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| **Council 2021Virtual consultation of councillors, 8-18 June 2021** |  |
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|  | **Document C21/INF/9** |
| **12 April 2021** |
| **English only** |
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| **Note by the Secretary-General** |
| ADDITIONAL INFORMATION ON THE UNFUNDED MANDATORY ACTIVITIES (UMACs) |

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| SummaryThis document sets forth details on the Unfunded Mandatory Activities (UMACs) presented in Table 1 of Document C21/49.Action required This report is transmitted to the Council **for information**.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Reference[C21/49](https://www.itu.int/md/S21-CL-C-0049/en); [C21/INF/12](https://www.itu.int/md/S21-CL-INF-0012/en) |

**Description of the Unfunded Mandatory Activities (UMACs) for the 2021-2027 time-frame**

**A** **Business continuity – Information Management**

During VCC-2, several councillors supported, in principle, the proposals for investment in three areas: information and records management, ITU working tools of the Union, and the ITU website (see document [C20/53](https://www.itu.int/md/S20-CL-C-0053/en)). The details of each project can be found through this link ([CWG-FHR 12/3](https://www.itu.int/md/S21-CWGFHR12-C-0003/en)).

The over-arching goal of all three projects is effective business continuity, by investing in mitigating risks, reducing the cost and impact of disruptions, and ensuring confidence and trust in ITU and new working methods, even more urgent in the light of the Covid-19 pandemic.

A-1 Information and record management

Preparation of the Tower and Montbrillant buildings for the relocation of staff will need to begin in 2021 and may have to take into consideration social distancing requirements and support for teleworking. This course of action directly impacts the initial plans for information management and safeguarding information collections (e.g. limited space for physical archives) and the number of staff that can be relocated to the two buildings. This was not foreseen in Document C20/53 when the document was issued in spring 2020. With respect to the new ITU building, it is important to reduce the likelihood that the [building project risks](https://www.itu.int/en/council/2020/Documents/007/007R1e-Complete-updated-Risk-Register.pdf) will materialize and impact the building risk fund.

Teleworking, virtual meetings, and new working methods will have to be supported and secured access to information will have to be provided, independent of the location.

A-2 Working tools of the Union

As the Council was informed back in 2017, the Organization’s administrative systems (EPR/CRM) need to be replaced by 2025 as the vendor will cease support of the current platform. The Council already allocated CHF 3 million of the CHF 5 million needed for this migration. The remaining CHF 2 million will be included in the 2024-2027 Strategic and Financial Plan or from regular budget savings in the coming years.

ITU’s website and the document management system (Documentum and SharePoint) are running on platforms which have reached end-of-life support by the vendors. Operating obsolete platforms will also prevent ITU from benefiting from new technological developments (introduction of AI/ML supported processes) and creating efficiency gains. The operational risks are critical and should be eliminated.

A-3 ITU website (See document C21/INF/12)

To fully address the risk mentioned above, ITU will need to migrate its entire website to a new platform, thus ensuring business continuity, and address requests from Member States for full implementation of the six languages of the content across the website, as well as harmonization and improved usability for delegates and visitors (Resolution 154 (Rev. Dubai, 2018)).

**B** **Risk and internal control (ITU Risk Management Framework)**

A key element of an organization’s accountability framework is a robust system of risk management and internal control. This policy sets out ITU’s approach to managing risks and controls in a consistent and business-oriented manner, in order to support the achievement of its strategic goals, expected results and project objectives.

A Risk Management Manual, which covers the day-to-day operational details of risk and control management at ITU, complements this policy document. Both documents, together with the Risk Appetite Policy, represent ITU’s Risk Management Framework.

The main objectives of the risk management policy in ITU are as follows:

* embed risk management into the business processes of the organization, drawing from the best practices;
* allow for the achievement of the organizational goals and objectives, fostering a culture of risk awareness and organizational resilience; and
* allow for a balance of innovations and change with associated risks, within the stated risk boundaries of the organization.

Approval of risk assessment and response ensures the appropriate level of review and that the risk response (mitigation and control) measure is reflected in workplans, as applicable. The approval process for risk assessment and risk responses is as follows (defined in detail in the Risk Management Manual): MCG/Coordination Committee endorses the assessment of and response to all risks within the red zone of ITU risk scale chart; Directors of the Bureaux endorse the assessment of and response to single-Sector risks, and risk owners can manage risks and risk responses, which are assessed to be in the green zone, into the risk register without additional approval required. ISC-TF is being consulted for cross-sector risks and escalation to MCG/Coordination Committee is required for decisions.

The report for the implementation of the Action Plan to strengthen the ITU Risk Management Framework was presented to VCC-2 in 2020 and to CWG-FHR in January 2021 and has resulted in the following recommendations:

1. Adoption of the revised ITU Risk Management Policy.
2. Adoption of the revised ITU Risk Appetite Statement.
3. Creation of a new function at P4 level within the General Secretariat on Risk and Internal Control, within the available budget. The main responsibilities of the function should be:
* Providing recommendations for the organization’s adoption of best risk management practices and the continuous improvement of its internal control environment.
* Recommending the adoption of risk policies, appetite statements, manuals, and protocols for reporting and escalation and de-escalation of risk exposures to ITU’s Senior Management Team.
* Establishing the methodologies and tools for identifying, assessing, monitoring, and reporting on ITU’s risk exposures, including those related to Business continuity and Crisis Management (ORMS project).
* Assessing the operating effectiveness (whether controls operate effectively over a period of time so as to actually result in the mitigation of the relevant risk(s)) of controls as recorded.
* Sponsoring the enterprise risk management and control framework, including the operation of the three lines of defense and the adherence to and use of risk appetite measures.
* Leading efforts to embed risk management across the organization and evolving enterprise risk management tools and competencies to continually develop risk management in line with leading best practice.
* Acting as the contact point for best practice sharing on enterprise risk management at the inter-agency level, embracing both security and business risk management analysis, judgements, and decision-making.
* Managing the interface with the third line of defense on the corporate implementation of risk management and responding to scrutiny concerning risk management from external parties, including the External Auditor, the Joint Inspection Unit, and donors.
* Consolidate best practices and experiences in risk management and organizational resilience management.
* Work closely with the ORMS Coordinator and IT BC/DR Manager who are under the supervision of the Head of SSD who has responsibility for Security Risk Management within the Union.

**C** **Partnerships and resource mobilization in order to attract extra-budgetary resources**

BDT has fully adopted the Results Based Management which focusses on results and impact rather than activities. As available resources allocated in the regular budget has proved to be limited in addressing Membership expectations for impactful projects and initiatives, BDT is focusing on partnerships and resource mobilization in order to attract extra-budgetary resources. A P5 position is required to lead this effort. As negotiations, stewardship, and representation at the senior level is required, it is necessary to have a P5 lead and give direction to the BDT team. To pave way for effective resource mobilization, BDT has developed a Resource Mobilization strategy and is currently running training for all staff in resource mobilization. However, without a specialist to coordinate and direct resource mobilization activities, targets may not be made and the culture in resource mobilization might not be fully adopted.

**D** **New ICT Eye, using modern technologies**

The ICT Eye is an IT solution consisting of a suite of interfaces, databases, tools, and processes used by two divisions in BDT: The Data and Analytics Division (IDA) and Regulatory and Market Environment Division (RME). The ICT Eye is currently used to submit, collect, store, validate, analyse, and publish data related to information and communication technologies (ICTs). The data includes statistics, micro-data, meta-data, and qualitative information related to market development, regulatory environments, and tariff policies.

The current ICT Eye relies on decades-old obsolete technologies, which requires bespoke effort from a few specialized consultants for ongoing maintenance at relatively high cost. It does not meet the evolving needs of ITU’s large and diverse stakeholder community, including staff, researchers, policymakers, media, and the public at large. Further, due to its slow user interfaces and the high level of manual intervention required to update and maintain the portal, the solution adversely affects staff productivity and work quality.

A New ICT Eye, using modern technologies, will support ITU and its partners in every step of the data life cycle, change behaviours, and enable the community of users to significantly contribute to ITU’s mission of connecting the world. The new solution will be a state-of-the-art, modular, evolutive, lean, user-centric IT solution that optimizes every step of the data life cycle, and significantly enhance analytical capabilities, productivity, and work quality of ITU staff and partners, including data providers.

It is expected that the New ICT Eye will:

• Significantly improve the user experience, including ITU Member States - that are both the main submitters and main users of ITU data.

• Enhance analytical capabilities and improve the productivity of RME and IDA staff.

• Raise ITU standing and visibility thanks to increased traffic and use of ITU data.

• Generate significant economies of scale for BDT as the new solution can meet most of BDT data storage and dissemination needs.

**E** **Additional resources for ITU-T Study Group activities (**[**C20/14 (Rev.1)**](https://www.itu.int/md/S20-CL-C-0014/en)**)**

E-1 Cities around the world using ITU’s Smart Sustainable City KPIs

More than 100 cities worldwide are measuring their progress towards becoming smart and sustainable cities and communities by using ‘Key Performance Indicators for Smart Sustainable Cities’ based on ITU standards. ITU case studies have evaluated the progress achieved in the smart city projects of Dubai (UAE), Singapore, Moscow (Russian Federation), Ålesund (Norway), Bizerte (Tunisia), Riyadh (Saudi Arabia), and Pully (Switzerland), with evaluations undertaken using the Key Performance Indicators.

ITU’s key performance indicators are also promoted by the ‘[United for Smart Sustainable Cities (U4SSC) initiative](https://www.itu.int/en/ITU-T/ssc/united/Pages/default.aspx)‘. The U4SSC initiative is supported by 16 UN bodies, advocates for public policy to ensure that ICTs – and ICT standards in particular – play a definitive role in the transition to smart cities. A range of city ‘fact sheets’ developed under the auspices of U4SSC was launched at the 9th ITU Green Standards Week. The fact sheets address the relationship between smart city initiatives and the Sustainable Development Goals, sharing insight into cities’ experiences in this regard.

WTSA-Resolution 98 “Enhancing the standardization of Internet of things and smart cities and communities for global development” instructs the TSB Director “to continue to support the United for Smart Sustainable Cities Initiative (U4SSC), launched by ITU together with the United Nations Economic Commission for Europe (UNECE) in May 2016 […]”.

Additional resources are needed to manage the increasing requests for additional cities to implement the ITU-T’s KPI standards in support of U4SSC, to provide adequate secretariat support to the U4SSC initiative, and to feedback the learnings and new requirements to the relevant ITU-T Study Groups.

TSB is requesting one additional P2 staff to support the activities of ITU’s Smart Sustainable City KPIs and U4SSC.

E-2 International Numbering Resources (INRs), the backbone of communication networks

ITU assigns about twenty types of International Numbering Resources (INRs), either directly or indirectly. Recommendation ITU-T E.195 proposes the formation and functions/responsibilities of the centralized ITU Numbering Administration Group (ITU-NAG) within TSB. It provides recommended procedures to ensure that all requests for resources are handled in an impartial, uniform, consistent, and effective manner.

Notifications of national numbering/identification plan updates and assignments or reclamations of national numbering/identification resources are received and published in the ITU Operational Bulletin. The ITU Operational Bulletin is published in the six official languages of the Union twice a month. Some 20 annexes are maintained on numbers and codes allocated in accordance with the following recommendations:

* ITU-T E.164 “The international public telecommunication numbering plan”.
* ITU-T E.118 “The international telecommunication charge card”.
* ITU-T E.212 “The international identification plan for public networks and subscriptions”.
* ITU-T E.218 “Management of the allocation of terrestrial trunk radio Mobile Country Codes”.
* ITU-T Q.708 “Assignment procedures for international signalling point codes”.

ITU-T E.156 “Guidelines for ITU-T action on reported misuse of E.164 number resources” is under revision to include new cases of misuse and to investigate more efficient means of combating misuse.

A prototype of a new repository of national numbering plans has been developed and is available at: <https://www.itu.int/net4/itu-t/nnp>. The prototype responds to WTSA Resolution 91 (Hammamet, 2016) on “Enhancing access to an electronic repository of information on numbering plans published by the ITU Telecommunication Standardization Sector”.

With the increasing number of companies applying for shared codes (E.212 and E.164), the Numbering Coordination Team (NCT) has experienced a significant increase in its workload. The NCT is supported by TSB where the SG2 Counsellor provides technical advice, and where TSB manages the application workflow from request to assignment within the time limits set by relevant ITU-T Recommendations in force.

TSB has experienced a sharp rise in the resources required to provide timely response to notification requests by Member States, publish operational bulletin publications in six languages every two weeks, implementing WTSA - Res. 91 on NNP, and manage new company applications through the NCT.

TSB is requesting one additional P2 staff to support the increasing numbering-related activities.

E-3 Digital financial services can include almost 2 billion unbanked people in the economy

In 2017, 1.7 billion adulst worldwide were unbanked. Of those, 1.1 billion have a mobile phone. There is a huge opportunity to include the unbanked in the economy and make their life better – by using the mobile phone as a bank account.

About fifteen years ago, digital financial services (DFS) were pioneered in developing countries, first in the Philippines, then – and most famously – in Kenya with M-PESA. However, the take-up of digital financial services in developing countries around the world over the last dozen years has not (yet) shown the success that was expected. Some developing countries are more successful than others in building up a DFS infrastructure and DFS culture. Why is that? What is the secret to make DFS work in developing countries?

ITU, supported by the Bill and Melinda Gates Foundation, is working to answer this question. WTSA-16 - Res. 89 instructs the Director of the Telecommunication Standardization Bureau, in collaboration with the Directors of the other Bureaux:

“2 to support the development of reports and best practices on digital financial inclusion […]”,

“3 to establish a platform or, where possible, connect to those already existing, for peer learning, dialogue and experience-sharing in digital financial services among countries and regions, regulators from telecommunication and financial services sectors, industry experts and international and regional organizations;”

“4 to organize workshops and seminars for the ITU membership in collaboration with other relevant SDOs and institutions with primary responsibility for financial services standards development, implementation and capacity building, in order to raise awareness and identify regulators’ particular needs and challenges in enhancing financial inclusion.”

Resolution 204 (Dubai, 2018) instructs the Directors of TSB and BDT:

“2 to support the development of reports, studies and best practices on digital financial inclusion […]”.

“3 to support relevant platforms or, where possible, connect to those already existing, for peer learning, dialogue and experience-sharing in digital financial services among countries and regions, regulators from the telecommunication and financial services sectors, industry experts and international and regional organizations;”.

“4 to continue organizing workshops and seminars for the ITU membership in collaboration with other relevant SDOs and institutions in order to raise awareness and identify regulators’ needs and challenges in enhancing financial inclusion,”.

The Bill and Melinda Gates Foundation had funded during three years a P4 and a P2 for current activities. This funding ended in June 2020.

TSB is requesting one additional P4 staff and one G6 staff to fulfil the instructions of Resolution 204 (Dubai, 2018) and WTSA Resolution 89 to support the activities for financial inclusion.

E-4 Expert in applying Machine Learning to ICT Infrastructure and services

Artificial Intelligence (AI) will be the dominant technology of the future and will impact every corner of society. In particular AI/ML (machine learning) will shape how communication networks will be run and ICT services will be fit to user requirements. Many companies in the ICT sector are exploring how to make best use of AI/ML.

ITU has been at the forefront of this endeavour exploring how to best apply AI/ML in future networks environments including 5G networks and industrial private networks and has already approved a number of specifications which form part of a toolkit to build Machine Learning into communication networks, including (but not limited to) use cases (Supplement 55 to ITU-T Y.3170 series); frameworks for architecture (ITU-T Y.3172), intelligence level evaluation of networks (ITU-T Y.3173), data handling (ITU-T Y.3172), and Machine Learning marketplace integration (ITU-T Y.3176).

Further standards are in the pipeline: a standard describing “Machine Learning Sandboxes” (“sandboxes” offer isolated environments hosting separate Machine learning pipelines to train, test, and evaluate Machine Learning applications before deploying them in a live network); and a standard on the ‘Machine Learning Function Orchestrator’ to help manage networks.

To solve relevant problems in 5G using Machine Learning, ITU has conducted the global ITU AI/ML 5G Challenge in 2020, a competition in which more than 1300 students and professionals participated from 62 countries.. Participants were able to solve real world problems, based on standardized technologies developed for ML in 5G networks. Teams were required to enable, create, train, and deploy ML models such that participants will acquire hands-on experience in AI/ML in areas relevant to 5G. The 2021 edition of the ITU AI/ML in 5G Challenge is under way.

To support ITU’s AI/ML work, TSB is requesting one P4 staff for an expert in applying Machine Learning to communication networks.

**F** **TSB** **IT tools and applications**

In these times of Covid-19, ICTs offer the only opportunity to cope with social distancing while ensuring business continuity. Several sectors, such as the Healthcare systems, Education, Trade, Food Service, and Entertainment, have used one or several IT services to connect and communicate with people and access information. Since March 2020, TSB has been able to use various IT tools, many of which are developed in-house, to allow for a rapid transition of offline undertakings to online activities. The high dependency on these IT solutions within the framework of WTSA Resolution 32 and the need to provide services that are conformant with WTSA Resolution 69 have never been greater than today. Further efforts need to be put in place to enhance and maintain ITU’s IT solutions to meet the growing demands bought about by the COVID-19 pandemic. Therefore, the need to increase staff within the IT domain of critical importance is a priority for TSB.

It is important for TSB to maintain and improve its tools and services to meet the demands of the Sector and maintain business continuity. Consequently, the Bureau requests for one P1 staff and one P2 staff to support the existing tools and services as well as to innovate, update, and continuously improve them, with the goal of providing the best support to the Membership and activities of the ITU-T.

**G BR IT tools and applications for implementing the Radio Regulations**

*G-1 Implementation of Resolution 907 (Rev.WRC-15): Electronic communications for satellite network filings and Resolution 908 (Rev.WRC-15): Electronic submission and publication of satellite network filings*

Resolution 907 (Rev. WRC-15) resolves that modern electronic means of communication shall be used whenever possible in the administrative correspondence between Administrations and the Radiocommunication Bureau related to the advance publication, coordination, notification and recording processes, including correspondence related to Appendices 30, 30A and 30B, for satellite networks, earth stations, and radio astronomy stations. At the same time, it requires that other traditional means of communication shall continue to be used unless the Administration informs the Bureau of its willingness to discontinue such use. To fulfill these requirements, Res. 907 instructs the BR to provide administrations with the necessary technical means to ensure that the modern electronic correspondence between Administrations and the Radiocommunication Bureau is secure.

Using funding from prior budget implementation surpluses, work has continued on implementing Res. 907 (Rev. WRC-15), to deliver a secure online system “e-Communications” to modernize and enhance the current correspondence system between Administrations and ITU as well as amongst Administrations. Recent enhancements improved the process for sending comments from affected Administrations to notifying Administrations in the space services Planned bands and introduced a more user-friendly layout. The Bureau has been encouraged by Member States to continuously improve the performance of the system.

This online system has been facilitating communications related to space services between Administrations and the Bureau, as well as between Administrations, despite the limitations caused by the COVID-19 outbreak and remote working environments implemented by most Administrations.

Resolution 908 (Rev. WRC-15) resolves that Administrations shall submit all satellite network filings and comments, if required, using a secure paperless electronic approach upon being advised that the means for such electronic submission of a satellite network filing for satellite networks or systems has been implemented and upon receiving assurances that such means are indeed secure. To fulfill this requirement, it instructs the BR to implement a secure paperless electronic approach for the electronic submission and publication of satellite network filings and comments, if required, for satellite networks or systems.

To assist in the development and testing of the e-Submission system, the Administration of Japan generously made financial contributions to the project, including sending a space regulatory/technical expert to work as a member of the BR staff in Geneva. The Radiocommunication Bureau renews its thanks to the Administration of Japan for the specific assistance in the development of this project.

The BR requested but was unable to secure funds from the 2020 budget implementation surpluses to continue to enhance the eCommunications and eSubmissions systems that proved to be vital for continuity of service in 2020 during the COVID-19 pandemic. The lack of funding jeopardizes the continuation of work on improvements in internal processes and processing software that is being implemented concurrently with the above externally visible functionality.

The importance of work on e-Submissions and e-Communications, which were called for by WRC Res. 908 and 907, respectively, gained elevated importance during this COVID-19 period where fax communications and postal delivery of DVDs was suspended. Following the discussions and outcomes of the 2020 and 2021 RAG meetings, the Bureau is under pressure to further enhance its eCommunications and eSubmissions platforms, which require additional work for IT developments for a total of CHF 412.5K as follows:

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| **WRC post conference work - IT developments** | **413’000** |
| E-communications -Resolution 907 (Rev. WRC-15)  | 150’000 |
| E-submissions - Resolution 908 (WRC-15) | 263’000 |

*G-2 Replanning of Appendix 27 to the Radio Regulations:*

In accordance with Res. 429 (WRC 19) replanning of the Appendix 27 frequency Plan to the Radio Regulations (RR) is required, under WRC-23 agenda item 1.9, in order to accommodate digital technologies for commercial aviation safety-of-life applications in existing High Frequency (HF) bands allocated to the aeronautical mobile (route) service and ensure coexistence of current HF systems with modernized HF systems.

It is expected that such replanning will be performed by joint efforts of the responsible ITU-R Working Party 5B (defining replanning principles) and the BR (assisting compatibility analysis and synthesis of the Plan). Currently, the BR is solely responsible for the update of the Appendix 27 Plan by making compatibility calculations for all new stations submitted by administrations, and by maintaining this Plan.

The purpose of the replanning is to take advantage of the various benefits that a modern wideband HF communication system could offer (*e.g.* contiguous or non-contiguous channel aggregation, faster data rates, better voice communications, etc*.).* RR Appendix 27 needs to be modified to allow the introduction of such wide-band systems and also maintain compatibility with existing narrow-band systems operating within or adjacent to those frequency bands that need to be ensured.

This project will develop the software tools needed, firstly to ensure that replanning of RR Appendix 27 can be achieved and secondly for performing compatibility calculations after the replanning is finalized. It may be noted that the establishment of the original AP 27 Plan required three World Radiocommunication Conferences and software resources of the entire ITU Membership. The Bureau is requesting the amount of CHF 300’000, which is required to cover the costs of contracting a company to develop software required for replanning of RR Appendix 27.

*G-3. Modernization of High Frequency Broadcasting (HFBC) RR Article 12 software*

In accordance with provisions of Article 12 of the RR, the BR prepares and publishes the seasonal HFBC schedules together with compatibility analysis results. The schedules are currently made available on the BR website.

For the preparation of the HFBC schedules, the BR processes the HFBC requirements submitted by the Administrations making the corresponding propagation and compatibility calculations using an internal software (modules HFBCCAP and HFCD). The results of this process are made available to the Administrations in the form of an executable file published on the BR website.

In order to visualize and analyse HFBC schedules and to do a number of simulations, the Administrations need to install in their computers HFBC software provided by the BR. This software is comprised of 4 different programs: ITUHFBC, HFBCREQ, HFBCVAL, and HFBCCANT. All current HFBC software (internal and external) use VisualBasic and are no longer supported by Windows10 systems. As such, a re-engineering of the software is needed in the short term.

The preparation and publication of HFBC schedules by the Bureau is a mandatory task according to the provisions of Article 12 of the Radio Regulations. In its current implementation, HFBC schedules might not be accessible to users with Windows10 operating system (and other future versions). This could make it impossible for some Administrations to use the schedules for frequency coordination with other countries and may lead to problems of interference between various HF broadcasting stations.

The proposed project is to re-engineer HFBC software using technologies that allow for an online approach so that users do not need to install software in their computers. For consistency with other existing online terrestrial applications, the proposal is to use C# and MVC technologies. The Bureau is requesting the amount of CHF 135’000, which would be used to hire a consultant for the software development while keeping the management of the project under BR supervision.

**H** **Strategic Target on Accessibility**

The SP 2020-2023 includes a strategic target on accessibility. PP Resolution 175 (Rev. Dubai, 2018), WTDC Res. 58 (Rev. Buenos Aires, 2017), WTSA Res. 70 (Rev. Hammamet, 2016) and RA Res. 67 (2019) give a clear mandate to ITU to work on accessibility. ITU has committed to align its work activities with the UN Disability Inclusion Strategy (UNDIS) to ensure full inclusiveness of everyone.

The KCHF 100 per year budget aims to cover:

* Captioning when required and event organizers cannot afford it. Indeed, since 2015, expenditure on captioning for ITU events amounts to an average of KCHF 100 / year. This has been covered by ad hoc funds (e.g. an event organizers’ budget). The cost of real-time captioning service is around USD 133 to USD 200 per hour.
* Sign-language interpretation when required and event organizers cannot afford it (around CHF 620 per day per interpreter plus travel costs and DSA; estimated total amount for the ITU: KCHF 10-20 per year).
* Guide for blind delegates, when required.
* Travel costs (+DSA) for some subject-matter expert PwDs, including fellowships for delegates with disabilities and ITU member’s representatives, in particular those coming from LDCs and low-income countries, to participate in the work of ITU (when not covered by ITU regular budget as per Service Order No. 21/02, Policy for awarding fellowships for events and activities).
* Training of staff on accessibility-related matters, when required and not covered by regular training budget (e.g. training web developers and web masters and communication officers as well as all relevant staff to ensure that structure and contents of ITU websites, videos, publications and whatever digital documents and digital information are digitally accessible and in line with the accessibility requirements and standards in force).

**I Digital Transformation Initiative (DT-I) (Document** [**C21/70**](https://www.itu.int/md/S21-CL-C-0070/en)**)**

The importance of digital transformation in a holistic and well-organized manner within an organization like the ITU cannot be overemphasized. However, to make changes to something and especially within an organisation with three Sectors having specific mandates and a General Secretariat, requires a phased approach which makes a clear distinction between 1-*what to transform* and 2-*how to transform it*.

To ensure that the initiative renders ITU-wide improvements, the focus should be placed on those enabling processes, skills and functions that, if optimized, will facilitate the ITU’s achievement of its specific mandates. The enabling processes and functions are generally carried by General Secretariat departments, and also include intersectoral initiatives and those bureau processes that have organizational impact.

The new Digital Transformation Initiative (DT-I) should improve the key deliverables of ITU, as well as the efficiency of the internal business processes, and ensure that ITU becomes an employer of choice.

The initiative will need a dedicated resource (new P5 post) to drive it forward and coordinate cross-sector activities.

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