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| **Council Working Group for Strategic and Financial Plans 2020-2023**  **Third meeting – Geneva, 15-16 January 2018** |  |
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| Russian Federation | |
| Contribution from the Russian federation  proposals on changing resolution 151 (rev. busan, 2014) on the basis of merging with resolution 72 (rev. busan, 2014)   |  | | --- | | Summary  The document provides the updated text of Resolution 151 "Implementation of results-based management in ITU" (Rev. Busan, 2014) taking into account the content of Resolution 72 "Linking strategic, financial and operational planning in ITU" (Rev. Busan, 2014) and the positive experience accumulated by the ITU in introducing results-based management (RBM).  Action required  CWG-SFP is invited to consider the proposals made below on the draft revised Resolution 151 (Rev. Busan, 2014) and abrogate Resolution 72 (Rev. Busan, 2014) because linking all types of planning in ITU is the necessary integral part of RBM system.  \_\_\_\_\_\_\_\_\_\_\_\_  **References**  *Documents*: *the ITU Constitution; the ITU Convention; Resolution 71 (Rev. Busan 2014); Decision 5 (Rev. Busan 2014);* *Resolution 72 (Rev. Busan 2014); Resolution 151 (Rev. Busan 2014); Resolution 48 (Rev. Busan 2014); Doc. C17/49, ITU Financial regulations and Financial rules,* *JIU/REP/2004/6 (Part I), JIU/REP/2004/7 (Part II), JIU/REP/2004/8 (Part III),* *UNGA Resolution "The 2030 Agenda for Sustainable Development"* | | |

**Introduction**

It is proposed to adapt to new social and economic conditions of the ITU functioning the text of Resolution 151 which highlights importance of results-based management in the ITU, avoiding duplication of the information with other resolutions and using, where appropriate, the content of Resolution 72 which highlights necessity of linking the strategic, financial and operational planning, *considering that:*

− RBM is the modern management strategy aimed to modify the way for the ITU to function more efficient, focus on certain programmes and their implementation, and including processes of planning and implementing the results-based budget (RBB);

− positive experience is accumulated in the introduction and application of RBM and RBB systems;

− implementation of JIU recommendations of the document "JIU/REP/2016/1: Review of management and administration in the International Telecommunication Union (ITU)" facilitates establishment and improvement of the RBM system in the ITU;

− new complicated tasks appears in the Union management, arising from uncertainty of processes in the outer environment as well as from the need to take part in the achievement of the Sustainable Development Goals (SDGs) identified in the UNGA Resolution "The 2030 agenda for sustainable development";

− RBM principles suppose improvement of planning, including harmonization of all types of planning in the organization, coordination of ITU services in the achievement of planned objectives, increase in the personnel activity synergy and its potential;

− linking the ITU strategic, financial and operational plans including biennial budgets based on the RBB concept is the necessary condition for efficient establishment and implementation of the sustainable RBM system in the ITU.

**Proposals**

1. To consider and approve the draft revised Resolution 151 (Rev. Busan, 2014) merged with relevant provisions of Resolution 72 (Rev. Busan, 2014) as described in Annex А hereto.
2. To exclude Resolution 72 (Rev. Busan, 2014) from the list of existing PP Resolutions.

Annex А

Draft

RESOLUTION 151 (REV. Dubai , 2018)

Improvement of results-based management in ITU

**[Note: text and semantic content of Resolution 72 are highlighted by color in the text of draft Resolution 151]**

The Plenipotentiary Conference of the International Telecommunication Union (Dubai, 2018),

considering

*a)* Resolution 72 (Rev. Busan, 2014), which notes the need of linking strategic, financial and operational planning through relationships between the corresponding documents and the information they contain ;*b)* Resolution 151 (Rev. Busan, , 2014) of the Plenipotentiary Conference, which further instructed the Secretary-General to continue to improve methodologies associated with the full implementation of results-based management (RBM), including the presentation of biennial budgets, based on the concept of results-based budgeting (RBB);

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*c*) Resolution 71 (Rev. Dubai, 2018) which sets out strategic goals and objectives of the Union and Sectors , the achievement of which shall be encouraged by RBM,

*d)* Decision 5 (Rev. Dubai, 2018) which indicates the resource limitations for the 2020-2023 period and specifies goals and objectives on the improvement efficiency of the ITU activities,

*e)* Resolution 48 (Rev. XXXX, 20XX) which resolves that the human resources management and their development in ITU should further comply with goals and activity of the Union and United Nations common system,

*noting further*:

a) that the ITU development is connected with the processes in the society which are characterized by uncertainty, complexity and are not completely monitored by the Union which should take this into account using accumulated experience and identifying the most effective management methodologies for new conditions,

b) the RBM system is aimed to solve the ITU management tasks and to do this to develop indicators for the monitoring and assessment of the progress in achievement of expected results (outcomes and outputs) as well as to increase transparency and accountability of the Union as a whole and responsible persons, in particular, recognizing

*a)* that processes of RBM and RBB in ITU will entail further development of culture of organization and staff involvement at all levelsin these processes ;*b)* that a comprehensive strategy aimed at changing the way UN agencies operate, with improving performance (achieving specific results) as the central orientation is required by, RBM;*c)* that improvement ofRBM system implies the continuity of the processes of planning, programming, results based budgeting (RBB), monitoring and evaluation,delegation of authority and accountability; including staff performance, ,

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d) strategic and operational planning of the activities of the Union is an integral part of RBM system aimed at the effective implementation of all the plans and activity programmes by the processes of linking strategic, financial and operational plans,

*recognizing further*

the need to implement JIU recommendations contained in "JIU/REP/2016/1: Review of management and administration in the International Telecommunication Union (ITU)" taking into account the value of RBM in the United Nations Organization system,

*emphasizing*

that the purpose of RBM and RBB is to ensure that high-priority activities are adequately resourced and efficient use of such resources is required to achieve planned results,

*resolves to instruct the Secretary-General and the Directors of the three Bureaux*

1 to continue to improve processes and methodologies associated with RBM and RBB, at both levels: planning and implementation of all the plan types and ITU budget ;

[Note: items a,b,c of 2 below are formulated on the bases of *recognizing* of Resolution 72]

2 to continue to develop a comprehensive ITU results framework to support implementation of the strategic plan and its linkage with financial, operational plans and budget and increase the capability of the Union members to assess the progress in achievement the ITU goals, for this purpose:

a) operational and financial plans of ITU should set out the activities of the Union, the objectives of those activities and the associated resources and results;

b) to monitor the implementation of the interlinked Union plans utilizing a comprehensive performance monitoring framework for evaluation by the ITU Council the achieved progress;

с) to continually improve efficiency of all activities by eliminating duplication taking into account complementarity between the activities of ITU and those of other relevant international and regional telecommunication organizations;

d) to ensure transparency of the reports by publishing detailed information, including the one of all costs incurred in the use or deployment of financial and human resources (external or internal);

[Note: d) is based on section 5 of *resolves* *to* *instruct the Secretary-General and the Directors of the three Bureaux, Resolution 72*]

e) to develop further the risk-management system at the ITU level, in the context of RBM, to ensure that contributions from ITU Members and other financial resources are used to best advantage;

3 to each prepare their coordinated and consolidated plans reflecting the linkages between strategic, financial and operational planning, for annual review by the Council, while identifying particular measures and elements to be included in the operational plans of the Sectors and the General Secretariat, to ensure coherence among the plan;

[Note: section 3 is based on 1 and 3 of *resolves* *to* *instruct the Secretary-General and the Directors of the three Bureaux, Resolution 72*]

4 to provide to conferences and assemblies the necessary information from the full range of new financial and planning mechanisms available in order to estimate the financial implications of their decisions made, as well as, assist Member States in preparing cost “estimates” for any proposals to all conferences and assemblies of the Union taking into account the provisions of Article 34 of the ITU Convention;

5 to make steady progress in increasing staff capacity, increase skill level and ITU staff participation in RBM according to Resolution 48 (Rev. XXXX, 20XX), and reflect the relevant results in the Staff report;

6 to make appropriate proposals, related to RBB and RBM, for consideration by the Council in the light of *recognizing* b) and c) above to introduce changes into the Financial Regulations of the Union, taking into account the views of Member States and the recomendations of the Sector advisory groups, as well as of internal and external auditors and IMAC;

[Note: section 6 is based on 2 of *resolves* *to* *instruct the Secretary-General and the Directors of the three Bureaux, Resolution 72*]

*instructs the Secretary-General*

1 to report annually to the ITU Council on the implementation of this Resolution;

2 to monitor on a yearly basis implementation of PP Resolutions following PP-18 and to prepare an annual report to the ITU Council (in the frameworks of the annual report on the Implementation of the Strategic Plan and Activities of the Union (ITU Annual Progress Report)),

*instructs the Council*

1 to continue to take appropriate actions to ensure further development and appropriate application of RBM and RBB mechanisms at ITU;

2 to monitor the implementation of this resolution at each subsequent session of the Council and to report to the next Plenipotentiary conference.

*urges Member States*

to liaise with the secretariat at an early stage in developing proposals with financial implications so that the work plan and associated resource requirements can be identified and, to the greatest extent practicable, included in such proposals.