25	25	25	25
C&P	8	8	8	8
IS	25	25	25	25
TCOM Sec	2	1	1	1
BR	6	6	6	6
TSB	6	6	6	6
BDT	6	6	6	6
<b>Total</b>	<b>285</b>	<b>311</b>	<b>307</b>	<b>307</b>

#### II.6.3.4.1 Service Level Agreements

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

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

<b>CORPORATE GOVERNANCE, STRATEGY &amp; COMMUNICATION (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
1. High ITU profile and more informed decision-makers and opinion-makers in government and industry	Timely dissemination of information to an expanding client base	Failure to attract new Sector Members and/or associates; withdrawal by existing members; negative media coverage if ITU fails to meet its objectives or conferences are not successful.
2. Strong support for the work of the organization and increased use of ITU products and services	Coverage. Benchmarking of how ITU is perceived in key target audiences. Sales figures on client base. Number of tracked web visitors to specific products and services	
3. High-quality and efficient services to the membership, including effective handling of the Union's communications and other customer services. Effective and efficient support for plenipotentiary conferences, the Council, conferences, assemblies and meetings	Number and quality of products and services developed. Timeliness of distribution of documents, materials and contributions for meetings and conferences	Poor evaluation of services and products to be developed
4. Support to substantive and operational units in communicating their achievements worldwide	Based on availability of media monitoring tools and related human resource, number of stories filed in relation to the number of press releases issued/number of articles placed in newspapers and magazines	

## CORPORATE GOVERNANCE, STRATEGY & COMMUNICATION (2010-2013 timeframe)

<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
5. New communication channels between ITU, its various constituencies and external audiences in order to communicate ITU's message to a broader audience	Number and breadth of new contacts added to the database reflecting the breadth of outreach/number and effectiveness of distribution channels	
6. Enhanced relations with the United Nations and proactive participation to foster ITU's leadership role in ICT	Based on the availability of appropriate external technical resource, benchmarking of how ITU is perceived in the UN system on ICT leadership.	Lack of interest
7. Clear, accurate and transparent information to the Council as the basis for informed decisions	Council members' satisfaction	Lack of resources
8. Effective management support	Elected officials' satisfaction	
9. Efficient provision of protocol services	Sound advice on official/diplomatic procedures and relations. Compliance with established protocol standards (visits, events, correspondence). Maintenance of up-to-date protocol databases and website	
10. Enhanced relations with members and other segments of the industry	Based on the availability of appropriate external technical resource, members' satisfaction with benchmark surveys. Net membership increase. Better understanding of ITU's role and increased support for the Union.	Poor survey/campaign Economic crisis
11. Representation of the Union	ITU positioning as a leading ICT player	Lack of visibility
12. Depository of cooperative international arrangements and instruments	Number of arrangements for which ITU is depository in relation to number of other depositaries chosen for ICT-related arrangements	Lack of interest Difficulties encountered during the negotiating process
13. Legal advice on administrative decisions, conference documents and contracts and agreements	Timeliness and relevance/soundness of legal advice	Workload (lack of resources) Late request of legal advice
14. Follow-up and effective implementation of Resolution 70 (Rev. Antalya 2006)	Benchmarking ITU's progress in: - capacity building; - incorporating gender perspective in its activities	Lack of interest Lack of financial resources
15. Building the capacity among staff to adopt a gender mainstreaming approach to all professional activities	Gender Balance Targets all professional activities	Lack of candidates
16. In 2010 – 2013, timely and accurate publication of reports to Council, PP10 and others, on issues related to the Mission of CSD (e.g. Emerging Trends, Cybersecurity, Internet Policies and Governance, Strategic Plan)	Number of reports published on time Assessment of quality of Reports	Lack of resources
17. In 2010 – 2013, efficient coordination of intersectoral activities related to the Mission of CSD (e.g. activities relevant to the CWGs)	Assessment of stakeholders perception on the result/impact of Intersectorial activities Number of activities successfully organized	Lack of resources

### II.6.4 CORPORATE STRATEGIC PLANNING AND EVALUATION FRAMEWORK

#### II.6.4.1 Description of output

This Output aims to coordinate the development and facilitate the implementation of an ITU Corporate Strategic Planning and evaluation framework. In particular working closely with the

Sectors in establishing key performance indicators related to the achievement of ITU's Strategic Goals within its mandate, assessing progress towards these Goals and preparing an Annual Progress Report on the implementation of the Strategic Plan, according to Res. 71 (Antalya, 2006).

#### II.6.4.2 Link to strategic objectives

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

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

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

#### II.6.4.4 Expected results and key performance indicators (KPIs)

The tables below provide a statement of expected results and key performance indicators (KPIs).

<b>CORPORATE STRATEGIC PLANNING AND EVALUATION FRAMEWORK (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk factors</i>
Progress Reports on the Implementation of the Strategic Plan published with some measurements based on some KPIs are accurately and timely published	Reports to Council 10 and C11 noted with minor comments by Counsellors. Quality of reports (by a survey)	Incoherence between data sources and storage methods across ITU Impossible to set up in the framework of current Strategic Plan (i.e. at least for 2010 and 2011)
By 2 <sup>nd</sup> Q 2011, an ITU wide framework for performance measurement and reporting has been established	Report to Council 2011 on the ITU wide framework for performance measurement and reporting is endorsed	Important differences between the new and old Strategic Plans difficult the implementation of the same framework as from 2012
By 2 <sup>nd</sup> Q 2011, a set of guidelines and procedures for data collection across ITU have been developed and are used by the Sectors in their OPs	Level of implementation by Sectors and GS	Lack of interest or cooperation by relevant stakeholders Lack of resources

#### II.6.4.5 Resources to support activities related to Corporate Strategic Planning and evaluation framework *(further updates needed when all figures are available)*

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

	<b>Projection</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Corporate Strategic Planning and evaluation framework</b>				
SGO				
SPM	24	24	24	24
C&P				
A&F				
IS				
TCOM Sec				
BR				
TSB				
BDT				
<b>Total</b>				

## II.6.5 ICT PROJECTS

### II.6.5.1 Description of output

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

### II.6.5.2 Link to strategic objectives

Goal 5 and Intersectoral Objectives 1, 2 and 5.

### II.6.5.3 Activities related to ICT Projects

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

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

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

#### II.6.5.4.1 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.6.5.5 Expected results and key performance indicators (KPIs) for ICT Projects

ICT PROJECTS (2010-2013 timeframe)		
<i>Expected results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
Project priorities are set in accordance with overall ITU strategy, established on a financial cost/benefit basis and governance process with consensus between the General Secretariat and ITU Sectors6	Link between project proposals, the Strategic Plan and the underlying risk management frameworks	<p>Lack of alignment with the ITU Strategic plan, the IM/IT strategy and the established risk management framework</p> <ul style="list-style-type: none"> <li>a) Missed opportunities</li> <li>b) Non compliant with the ITU recommended Control framework (COBIT)</li> <li>c) Inefficient use of resources</li> </ul> <p>Lack of adherence to standard project management framework could result in unclear deliverables, difficulty in managing projects, inconsistent methodology</p> <p>Incomplete IT project portfolio</p>
ICT tools and systems to support the changes needed to make ITU's business processes more efficient ensuring business continuity and disaster recovery.	Efficiency gains (speedier processes, reduced inputs, greater outputs), enhanced reliability and availability	<p>Costly customizations instead of streamlining/changing business processes and procedures.</p> <p>Fragmentation of the corporate IT architecture, and technical infrastructure</p> <p>Not leveraging expertise and resources from Service Providers.</p>
Expedite work of ITU participatory activities: Study Groups, Forums, and Conferences.	Satisfaction of users and Sector advisory groups	<p>Inadequate SLA management prevents clear service definition and measurable performance</p> <p>Infrastructure services are not up to date with respect to performance, functionality and ease of use.</p>

## **II.6.6 BUILDINGS INFRASTRUCTURE**

### **II.6.6.1 a) Description**

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

II.6.6.1.2 The 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.6.6.1 b) Trends and strategy**

II.6.6.1.3 The major trend within the Union has been the difficulty of allocating resources to the Building Maintenance fund sufficient to allow the needed maintenance works. The planning of minimum maintenance works for the next three biennia (2010 – 2015 inclusive) aside from any allowance for works as yet unknown shows that a total input to the BMF of more than CHF 48 million is needed, i.e. more than CHF 16 million 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.

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

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

### **II.6.6.2 Link to strategic objectives**

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

### **II.6.6.3 Activities related to buildings infrastructure:**

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

### **II.6.6.4 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.6.6.5 Expected results and key performance indicators (KPIs)**

The tables below provide a statement of expected results and key performance indicators (KPIs). Since the 'buildings infrastructure' output requires planning beyond a four to five year horizon, information is also given for the quadrennium 2012-2015:

<b>BUILDING INFRASTRUCTURE (2010-2013 timeframe)</b>			
<i>Expected Results</i>	<i>KPIs</i>		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factors</i>
Timely authorization and initiation of construction / renovation projects	New buildings or renovation of buildings on time, in accordance with ITU schedule.	Waiting period for the realization of the project	The main risk can result from the inside of the UIT. For example, it's not possible to renew a meeting room because of an unforeseen conference during the planned of works / other: bad evaluation of necessary time.
Correctly executed and managed projects	Intensive follow up of quality, cost and time limit for each project.	General estimate, detailed schedule of the activities, analysis of the quality of the current and ended constructions, protocols of official acceptance of work.	Mistake in costs and time limits planning. Bad construction, failure of a company.
Cost-effective quality of buildings and facilities for delegates and staff	Search for the maximal quality for the least high cost.	Resolution 1142 of the Council of the UIT. Laws and regulations of the state host. Normes SIA (Société suisse des ingénieurs et des architectes).	Mistake in calls for tender planning (description of the works). Bad execution of the works by a company.
For buildings projects: clear, accurate and transparent information delivered to the Union's management as the basis for informed decisions	Description of the projects, general estimate, plans, any relevant document, verbal explanations if needed.	Good understanding of documents by the management, good decision-making: the project takes place well.	Documents insufficiently clear.
Effective and efficient support of the Union's sectoral and intersectoral activities, including conferences and meetings	Preparation of meeting rooms. Technical support to the President in the starting up of the meeting.	Good progress of the meetings. Satisfaction of the President and the delegates. No complaints.	Quality and availability of the human resources.
Effective management support	Any assistance and recommendation to the management for every relevant problem.	Good decisions of the management	Bad recommendation. Miss vision of all the constraints of the UIT: criteria not collected by the concerned service can depreciate the recommendation.
<b>Projects potentially deferred from 2009 to the biennium 2010-2011, dependent financing</b>			
Moving of the Medical service and gymnastic rooms in the floor of Varembe building.  Connecting to the "Genève Lac Nations" network if the contract is signed between ITU and SIG (Services industriels de Genève).	KPIs as listed above		Funds from BMF
<b>Projects planned 2010-2011, dependent financing</b>			
Modification of low voltage cabinets: new - option to allocate current distribution flexibly between installations, both current and future.  Replacement of emergency generator controller (Tower): increased reliability of emergency electricity supply in Tower and Varembe buildings.  Replacement of surge compensation batteries: lowering of peak electricity consumption.  The three projects above must be realised together.  Rearrangement and renovation of "Salle des pas perdus" (Tower).  Renovation of sanitary installations for delegates (men) in the 2nd basement (Tower). The two projects above must be realised together.  Complete renovation of pumps for rain/waste water drainage (Tower).  Replacement of sunblind control system (Montbrillant).  Replacement of sunblind on the façade of Montbrillant (if necessary).	KPIs as listed above		Funds from BMF

Projects planned 2012-2015 dependent financing		
Replacement of lighting of the Tower and works related	KPIs as listed above	Funds from BMF
Refurbishment of the kitchen, 15 <sup>th</sup> floor		
Refurbishment of hot water production system (Tower and Varembe)		
Replacement of the façades of Varembe		
Replacement of radiators of Varembe		
Replacement of the façades of the Tower		
Replacement of the blinds of the Tower		
Waterproofing work of the “garden roofs” around the tower		
Furniture and machines for the cafeteria, 15 <sup>th</sup> floor of the tower		
Furniture and machines (kitchen) for the cafeteria, extension C		
Cold room extension C		
Air conditioning and ventilation offices, extension C		
Replacement of the compactus of the sales service and heat insulation of the premises		

## **II.7 - INTERSECTORAL COORDINATION**

### **II.7.1 CYBERSECURITY**

#### **II.7.1.1 Description of output**

II.7.1.1.1 Cybersecurity activities are related to:

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

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

#### **II.7.1.2 Link to strategic objectives**

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

#### **II.7.1.3 Activities related to Cybersecurity**

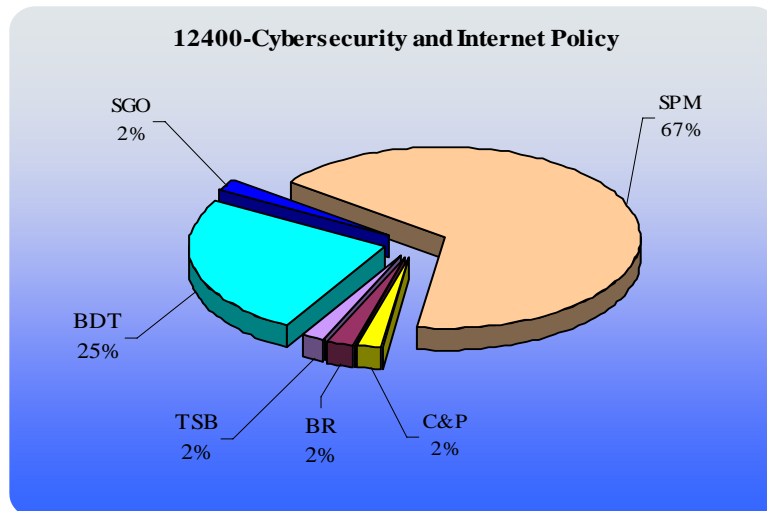
II.7.1.3.1 The complete list of activities to support intersectoral and sectoral outputs is provided in the Annex to this plan.

#### **II.7.1.4 Resources to support activities related to Cybersecurity**

*(further updates needed when all figures are available)*

II.7.1.4.1 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. The second table below provides a breakdown of the human resources to support activities carried out within the framework of Cybersecurity.

- 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 Cybersecurity *(to be updated)***

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 Cybersecurity *(to be updated)***

Cybersecurity -12400	Projection			
	2010	2011	2012	2013
SGO	0	0	0	0
SPM	0	0	0	0
C&P	0	0	0	0
A&F	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	0	0	0	0
<b>Total</b>	0	0	0	0

#### II.7.1.4.1 Service Level Agreements

a) *Documentation:*

**Table II.7.1.B – SLA (Documentation)**

Cybersecurity				
	2010	2011	2012	2013
Translation	250	250	250	250
Typing	250	250	250	250
Reprography	420'000	420'000	420'000	420'000

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

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

<b>CYBERSECURITY (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
During 2010 – 2013, ITU's role as facilitator of Action Line C5 continues and C5's meetings and activities are successfully organized	Level of participation in WSIS action line C5 facilitation meetings Level of satisfaction of stakeholders (by means of a survey)	Insufficient human and financial resources Lack of interest or cooperation by relevant stakeholders
By 2011 the number of initiatives generated through the Global Cybersecurity Agenda has increased	Level of participation and support in the work of the GCA Number and impact of activities around the world generated through the GCA	Insufficient human and financial resources
During 2010 – 2013, collaboration on Cybersecurity among Sectors and other stakeholders increases	Number and impact of new projects, initiatives, programmes triggered or facilitated by the work on Cybersecurity, in particular in the framework of AI C5's facilitation by ITU	Insufficient human and financial resources Lack of interest or cooperation by relevant stakeholders Lack of coordination with Sectors
By 3 <sup>rd</sup> Q 2010, some practical tools to help governments, organizations, industry and educators minimize risk, are implemented (COP related result)	Number of tools implemented Number of Administrations having implemented the tools Number and geographical distribution of other entities using the tools	Insufficient human and financial resources
By 4 <sup>th</sup> Q 2010 the percentage of Member States which have taken action in response to SG's call for action on COP has increased as compared to 4 <sup>th</sup> Q 2009.	Number of Member States that have taken action in response to SG's call for action	Insufficient human and financial resources

## II.7.2 INTERNET POLICY AND GOVERNANCE

### II.7.2.1 Description of output

II.8.2.I.1 The Internet Policy and Governance's Output includes activities on 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.7.2.2 Link to strategic objectives

II.8.2.2.1 This output is linked to the intersectoral Objectives 1, 3, 4 and 5. It is linked to Strategic Goals 2, 6 and 7

<b>INTERNET POLICY AND GOVERNANCE (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
<b>INTERNET POLICIES, GOVERNANCE and ACTIVITIES</b>		
During 2010- 2013, an active participation in and cooperation with the IGF and ICANN and other relevant bodies, such as the Internet Society, is maintained and enhanced.	Number and impact of Workshops, Forums and Seminars (co-)organized by ITU Number of contributions by ITU to IGF	Late submissions of contributions. Insufficient human and financial resources
During 2010- 2013, the collaboration among Sectors on implementation of the mentioned resolutions, avoiding duplication/overlap increases	Number of sectoral and/or intersectoral activities related to the implementation of resolutions 101, 102 and 133	Lack of consensus in reaching the agreement among stakeholders on a common strategy.
During 2010- 2013, the participation in efforts to collaborate on the management of Internationalized (multilingual) Domain Names (IDN) increases	Number of related activities (co-)organized or contributions to other relevant activities	Lack of participation of relevant stakeholders Insufficient human and financial resources.
During 2010 - 2013, collaboration with WIPO and UNESCO on activities to be undertaken in relation to Resolution 133 is enhanced	Number of common publications, events, projects and initiatives.	Lack of participation of relevant stakeholders Insufficient human and financial resources.

### II.7.2.4 Resources to support activities related to Internet Policy and Governance

*(further updates needed when all figures are available)*

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

		<b>Projection</b>			
<b>Corporate Strategic Planning and evaluation framework</b>		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
SGO		0	0	0	0
SPM		0	0	0	0
C&P		0	0	0	0
A&F		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		0	0	0	0
<b>Total</b>		0	0	0	0

## II.7.3 GMPCS

### II.7.3.1 Description of output

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

### II.7.3.2 Link to strategic objectives

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

### II.7.3.3 Activities related to GMPCS

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

**II.7.3.4 Resources to support activities related to GMPCS** *(further updates needed when all figures are available)*

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

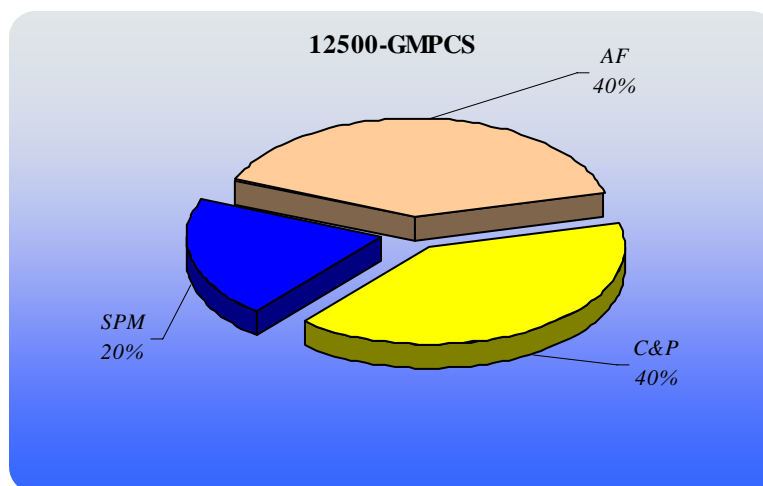


Figure II.7.3.1 – Human resources required to support GMPCS *(to be updated)*

b) 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 GMPCS**

*(to be updated)*

GMPCS-12500	Projection			
	2010	2011	2012	2013
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
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

#### II.7.3.4.1 Service Level Agreements

a) *Documentation*

**Table II.7.3.B – SLA (Documentation)**

Pages	GMPCS			
	2010	2011	2012	2013
Translation	50	50	50	50
Typing	50	50	50	50
Reprography	0	0	0	0

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.7.3.5 Expected results and key performance indicators (KPIs)

GMPCS (2010-2013 timeframe)		
<i>Expected Results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
Authorize the GMPCS-MoU Mark; Maintain the GMPCS-MoU Registry	Timely authorization to affix the GMPCS-MoU Mark on GMPCS terminals; Accurate registry information for the global circulation of GMPCS terminals	Scheduling and timing risks; Budget and personnel estimated incorrectly; Shortfalls in externally performed tasks: in number of terminal registered and in payments for cost recovery

## II.7.4 EMERGING TRENDS AND ICT EVOLUTION

### II.7.4.1 Description of output

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

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

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

### II.7.4.2 Link to strategic objectives

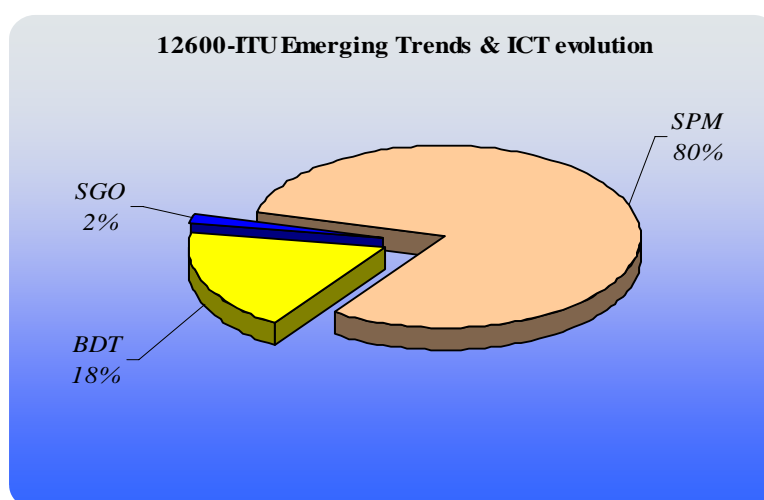
II.7.4.2.1 The Emerging Trends and ICT Evolution related activities serve to fulfill ITU Strategic Goals on bridging the digital divide (Goal 2), Safeguarding Networks (Goal 4), information dissemination (Goal 6) and fostering an enabling environment (Goal 7).

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

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

### II.7.4.3 Resources to support activities related to Emerging trends and ICT evolution *(further updates needed when all figures are available)*

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



**Figure II.7.4.1 – Human resources required to support Emerging Trends & ICT evolution *(to be updated)***

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

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

Emerging Trends & ICT evolution -12600	Projection			
	2010	2011	2012	2013
SGO	1	1	1	1
SPM	30	30	30	30
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
<b>Total</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>

#### II.7.4.3.1 Service level agreements

##### a) Documentation

**Table II.7.4.B – SLA (Documentation)**

Emerging Trends & ICT evolution				
	2010	2011	2012	2013
Translation	113	113	113	113
Typing	113	113	113	113
Reprography	14'000	14'000	14'000	14'000

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.7.4.4 Expected results and key performance indicators (KPIs)

EMERGING TRENDS AND ICT EVOLUTION - (2010-2013 timeframe)		
<i>Expected Results</i>	<i>Key Performance Indicators</i>	<i>Risk Factors</i>
By 1st Q 2010, a new interactive virtual environment is fully operational. It aims to create a community of online users to share, debate and improve the exchange of information, to promote the activities of the Union and the development of an enabling environment.	Number of online users/month. Number of messages/month exchanged through the virtual environment	Insufficient human and financial resources  Insufficient advertising of the virtual environment  Other similar external initiatives interest more users
During 2010- 2011, the quarterly Newsletter on Emerging Trends in ICTs is published timely. It should include detailed and neutral analytical	Number of Newsletters published during the year (expected: 4).	

content leading to an Annual Trends Report publicly available to Membership.	Average time between publications  Number of downloads of the Annual Trends Report  Assessed quality of the Newsletter (through online surveys)	Insufficient human and financial resources.  Lack of interest
ITU's work programme adjusted by C10 and C11 as a result of the Emerging Trends outputs and feedback.	Number of proposals included into SG's report to Council, resulting from work on Emerging Trends and ICT evolution	Late submission  Insufficient human and financial resources  Lack of interest
During 2010- 2011, collaboration with other similar or overlapping initiatives is increased and enhanced	Number of common publications and organized presentations with, e.g. ITU-T's Technology Watch initiative or in collaboration with the OT of Geneva	Insufficient human and financial resources  Lack of interest by other stakeholders

## II.7.5 ICTs and climate change

II.7.5.1 This Output aims to contribute to ITU and its Membership's work to lead efforts to increase awareness and promote information sharing on the role of ICTs in combating climate change, to study the issue of climate neutrality for all ITU activities and take appropriate actions, taking into consideration the United Nations commitment to lead by example, to achieve climate-neutral status within three years as well as to continue to cooperate and collaborate with other entities within the United Nations in formulating future international efforts for the effective addressing of climate change. Activities include coordination of ITU's activities on climate change through ITU Climate Change Task Force, participation and contribution.

<b>ICTS and Climate Change (2010-2013 timeframe)</b>		
<i>Expected results</i>	<i>KPIs description &amp; measurement</i>	<i>Risk Factors</i>
During 2010- 2013, collaboration with ICT industry to promote the use of ICTs to combat climate change is increased.	Number of conferences and meetings organized	Insufficient human and financial resources.
By 2011, within the mandate of the ITU, cooperation and collaboration with other entities within the UN in formulating future international efforts for the effective addressing of climate change is continued.	Number of United Nations Conferences attended by ITU staff.	
By the end of 2010, the report on the contribution to the UN Delivering as One on Climate Change is presented to Council.	Report is noted by Council	
During 2010-2013, secretariat support is provided to the ITU Climate Change Task Force.	Number of meetings organized and number of summaries of the meetings posted.	

### II.7.5.2 Link to strategic objectives

II.7.5.2.1 The Climate Change related activities help to fulfil the Strategic Goals of the Union 1, 2, 6 and 7. It is related to the Intersectoral Objectives 1, 3, 4 and 5 in accordance with Resolution 71 (Antalya, 2006); WTSA Resolution 73 (Johannesburg 2008) and WTPF Opinion 3 on ICT and the Environment (Lisbon, 2009).

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

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

**II.7.5.3 Resources to support activities related to Climate Change** (*further updates needed when all figures are available*)

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

	<b>Projection</b>			
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Corporate Strategic Planning and evaluation framework</b>				
SGO	0	0	0	0
SPM	0	0	0	0
C&P	0	0	0	0
A&F	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	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

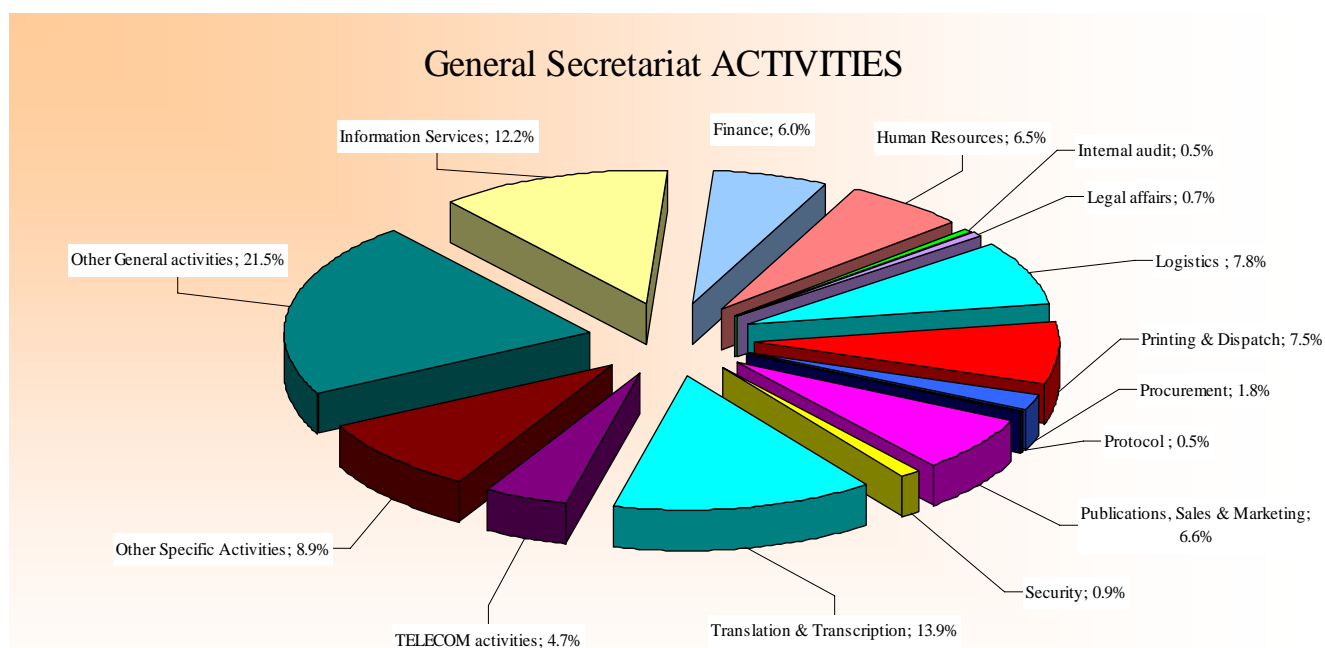
## PART III: GENERAL SECRETARIAT SUPPORT FOR SECTORAL AND INTERSECTORAL OUTPUTS

### 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.

*(further updates needed to the graph below when all information are available)*



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 2010-2013 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 PP-10 Committee on policy and legal issues and providing legal advice to such committee; c) acting as secretary to Council working groups and providing legal advice to such groups; d) drafting and reviewing various legal instruments of the Union; e) drafting and reviewing administrative decisions and internal regulations, rules and policies aimed at increasing the efficiency of internal administrative procedures and the functioning of the Union; f) representing the Secretary-General before the ILO Administrative Tribunal; g) 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.

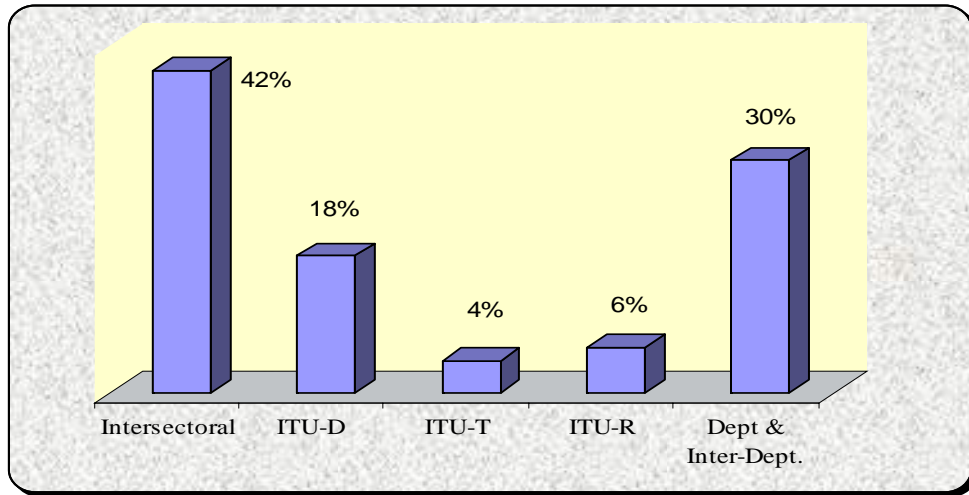


Figure III.1 - SGO support to sectoral and intersectoral outputs and activities  
(further updates needed to the graph above when all information are available)

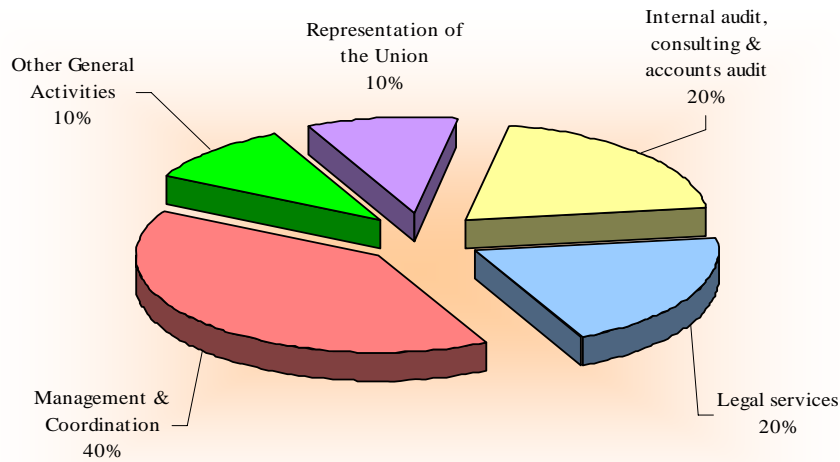


Figure III.2 - SGO breakdown of activities to support sectoral and intersectoral outputs  
(further updates needed to the graph above when all information are available)

**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	2010	2011	2012	2013
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

<b>G6</b>	50	50	50	50
<b>Total</b>	<b>194</b>	<b>194</b>	<b>194</b>	<b>194</b>

\* SGO Budget allocation for 2010: 182 w/m. Additional HR requirements will be funded within approved budget limits through possible savings in.

\*\* 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)

<b>LEGAL AFFAIRS UNIT (2010-2013 timeframe)</b>		
<i>Expected results</i>	<i>KPIs description and measurement</i>	<i>Risk factors</i>
1. In respect of ITU conferences, assemblies and other meetings of the Union: Provision of timely and adequate legal advice and assistance, preparation of notes and statements for the chairmen. Preparation of procedural documents.	Timeliness and relevance/soundness of legal advice. Adequacy of legal instruments with decisions of relevant organs. Absence of challenges as to clarity or accuracy of legal advice.	Understaffing.
2. In respect of the negotiation, drafting and review of contracts/agreements: Protection and defense of the legal standpoint and the interests of the Union, and coherence in ITU contract policy	Small number of contractual disputes arising from ambiguous or poorly drafted documents.	Understaffing. Lack of, or incomplete, information.
3. Drafting and review of administrative decisions and internal rules	Timeliness and relevance. Coherence with other administrative decisions and internal rules. Coherence with norms and practices of the common system and/or with ILOAT jurisprudence. Smooth running of administrative and internal procedures.	
<b>INTERNAL AUDIT UNIT (2010-2013 timeframe)</b>		
1. Audit reports according to the internal audit work plan approved by the Secretary-General	Percentage of completion of the approved internal audit work plan	Additional requests may interfere with the completion of the work plan
2. Completion of ad-hoc enquiry reports requested by the Secretary-General	Timeliness of enquiry reports	Recommendations not implemented by respective managers
3. Internal consulting requested by Elected Officials	Number of consulting tasks completed versus number of consulting tasks requested	Lack of response by respective managers to the external audit requests or reports
4. Effective liaison with the External Auditor	Number of unresolved issues between ITU and the External Auditor	

## **III.2 STRATEGIC PLANNING AND MEMBERSHIP DEPARTMENT**

### **III.2.1 Mission of the Strategic Planning and Membership Department**

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

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

### **III.2.2 Office of the Chief**

#### **Objectives and programme orientation**

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

### III.2.2.2 The main activities of the Office are:

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

### III.2.3 Corporate Governance and Membership Division (CGM)

#### Objectives and programme orientation/Priorities and activities

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

report on activities of the Union to Council, the publication of Council rules of procedure, resolutions and decisions, and the final acts of plenipotentiary conferences.

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

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

#### **Objectives and programme orientation**

III.2.4.1 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 to UN organizations, the UN System, international organizations and other entities from the business community and civil society dealing with telecommunication matters; and
- 2) to promote and manage the ITU brand in order to raise ITU's visibility worldwide, especially within the ICT industry; 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 to UN organizations and the UN System. Provide advice on and coordinate relations with the UN System by assisting elected officials in their preparation to and participation in UN meetings; coordinating participation of ITU staff in meetings and ITU input to UN system reports and maintain database of such participation and input;
- b) Plan and coordinate relations with other international organizations (IOs) and non-governmental organizations (NGOs). Negotiate and monitor ITU agreements with UN System and other IOs;
- c) Coordinate and organize the World Telecommunication and Information Society Day (WTISD), every 17 May, and the ceremony for the World Information Society Award, including the procedure for the selection of laureates. Prepare relevant PP and Council documents;
- d) Schedule official visits to ITU and prepare meeting reports and maintain database and statistics of such visits. Coordinate and organize protocol services for major ITU conferences and meetings and for elected officials. Coordinate replies to invitations to attend or give speeches at meetings. Issue Notes Verbales;
- e) Manage the ITU visitors' centre which will:
  - 1) increase awareness of the importance of telecommunications/ICTs and the role of ITU in facilitating modern communication systems;
  - 2) promote and raise the profile and visibility of ITU, especially within the ICT industry;
  - 3) provide a venue to welcome visitors to ITU, including official delegations to ITU;
  - 4) anticipate and analyze trends in the fast-evolving telecommunications/ICT environment;

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

#### *Corporate Communication*

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

### **III.2.5 ITU Liaison Office in New York**

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

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

#### **Description of main activities**

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

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

### **III.2.6 Corporate Strategy Division (CSD)**

#### **Objectives and programme orientation**

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

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

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

II.2.6.3 The CSD initiates and coordinates the preparation of the draft Strategic Plan for the Union. It works closely with the Sectors in establishing key performance indicators related to the achievement of ITU strategic goals within its mandate, preparing an annual strategic plan progress report and providing relevant recommendations in response to industry changes - all for the consideration of ITU Council. 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.2.6.4 The main areas of activities of the CSD have been identified in line with the mandate of the General Secretariat, in accordance with Article 11 of the Constitution and Article 5 of the Convention. Each area comprises one or more operational activities that are relevant to the mandate of the General Secretariat in assisting the Sectors to reach the Strategic Goals of the Union. Listed below are the main activities and the relevant areas of interest. Listed below are the main activities and the relevant areas of interest.

#### *Intersectoral coordination*

II.2.6.5 Facilitates the coordination of intersectoral activities that cut across the mandates of the Sectors in relation to ITU strategic Goals 1, 2, 4, 6, 7 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.2.6.6 Participates in the elaboration of the Strategic Plan of the Union (during previous and actual year of a PP) and prepares an annual strategic plan progress report and the relevant recommendations for adjustments in response to changes in the industry environment for the consideration of the Council.

#### *Emerging trends and ICT evolution*

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

#### *Support to Council and Plenipotentiary Conference*

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

#### *Performance Measurement and Reporting intersectoral work*

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

### *Cybersecurity*

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

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

### *Internet Policy and Governance*

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

### *Climate Change*

II.2.6.12 Coordinates the intersectoral work on Climate Change

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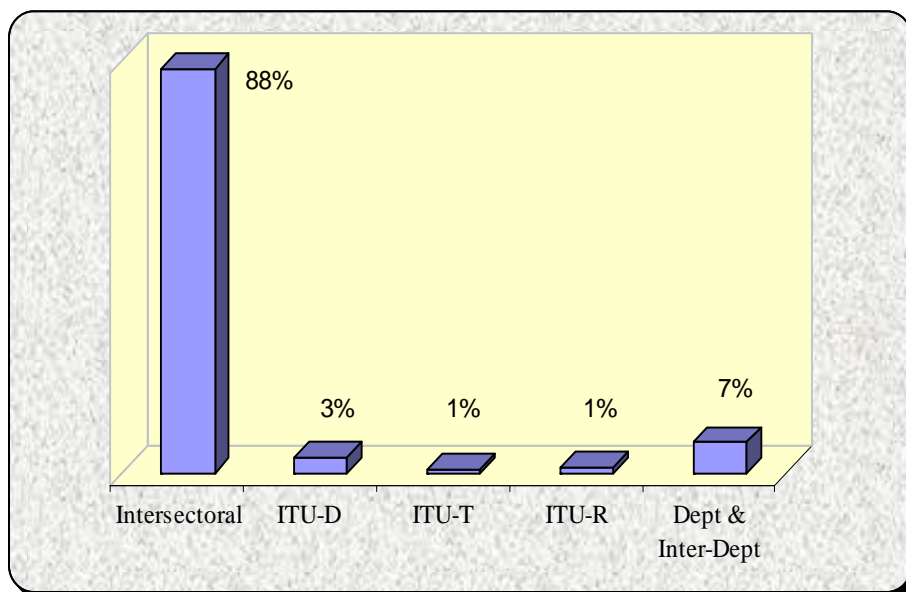


Figure III.3 - SPM support to intersectoral and sectoral outputs

*(further updates needed to the graph above when all information are available)*

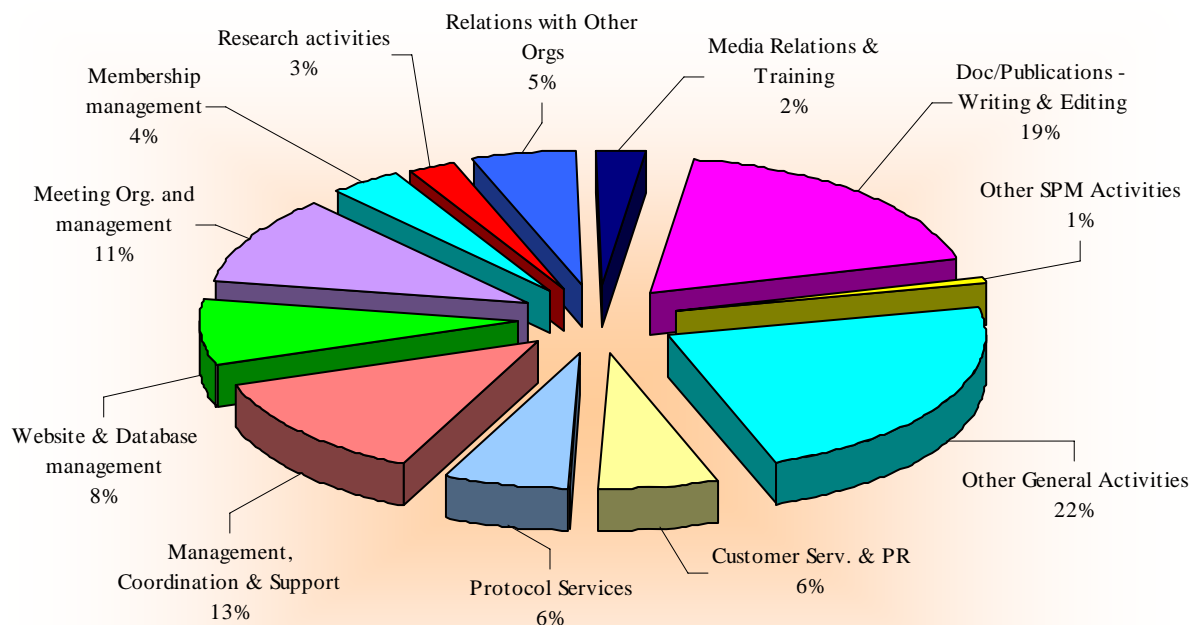


Figure III.4 - SPM breakdown of activities to support intersectoral and sectoral outputs  
(further updates needed to the graph above when all information are available)

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

SPM Grades	Required resources*			
	Work-months 2010	Work-months 2011	Work-months 2012	Work-months 2013
D2	12	12	12	12
P5	48	48	48	48
P4	108	108	108	108
P3	84	84	84	84
P2	36	36	36	36
G7	12	12	12	12
G6	84	84	84	84
G5	132	132	132	132
<b>Total</b>	<b>516</b>	<b>516</b>	<b>516</b>	<b>516</b>

\*SPM budget allocation 2010: 468 w/m, 2011: 480 w/m. Additional HR requirements will be funded within approved 2010-2011 budget limits through possible savings

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

<b>STRATEGIC PLANNING &amp; MEMBERSHIP (SPM) (2010-2013 timeframe)</b>		
<i>Expected Results</i>	<i>KPIs</i>	
	<i>Description &amp; Measurement</i>	<i>Risk Factor</i>
<b>OFFICE OF THE CHIEF (SPM)</b>		
1. High-quality and efficient services to the membership, including effective handling of the Union's communications and other customer services. Effective and efficient support for plenipotentiary conferences, the Council, conferences, assemblies and meetings	1. Number and quality of products and services developed. Timeliness of distribution of documents, materials and contributions for meetings and conferences	Understaffing - Inefficient time planning of meetings - Competition from other entities involved in ICT field
2. Enhanced relations with the United Nations and proactive participation to foster ITU's leadership role in ICT	2. Benchmarking of how ITU is perceived in the UN system on ICT leadership; quality oral and written inputs to UN, CEB, HLCP, etc.	
3. Clear, accurate and transparent information to the Council as the basis for informed decisions	3. Council Members satisfaction	
4. Effective management support	4. Elected officials' satisfaction	
5. Effective representation of the Union	5. ITU positioning as a leading ICT player	
6. Coordinate WSIS meetings and ITU role in UNGIS	6. Accelerate ITU implementation of WSIS outputs	
7. ITU role in CEB and HLCP	7. Raise visibility of ITU & ICT in UN System	
8. Quality services to MBG and other Council Groups	8. Member satisfaction	
9. Efficient organization of Council	9. Complete work & outputs in allotted time; Input documents distributed on time	
10. Revamp ITU website	10. More and better use of web; user and members feedback	
11. Smooth functioning of CoCo & MCG	11. Facilitate timely decision-making of Senior Management and follow-up	

<b>STRATEGIC PLANNING &amp; MEMBERSHIP (SPM) (2010-2013 timeframe) (continued)</b>			
<i>Expected Results</i>	<i>KPIs</i>		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
<b>MEMBERSHIP &amp; CORPORATE GOVERNANCE (CGM)</b>			
<p><b>Corporate Governance:</b></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 2010 and consecutive sessions and PP-10.</p> <p>3. Effective management support</p>	<ul style="list-style-type: none"> <li>- Improved roll-out of Council, Council Groups and PP-10</li> <li>- Accurate assessment of operational needs and related financial implications</li> <li>- Efficient and effective service delivery</li> <li>- Innovative management techniques and work methods</li> </ul>	<ul style="list-style-type: none"> <li>- % membership and management satisfaction (survey)</li> <li>- adherence to document work plans and time management plans</li> <li>- % reports &amp; materials processed within deadlines</li> <li>- % respect for document publication policies and guidelines</li> <li>- expenditure v/s budget (incl. unit cost per delegate)</li> <li>- % variance documentation: forecasts v/s actual</li> <li>- % hours worked in overtime</li> <li>- remote conference services, e-working &amp; and cost impact</li> <li>- harmonization of document publication policies</li> </ul>	<ul style="list-style-type: none"> <li>- Late contributions</li> <li>- Inaccurate forecasts</li> <li>- Conflicting demands for internal resources</li> </ul>
<p><b>Membership:</b></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"> <li>- Measure satisfaction with services</li> <li>- Quality services to major meetings of the Union</li> <li>- Quality information provided to membership</li> </ul>	<ul style="list-style-type: none"> <li>- Accuracy of official correspondence</li> <li>- Number of website hits and ease of use of Global Directory</li> <li>- Timely notification to the membership</li> <li>- % membership satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>- Impact of economic cycles in sector on membership</li> <li>- Poor services from ITU</li> </ul>
<b>GMPCS</b>	See Part II (Intersectoral outputs), Section II.8.3		

<b>STRATEGIC PLANNING &amp; MEMBERSHIP (SPM) (2010-2013) (continued)</b>			
<i>Expected Results</i>	<i>KPIs</i>		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
<b>EXTERNAL AFFAIRS &amp; CORPORATE COMMUNICATION (EACC)</b>			
1. Effective relations with permanent missions of Member States to UN organizations	Sound advice on official/diplomatic relations and procedures	High % of client satisfaction	Unwritten procedures
2. Effective participation in the UN System	Reduction of costs in human and financial resources of participation in meetings and contributing to reports	Decreased % in ineffective participation or contributions	Inadequate internal coordination
3. Effective cooperation with international organizations and other entities from the business community and civil society	Development of cooperation mechanisms such as agreements, MoU, partnerships	Higher % Client surveys	Lack of human and financial resources for implementation
4. Effective handling of official correspondence	Timely and effective replies; using electronic filing system, databases and website	High percentage of correspondence routed digitally from a central registry	Unwritten rules and procedures; no database software
5. Higher ITU profile and more informed decision-makers and opinion-makers in government and industry	Timely and targeted dissemination of information to government and industry leaders	Higher % of media interest in ITU activities	Failure to target proper client base
6. Strong support for the work of the organization and increased use of ITU products and services	Coverage. Benchmarking of how ITU is perceived in key target audiences. Sales figures on client base. Number of tracked web visitors to specific products and services	Increased membership and inquiries about ITU activities	Inadequate measurements tools
7. Support to substantive and operational units in communicating their achievements worldwide	Number of positive or neutral stories filed in relation to the number of press releases issued/number of articles placed in newspapers and magazines	Higher % of media interest in ITU activities	Difficulty in measuring full impact
8. New communication channels between ITU, its various constituencies and external audiences in order to communicate ITU's message to a broader audience	Number and breadth of new contacts added to the database reflecting the breadth of outreach/number and effectiveness of distribution channels	- % new items and inquiries prepared on time	Lack of human and financial resources
9. Production of high-quality content in ITU News, as the flagship magazine of the Union. The magazine's timely publication both in print and online in all language editions	Number of new readers added to the subscription database and ever-growing traffic on the magazine's website. Increased revenue from advertising. Readership surveys for both the print and online editions to gauge customer satisfaction and make the necessary adjustments.	High % of satisfaction from readership surveys	Lack of human and financial resources

<b>STRATEGIC PLANNING &amp; MEMBERSHIP (SPM) (2010-2013) (continued)</b>			
<i>Expected Results</i>	<i>KPIs</i>		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
<b>EXTERNAL AFFAIRS &amp; CORPORATE COMMUNICATION (EACC)(continued)</b>			
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. ITU Visitors Centre	Number of visitors		Insufficient visitors; Exhibits are poorly funded or poorly displayed.
13. Increase awareness of the importance of telecommunications/ICTS and the role of ITU in facilitating modern communication systems			
14. Promote and raise the profile and visibility of ITU, especially within the ICT industry.	- Increase in number and amount of sponsorship - Number and type of visitors.		The visitors' centre does not contribute to raising the profile of ITU.
15. Provide a venue to welcome visitors to ITU, including official delegations to ITU.	- Number of visitors - Number of official delegations visiting ITU		Insufficient visitors and inadequate interest.
16. Anticipate and analyze trends in the fast-evolving telecommunications/ICT environment.	- The number of sponsors - Number of exhibitors - Exhibitions on ICTs of the future		Insufficient sponsors and exhibitors; insufficient interest.
17. Deepen ITU's relations with Member States, Sector Members and other entities, the UN and other international organizations	- The number of sponsors - Number of exhibitors - Number of displays		Insufficient sponsors and exhibitors; exhibits are poorly funded or poorly displayed; insufficient interest.

<b>STRATEGIC PLANNING &amp; MEMBERSHIP (SPM) (2010-2013) (continued)</b>		
<i>Expected Results</i>	<i>KPIs</i>	
	<i>Description &amp; Measurement</i>	<i>Risk Factor</i>
<i>CORPORATE STRATEGY (CSD)</i>		
<b>Intersectoral Coordination:</b>		
<ul style="list-style-type: none"> <li>- WSIS – See Part II (Intersectoral outputs), Section II.3</li> <li>- Global Cybersecurity Agenda, WSIS C5 facilitation - See Part II (Intersectoral outputs), Section II.8.1</li> <li>- Internet policies, governance and activities – See Part II (Intersectoral outputs), Section II.8.2</li> <li>- Emerging Trends and ICT Evolution: See Part II (Intersectoral outputs), Section II.8.4</li> <li>- Climate Change: See Part II (Intersectoral outputs), Section II.8.5</li> </ul>		
<b><i>Strategic Plan Elaboration And Progress Report</i></b>		
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
<b><i>Strategic Plan Elaboration And Progress Report (continued)</i></b>		
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	

<b>STRATEGIC PLANNING &amp; MEMBERSHIP (SPM) (2010-2013) (continued)</b>		
<i>Expected Results</i>	<i>KPIs</i>	
	<i>Description &amp; Measurement</i>	<i>Risk Factor</i>
<b>CORPORATE STRATEGY (CSD) (continued)</b>		
During this period and as result of CSD's work, some of the outcomes and the results of the ITU work programmes are aligned to the strategic goals of the Union.	Number of relevant actions Number of reports drafted by CSD and presented by SG to the Council on related matters	Inappropriate identification of corrective measures to be undertaken Insufficient human and financial resources
At least 80% of CSD's proposals to Council meetings in 2010,-2013 on strategic options for adaptation of ITU work activities to meet relevant goals are taken into account. In particular regarding Emerging Trends and ICT evolution, Cybersecurity, Internet Policy and Governance and the ICTs role to combat Climate change, At least 50% of them actually produce a modification of ITU's work programme	Number of reports drafted by CSD and presented by SG to the Council on related matters Number of modifications introduced to ITU work programme as a result of CSD's strategic advise on Emerging Trends and ICT evolution; Cybersecurity; Internet Policy and Governance; ICTs role to combat Climate Change; and other possible new subjects. Impact and scope of these modifications (qualitative indicator tbd)	Insufficient human and financial resources Lack of strategic relevance or a clear explanation of relevance of subjects raised by CSD
All CSD's WSIS related activities during the period 2010-2013 successfully completed  Increased coordination between Actions Lines  Increased participation in WSIS-related meetings	Success, effectiveness and outcome of WSIS Action Line Facilitator meetings and related actions Measured by means of: <ul style="list-style-type: none"> <li>• Stakeholders perception (e.g. through a survey)</li> <li>• Number and impact of generated initiatives, projects, etc. (qualitative indicator tbd);</li> </ul> Number of participants in WSIS related meetings Degree of coordination (qualitative indicator tbd)	Declining interest following conclusion of WSIS. Insufficient human and financial resources
All CSD's Council and PP related activities during the period 2010-2013 successfully completed Increased intersectoral coordination	Number and impact of intersectoral initiatives, projects, etc. (qualitative indicator tbd) Sectors' satisfaction with CSD coordination (through a survey) Counsellors and delegates satisfaction with meetings secretariat (through a survey)	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 **Human Resources**, the objective is to ensure effective human resources management and consistency with ITU strategies, policies, regulations and rules providing advice and services on staff development, management and planning, social protection and welfare services. The Human Resources Administration Division, manage the administration services, at HQ and in the field, such as appointment, contracts, end of service and benefits and entitlements, travel arrangements, pension, insurances and compensation and ensure recruitment services. The Human Resources Policies Division, harmonize and streamline policies, regulations and rules; develop competencies; manage performances appraisal systems, ensure job classification services and social welfare.

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

III.3.1.4 In the field of **Procurement**, the objective is to provide an efficient, centralized procurement service to the Union, ensuring compliance with all relevant normative documents. The Procurement Division, leading and coordination of procurement actions; improve method and find economies through negotiation and consolidation of procurement actions.

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

III.3.1.6 In the field of **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 continue to 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.

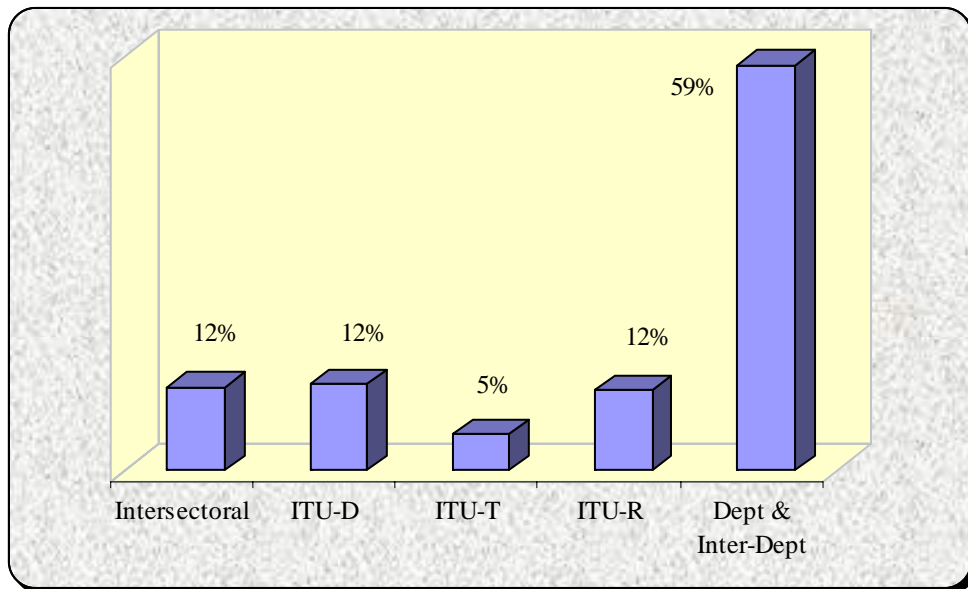


Figure III.5 – A&F support for intersectoral and sectoral outputs

*(further updates needed to the graph above when all information are available)*

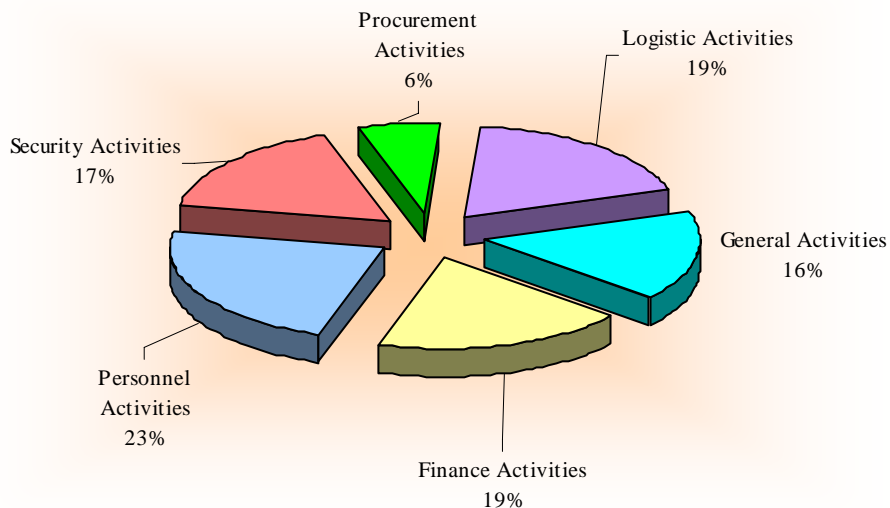


Figure III.6 – A&F breakdown of activities to support intersectoral and sectoral outputs

*(further updates needed to the graph above when all information are available)*

**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	2010	2011	2012	2013
D2	12	12	12	12
P5	60	60	60	60
P4	84	84	72	72
P3	216	216	204	204
P2	48	48	48	48
G7	108	120	120	120
G6	276	276	276	276
G5	396	396	384	384
G4	156	156	156	156
G3	204	204	204	204
G2	48	48	48	48
<b>Total</b>	<b>1608</b>	<b>1620</b>	<b>1584</b>	<b>1584</b>

\* A&F budget allocation for 2010: 1515 w/m. Additional HR requirements will be funded within approved 2010-2011 budget limits through possible savings, 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 (2010-2013)	
Expected Results	KPIs description, measurement and risks
HUMAN RESOURCES ADMINISTRATION DIVISION and HUMAN RESOURCES POLICIES DIVISION	
1. <i>Support Member States, Council and other ITU meetings</i>	
<ul style="list-style-type: none"> <li>✓ High quality documents and statistics on HRM</li> <li>✓ Effective time management</li> </ul>	Description and measurement <ul style="list-style-type: none"> <li>✓ Transparency and accurate information provided to the administrations in a timely manner. New enquiries prepared on time</li> <li>✓ Adherence to document work plan</li> <li>✓ Output of meetings. High % of Member States satisfaction</li> </ul> <u>Risks factors:</u> <ul style="list-style-type: none"> <li>✓ Inadequate ICT tools</li> <li>✓ <u>Lack of HR</u></li> <li>✓ Lack of consensus</li> </ul>
2. <i>Coordinate development of HRM policy, strategy and regulatory framework</i>	
<ul style="list-style-type: none"> <li>✓ Improve HR policy and strategy development and coordination. HR Strategic Plan implementation</li> <li>✓ Ensure application of the UN common system employment conditions</li> <li>✓ Represent ITU in inter-agency meetings</li> </ul>	Description and measurement <ul style="list-style-type: none"> <li>✓ UN policies harmonization. Timely applications of UNGA decisions. High percentage of new applied policies</li> <li>✓ ITU visibility. Level and effective participation in inter-agency meetings</li> </ul> <u>Risks factors:</u> <ul style="list-style-type: none"> <li>✓ Lack of HR and budgets constraints</li> <li>✓ Deadlines of the UNGA sessions</li> </ul>

<b>Administration and Finance Department (2010-2013)</b>	
<b><i>Expected Results</i></b>	<b><i>KPIs description, measurement and risks</i></b>
<p>3. <i>Ensure recruitment and job classification services</i></p> <ul style="list-style-type: none"> <li>✓ Ensure fair and equitable post classification in a timely manner</li> <li>✓ Establish generic job descriptions and implement cyclical review program</li> <li>✓ Ensure smooth implementation of reorganizations</li> <li>✓ Carry out efficient recruitment services. Consider geographical and gender balance, at HQ/in the field</li> <li>✓ Ensure timely recruitment of temporary staff</li> </ul>	<p><u>Description and measurement</u></p> <ul style="list-style-type: none"> <li>✓ Number of Job classification actions and posts reviewed</li> <li>✓ Coherence of the organizational structure. Number of actions related to reorganizations</li> <li>✓ Transparency and equity in the process.</li> <li>✓ Number of vacancy notices submitted to PANELAPB: Average of processing time in weeks: 4 weeks for panel And 7 weeks for APB's after VN closing date.</li> <li>✓ Number of short-term contracts and average of staff request treated in time.</li> </ul> <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> <li>✓ <u>Lack of or incomplete information.</u> Pre-selection or evaluation reports not submitted on time / Staff requests not submitted in time and inaccurate forecasts</li> <li>✓ Availability of APB members - Difficulty in convening meeting</li> <li>✓ Inadequate ICT tools</li> </ul>
<p>4. <i>Manage administrative and travel services</i></p> <ul style="list-style-type: none"> <li>✓ Manage contracts, allowances, entitlements and benefits; new contractual policy, reporting in a timely manner</li> <li>✓ Implement mobility and redeployment programmes</li> <li>✓ Administer travel entitlements, removals etc.; negotiate air fares reductions</li> </ul>	<p><u>Description and measurement</u></p> <ul style="list-style-type: none"> <li>✓ Timely and effective replies to the staff and managers. High percentage of processed NPA and number of administrative actions</li> <li>✓ Number of processed leaves and overtime. Facilitate duty travel and ensure smooth conditions.</li> <li>✓ Quality of deliverables. High percentage of satisfaction. Users comments. Number of staff request and claims and processing time.</li> </ul> <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> <li>✓ Lack of or incomplete information</li> <li>✓ Inadequacy of available tools for data gathering</li> <li>✓ Claims/evidences/TA not submitted in time</li> <li>✓ Inefficient time planning</li> <li>✓ Lack of human and financial resources</li> </ul>
<p>5. <i>Provide social protection and welfare services</i></p> <ul style="list-style-type: none"> <li>✓ Improve and review social protection benefits provided to staff</li> <li>✓ Manage effectively social benefits schemes</li> <li>✓ Provision of quality client services</li> </ul>	<p><u>Description and measurement</u></p> <ul style="list-style-type: none"> <li>✓ Adequacy of benefits provided</li> <li>✓ Accurate and timely processing of social benefit claims</li> <li>✓ Client feedback</li> </ul> <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> <li>✓ Impact of external financial factors</li> <li>✓ Decisions of joint bodies UNJSPB and SHIF</li> <li>✓ Insurance market</li> <li>✓ Difficulty in obtaining relevant information</li> <li>✓ Inadequate human and financial resources to achieve results</li> </ul>
<p>6. <i>Manage training and performance appraisal programmes</i></p> <ul style="list-style-type: none"> <li>✓ Organize, plan, develop and manage training activities</li> <li>✓ Provide assistance for effective implementation of the periodic performance appraisal (PPA) report as a tool for managing performance in a timely manner</li> </ul>	<p><u>Description and measurement</u></p> <ul style="list-style-type: none"> <li>✓ Development of staff competencies.</li> <li>✓ Adherence to budgetary ceilings</li> <li>✓ High number of staff trained; number of learning days. Percentage of successful candidates in language examinations</li> <li>✓ Enhance the performance of staff. Compliance rate of performance appraisal reports</li> </ul> <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> <li>✓ Budget constraints</li> <li>✓ Lack of HR</li> <li>✓ Quality of teachers and facilitators</li> </ul>

<b>Administration and Finance Department (2010-2013)</b>	
<b><i>Expected Results</i></b>	<b><i>KPIs description, measurement and risks</i></b>
<b>7. Improve communication process and implementation of the new integrated HR management system</b>	
<ul style="list-style-type: none"> <li>✓ Enhance the communication between Bureaux and Departments</li> <li>✓ Enhancement of the computerization and rationalisation process</li> <li>✓ Reduce administrative procedures barriers</li> </ul>	<p>Description and measurement</p> <ul style="list-style-type: none"> <li>✓ Openness and transparency in HR process perceived by the management and staff. Time spent in informing/coaching staff and management</li> <li>✓ Innovative management techniques and work methods in simplifying process. Volume of data processed and paperless</li> <li>✓ Number and percentage of appeal/tribunal cases processed. Number of problem cases solved</li> </ul> <p><u>Risks factors:</u></p> <ul style="list-style-type: none"> <li>✓ Budget constraints</li> <li>✓ Rules and regulations constraints.</li> <li>✓ Software standard</li> </ul>
<b>BUDGET AND FINANCIAL ANALYSIS DIVISION and ACCOUNTS DIVISION</b>	
<ul style="list-style-type: none"> <li>✓ Preparation of the draft financial plan for 2012-2015 in 2010.</li> <li>✓ Preparation of the financial and programme budget for 2010-2011 in 2009 and for 2012-2013 in 2011 (within a strict framework geared to results and efficiency).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Timeliness in the submission of input.</li> <li>✓ Review and adoption by PP / Council.</li> </ul> <p>Risks factors</p> <ul style="list-style-type: none"> <li>✓ Late submission of Sectors/Department contributions</li> <li>✓ Lack of consensus</li> <li>✓ Unbalanced Budget / Financial Plan</li> </ul>
<ul style="list-style-type: none"> <li>✓ Optimization of internal controls.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conformity to internal control and financial procedures.</li> <li>✓ Internal / external audit findings and opinions.</li> </ul> <p>Risks factors</p> <ul style="list-style-type: none"> <li>✓ Misallocation of costs/invoices, inaccurate payments</li> <li>✓ Recommendations not implemented</li> </ul>
<ul style="list-style-type: none"> <li>✓ Strict application of accounting procedures in accordance with applicable regulations, rules and standards. Implementation of IPSAS.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Timely payment of invoices.</li> <li>✓ External Auditor's approval of accounts.</li> </ul> <p>Risks factors</p> <ul style="list-style-type: none"> <li>✓ Late payment interest charges</li> <li>✓ Delays in implementing IPSAS</li> </ul>
<ul style="list-style-type: none"> <li>✓ Enhancement of the financial management and reporting systems</li> </ul>	<ul style="list-style-type: none"> <li>✓ Timely production of financial management reports and timely delivery of financial information to ITU Members and to the management of ITU.</li> <li>✓ Efficient workflow and accounting control systems (error detection and frequency).</li> </ul> <p>Risks factors</p> <ul style="list-style-type: none"> <li>✓ Delays in the production of reports/ financial information</li> <li>✓ Inadequate ICT tools</li> </ul>
<b>PROCUREMENT DIVISION</b>	
<ul style="list-style-type: none"> <li>✓ Efficiency and effectiveness of procurement function</li> <li>✓ Application of ITU procurement rules assured</li> </ul>	<ul style="list-style-type: none"> <li>✓ Percentage of target dates for purchase orders and contracts as established in the SLA met</li> <li>✓ Internal/External auditors' reports</li> </ul> <p><u>Risk factors:</u></p> <ul style="list-style-type: none"> <li>✓ Late submission of related documentation by the service recipients</li> <li>✓ Budget constraints</li> </ul>
<b>SECURITY AND SAFETY SERVICES</b>	
<ul style="list-style-type: none"> <li>✓ Efficiency and effectiveness of safety and security functions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Feedback from ITU personnel, visitors and all stakeholders external to the ITU</li> <li>✓ Compliance with Standard Operating Procedures (such as MOSS)</li> <li>✓ Low level of security or safety incidents</li> <li>✓ Rapid response time.</li> </ul> <p>Risks factors:</p> <ul style="list-style-type: none"> <li>✓ Adequate and proportionate measures and response</li> <li>✓ Lack of appropriate resources allotted</li> </ul>

<b>BUILDING AND LOGISTICS SERVICES</b>			
<i>Expected Results</i>	<i>KPIs</i>		
	<i>Description</i>	<i>Measurement</i>	<i>Risk Factor</i>
Timely authorization and initiation of construction / renovation projects	New buildings or renovation of buildings on time, in accordance with ITU schedule.	Waiting period for the realization of the project	Unforeseen conference during the planned of works / other: bad evaluation of necessary time.
Correctly executed and managed projects	Intensive follow up of quality, cost and time limit for each project.	General estimate, detailed schedule of the activities, analysis of the quality of the current and ended constructions, protocols of official acceptance of work.	Mistake in costs and time limits planning. Bad construction, failure of a company.
Cost-effective quality of buildings and facilities for delegates and staff	Search for the maximal quality for the least high cost.	Resolution 1142 of the Council of the UIT. Laws and regulations of the state host. Normes SIA (Société suisse des ingénieurs et des architectes).	Mistake in calls for tender planning (description of the works). Bad execution of the works by a company.
For buildings projects: clear, accurate and transparent information delivered to the Union's management as the basis for informed decisions	Description of the projects, general estimate, plans, any relevant document, verbal explanations if needed.	Good understanding of documents by the management, good decision-making: the project takes place well.	Documents insufficiently clear.
Effective and efficient support of the Union's sectoral and intersectoral activities, including conferences and meetings	Preparation of meeting rooms. Technical support to the President in the starting up of the meeting.	Good progress of the meetings. Satisfaction of the President and the delegates. No complaints.	Quality and availability of the human resources.
Effective management support	Any assistance and recommendation to the management for every relevant problem.	Good decisions of the management	Miss vision of all the constraints of the UIT: criteria not collected by the concerned service can depreciate the recommendation.

### III.4 ITU TELECOM SECRETARIAT

*(further updates needed when all information are available)*

#### 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 mandate includes conceptualizing and designing events, selecting host venues, promotion, sales and client relations and operations. The TELECOM secretariat is also responsible for business management and administration, the Exhibition, Forum and VIP/VVIP Programme. The Secretariat also participates in matters related to media and public relations, financial management and ICT services with the support of ITU staff on the basis of full cost-recovery.

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

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

#### III.4.3 Human resources to support ITU TELECOM activities

III.4.3.1 In 2010, the ITU TELECOM (core) Secretariat consists of 20 posts which complete most of the activities listed above in categories a) to g). Activities in categories h) to j) 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	2010
ITU TELECOM World 2009	4%
ITU TELECOM Americas 2010	30%
40 <sup>th</sup> Anniversary Celebration*	55%
ITU TELECOM World 2013	1%
Future strategy (Res 1292)	10%
<b>Total</b>	<b>100%</b>

*Note: The above figures are subject to review in light of discussions related to outsourcing the exhibition related ITU TELECOM 40<sup>th</sup> Anniversary Celebration in 2011*

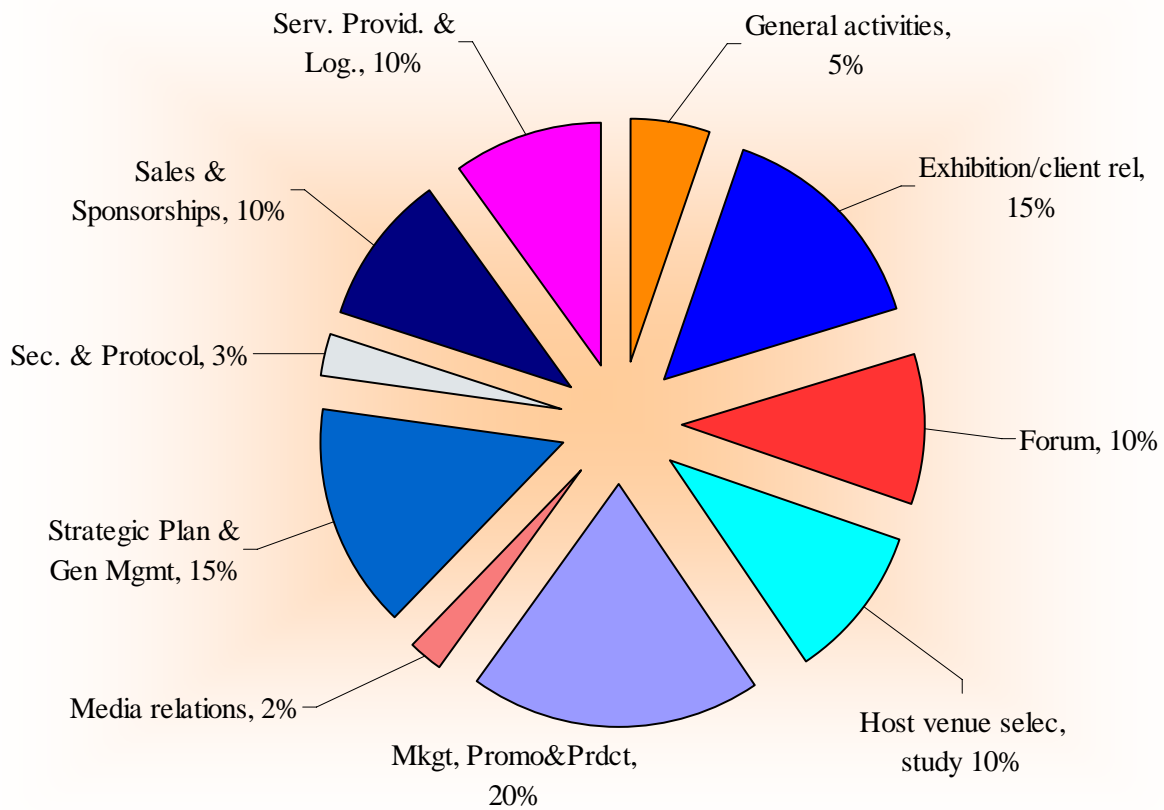


Figure III.7 – TELECOM Secretariat breakdown of activities to support outputs  
(further updates needed to the graph above when all information are available)

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

TELECOM	Budget		Projections		
	Work-months		Work-months	Work-months	Work-months
Grades	2010		2011	2011	2013
D1	12		12	12	12
P5	36		36	36	36
P4	24		24	24	24
P3	36		36	36	36
G7	12		12	12	12
G6	48		48	48	48
G5	36		36	36	36
G4	12		12	12	12
<b>Total</b>	<b>216</b>		<b>216</b>	<b>216</b>	<b>216</b>

### **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 2010-2013 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 2010-2013: 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 2010-2013: 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*, WTDC-10 and PP-10 RA/WRC-12, WTSA-12.

#### ***Translation/Terminology/References***

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

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

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

**Programme orientation for 2010-2013:** 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 2010-2013:** 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 2010-2013:** 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 2010-2013:** 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.

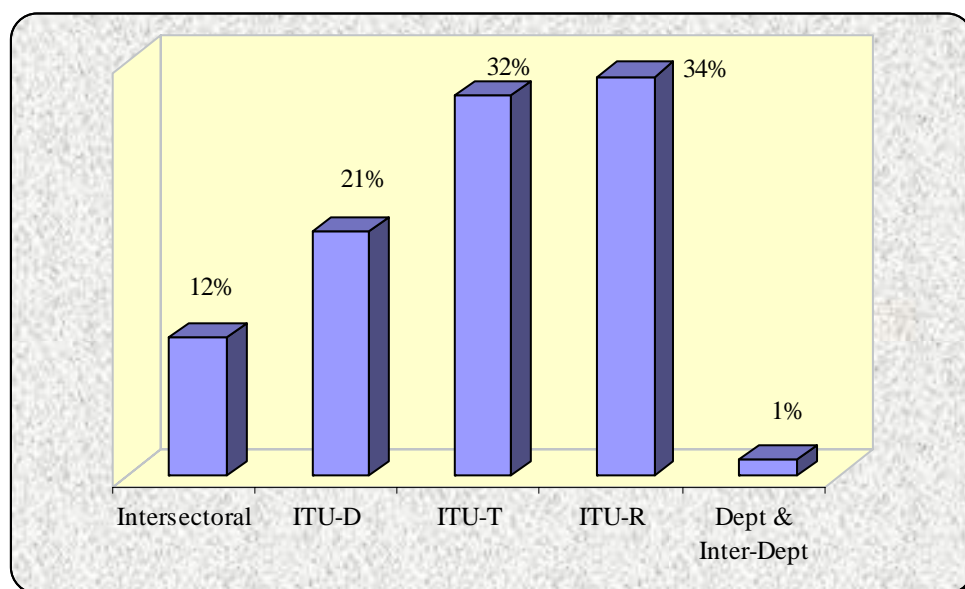
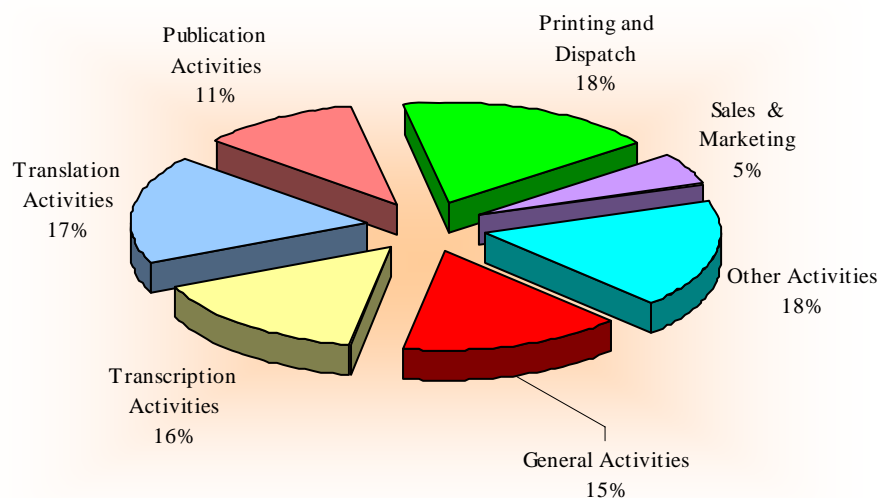


Figure III.8 - C&P support for intersectoral and sectoral outputs

*(further updates needed to the graph above when all information are available)*



**Figure III.9 - C&P breakdown of activities to support intersectoral and sectoral output**  
*(further updates needed to the graph above when all information are available)*

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

C&P	Budget		Projection	
	Work-months	Work-months	Work-months	Work-months
Grades	2010	2011	2012	2013
D1	12	12	12	12
P5	102	108	108	108
P4	264	264	264	264
P3	252	252	252	252
P2	60	60	60	60
P1	12	12	12	12
G7	72	72	72	72
G6	300	300	300	300
G5	756	756	756	756
G4	372	372	372	372
G3	216	216	216	216
G2	0	0	0	0
<b>Total</b>	<b>2418</b>	<b>24240</b>	<b>24240</b>	<b>24240</b>

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

<b>CONFERENCES AND PUBLICATIONS DEPARTMENT (2010-2013)</b>		
<i>Expected Results</i>	<i>KPIs description and measurement</i>	<i>Risk factors</i>
<i>1) Office of the Chief, including Management and Planning Unit</i>		
Implementation of relevant PP and Council decisions	Council approval of relevant documents under C&P responsibility Successful management and outputs of the Working Group on Languages	
Successful ITU conferences and meetings	Membership and participants' satisfaction	Impact of non-rational scheduling, location and planning of ITU events and work programme  Inaccuracy of Sector workload forecasts
Effective resource and financial planning and control	Efficient and cost-effective service delivery Expenditure maintained within the limits of the approved budget. Compliance with financial regulations. Remain within the approved budget limitations and objectives.	
<i>2) Conference Management and Interpretation</i>		
Provision of logistical support for meetings and conferences.	Holding and smooth running of conferences and meetings	Inavailability of rooms and facilities in Geneva  Timely invitations  Strict compliance with requirements
Identification of areas of improvement to maintain/enhance the level of participation in meetings and conferences of the Union	Feedback from participants and organizing Sectors/departments	
Evaluation and planning of interpretation for meetings and conferences for the Union around the globe	Availability of quality Interpretation in the required languages for quality dissemination of conference debates and information. Feedback from participants.	Labour market for interpreters could impact on the quality of an event
<i>3) Translation/Terminology/References</i>		
Timely delivery of high-quality texts in the six languages of the Union	Feedback from authors/readers Target dates met Annual and monthly statistical reporting	Accuracy of Sector forecasts Non-compliance with document submission deadlines
Relevant language versions provided at meetings/conferences	Prompt availability of conference documents in required language versions in group/committee/plenary meetings	Time planning will impact on the labour market for translators
Language expertise, including support to Editorial Committee	Accurate, aligned Final Acts Availability of editorial tools	
Quality minutes/summary records for conferences, the Council and RRB	Accurate records published in agreed time-frame	Organization and clarity of debates. Timely planning for meetings and conferences will impact the labour market for précis-writers
Application of suitable ICT developments in translation and other areas of document production	Impact on service delivery Annual and monthly statistical reporting	Availability of adequate tools.
Enhance terminology, references and full text retrieval tools for translation	Impact on service delivery Avoidance of duplication/inconsistency	Training

<b>CONFERENCES AND PUBLICATIONS DEPARTMENT (2010-2013) (continued)</b>		
<i>Expected Results</i>	<i>KPIs description and measurement</i>	<i>Risk factors</i>
<i>4) Document Composition Service</i>		
Timely delivery of high-quality documents in the six languages of the Union, in electronic form on required software platforms	Feedback from authors/readers Target dates met Annual and monthly statistical reporting	Non-compliance with document submission deadlines
Relevant documents provided at meetings/conferences	Prompt availability of conference documents in group/committee/plenary meetings, and of Final Acts	Labour market for operators
Timely delivery to market of ITU Recommendations	Quickpub annual and monthly statistical reporting. Annual and monthly statistics	Non availability of resources for Quickpub
<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	Non-compliance with document submission deadlines
<i>6) Publications and Electronic Publishing</i>		
Contribution to promotion and increased visibility of ITU publications.	Feedback from delegations and the Union's external contacts Sales/download statistics	
Creation and production of public-information material, e.g. catalogues, forum programmes, flyers and promotional materials	Availability and impact of promotional material Annual and monthly statistical reporting	Timely provision of stable requirements and specifications could impact on the costs and delivery schedule.
Development and maintenance of publication programmes	Publication programme issued Monthly and annual statistical reporting	
Develop and support the Pproduction of CD-ROM/DVD	Feedback from customers/users Target delivery dates met, especially during conferences. Delivery measurement	
Increase in automation for faster and accurate output	Monthly and annual statistical reports	
<i>7) Marketing</i>		
(a) Dissemination of ITU publications: Increased visibility of ITU publications via promotions and updated publications website and electronic access for related publications for on-going conferences or event (with IS department) (b) Promotion and publications during ITU forum, conference and Telecom event© (c) Sustained/Improved sales, improved awareness through analysis of customer demand and market trend, customer information, promotional campaign	- Monthly and annual sales statistics - System performance - Customer feedback and satisfaction - Reseller and value-added contracts (number of income/royalties) - Visitor feedback, number of sold publications, number of contracts - Number of e-mails, new reseller contracts, mailings, flyers, surveys -Number of new customers developed	Sales, market and political impacts of download without charge of: ITU-T Recommendations; ITU-T Operational Bulletin (from 2010); ITU-R Recommendations (limited trial, 2009, continuation subject to Council decision in October). Collection of the Basic Texts (limited trial, 2009, continuation subject to Council decision in October).  Inappropriate forecasts

<b>CONFERENCES AND PUBLICATIONS DEPARTMENT (2010-2013) (continued)</b>		
<i>Expected Results</i>	<i>KPIs description and measurement</i>	<i>Risk factors</i>
<i>8) Sales</i>		
<ul style="list-style-type: none"> <li>- Maintained and increased sales, through improved products and services</li> <li>- Timely delivery of appropriate quality within the planned cost</li> <li>- Effective CRM and reporting system</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly and annual statistics (orders and income)</li> <li>- Customer feedback</li> <li>- Time to complete, quality of monthly and annual statistics</li> <li>- statistical variance in volume of sales</li> </ul>	<p>Competitor action</p> <p>Reduced spending on publications due to external (global or regional) financial pressure on ITU's clients</p> <p>Possible future decisions to extend access without charge to publications that were previously available for payment.</p>

## **III.6 INFORMATION SERVICES DEPARTMENT (IS)**

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

III.6.1.1 The objective of this programme is to provide information and communications technology (infrastructure and basic services) for all ITU Sectors and departments. 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) Optimize and integrate current information systems and services based upon a risk-management framework (COBIT) and through multi-sourcing.
- b) Establish and centralize all functions related to systems development so as to avoid the risk of systems development becoming fragmented.
- c) Enhance staff competence and improve job performance through knowledge and use of information technology and resources.

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

III.6.1.3 The Library 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 2010-2013, continued efforts will be made to improve operational availability and reliability of the ICT infrastructure, user satisfaction and cost-effectiveness of ITU's ICT services. An Information Communication Technology and Information Management (ICT/IM) strategy for the ITU has been approved to provide a coherent framework for achieving these objectives. This strategy outlines policy, governance, and operational initiatives and proposes measures to increase accountability, transparency, reliability, and efficiency of ICT services. In addition, business continuity and cost reductions will be improved through the judicious use of multi-sourcing. The adoption of a project management framework and establishment of a project portfolio, an ICT risk register, and a service catalog will help in the prioritization of project and operational activities and investments. The ITU Enterprise Architecture will continue to evolve.

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

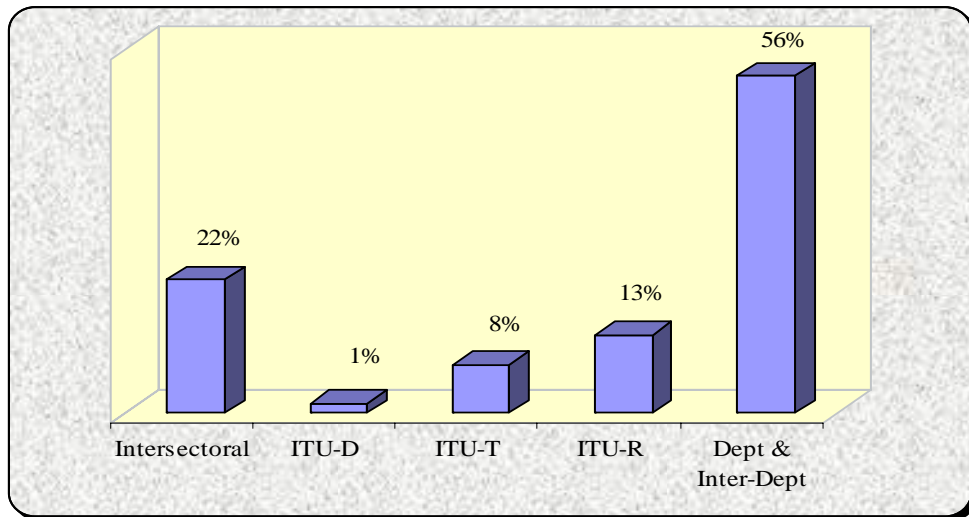


Figure III.10 - IS support for intersectoral and sectoral outputs  
*(further updates needed to the graph above when all information are available)*

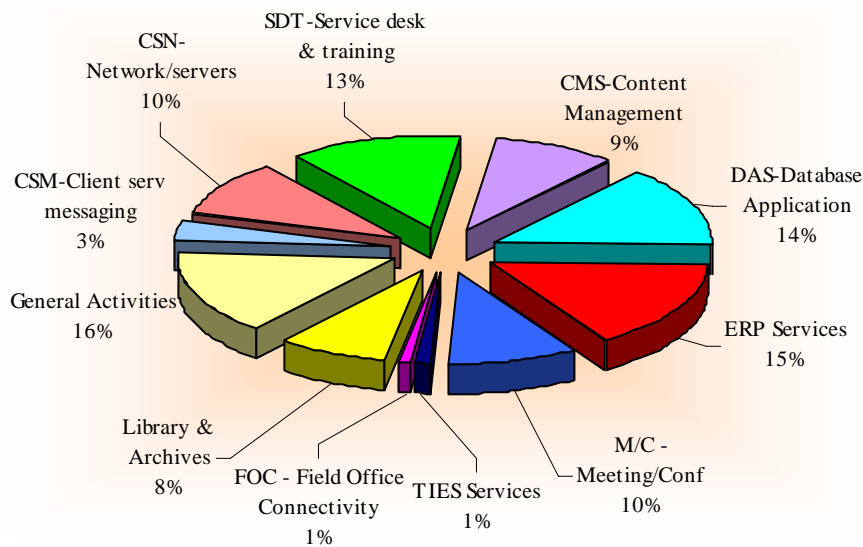


Figure III.11 - IS activities to support intersectoral and sectoral outputs  
*(further updates needed to the graph above when all information are available)*

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

IS	Budget		Projection	
	Work-months	Work-months	Work-months	Work-months
Grades	2010	2011	2012	2013
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
<b>Total</b>	810	810	810	810

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

<b>IS expected results and Key Performance Indicators (KPIs)</b>		
2010-2013 Expected Results, KPIs and Risk Factors		
<i>Expected Results</i>	<i>KPIs description and measurement</i>	<i>Risk Factors</i>
<b>1 Computer and network:</b> Highly reliable and available (24x7) ICT infrastructure, including network connectivity with adequate bandwidth. Safeguarding of ITU computing and information resources through adequate security measures including BC and DR	Infrastructure and network capacity, availability and reliability. Reduction in the number of single points of failure introducing redundancy. Level of end user satisfaction	Maintain existing and acquire new technologies without ongoing investments (obsolescence) Inability to provide 24x7 services with existing staff. Increasingly sophisticated cyber security threats compromise ITU operations and information resources.
<b>2 Conferences and meeting IT support:</b> Effective services including rapid availability for electronic access to documents, remote translation and interpretation needs, and intensive delegate WLAN requirements. Enabling "paperless meetings."	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.	Host Country willingness to provide facilities in line with ITU's requirements Unable or slow to evolve technical architecture.
<b>3 Information exchange:</b> Facilitating the work of participants in ITU study groups and conferences. Making ITU information widely available via reliable websites and enhanced electronic collaboration tools with adequate capacity and security. Giving remote office staff improved access to ITU information resources	Volume of traffic, number of messages, website response time, webpage hits and visits, etc. Number of registered users. Sales and free download volume of electronic publications.	Limited resources to expand capabilities and maintain services. Failure to continue development of ICT Architecture and adhere to standard technical architecture
<b>4 Office systems:</b> Provision of an effective, reliable desktop computing environment. Development and delivery of customized courses to improve staff skills. Coordination of IT training. Provision of technical consulting and support services	Reduction of the total cost of ownership of the desktop infrastructure User satisfaction. Mean times for Service Desk incident response and closure.	Failing to evolve office and management tools and streamline technical architecture Inadequate training of staff
<b>5 Database applications:</b> Improved efficiency and effectiveness through consolidation and integration of fragmented databases and systems.	User satisfaction with functionality and performance of database applications. Use of standard (off-the-shelf solutions) with a minimum of customization and development	Multiple systems increase complexity, maintenance and costs Risk of obsolescence
<b>6 Administrative systems:</b> Enhanced efficiency through integrated handling of business processes, reducing redundancy of data, activities, controlling, coordination and interfaces. Adaptation to meet IPSAS accounting standards. Optimization of technical services by having only a	Fully electronic administrative procedures driven by end-user input. Easily accountable and auditable applications. User-friendly handling of transactions	Adapting business processes to fully exploit potential efficiency of off-the shelf systems. Changes to infrastructure and application systems in production

<b>IS expected results and Key Performance Indicators (KPIs)</b>		
<b>2010-2013 Expected Results, KPIs and Risk Factors</b>		
<i>Expected Results</i>	<i>KPIs description and measurement</i>	<i>Risk Factors</i>
minimum number of different software applications to be supported and maintained	and functions.  Increased productivity of administrative staff (number of operations per staff per year).  Compliance with IPSAS.	are not properly coordinated, tested, or communicated
<b>7 Library and Archives Service:</b> facilitate and encourage the usage of knowledge and information resources by staff, delegates, and the general public; ensure that reliable and complete institutional records are available as long as required to support business functions and to meet present and future evidential and accountability uses; provide assistance /guidance to the staff, delegates, and the general public with their telecommunication-related information needs.	Number of (paper/electronic) consultations, research requests and documents delivered  Volume of alerting services delivered, journals, books, electronic documents, records processed and circulated  Number of documents and/or files processed for historic archives and for semi-active archives	Lack of policy and procedures to effectively manage ITU information assets, inc. organizational archives