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|  | **Document C23-ADD/INF/1-E** |
| **18 October 2023** |
| **English only** |
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| Chair of the Council Working Group on Financial and Human Resources (CWG-FHR) |
| TERMS OF REFERENCE OF TRANSFORMATION TEAM |
| **Purpose**Following the instruction from the Council Session in July 2023, the Council Working Group on Financial and Human Resources (CWG-FHR) elaborated the Transformation Team Terms of Reference presented in this document. **Action required by the Council**The document is submitted to Council by the Chair of the CWG-FHR **for information**.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References**[Document CWG-FHR-16/8](https://www.itu.int/md/S23-CWGFHR16-C-0008/en); [Document CWG-FHR-16/21](https://www.itu.int/md/S23-CWGFHR16-C-0021/en); [Document CWG-FHR-16/DL/1](https://www.itu.int/md/S23-CWGFHR16-231011-DL-0001/en) |

Transformation Team terms of reference (doc. cwg-FHR-16/8)

**Mission and Purpose:** Improving internal processes and accelerating internal decision-making by addressing operational inefficiencies, duplication and perceived bureaucracy, reflecting the values of transparency and accountability.

Transformation team should develop transformation strategy and transformation roadmap with related Key Performance Indicators, based on PP Resolution 71 and Decision 5, for review and revision by the Council 2024.

The Transformation Team shall report regularly to the Council on implementing transformation programmes and projects, and transformation planning. It shall be time bound with the objective of completion of the transformation activities before the 2026 Plenipotentiary Conference.

Activities of the Transformation Team listed below should be based on and in conformity with the ITU Constitution and Convention and in line with PP decisions/resolutions.

**Programme / project management[[1]](#footnote-1) for transformation initiatives:** Driving and overseeing the transformation initiatives in the areas of people and working culture, financial, technical, operational and strategic management, IT systems processes and tools; and managing and coordinating multiple transformation programmes and projects.

**Transformation planning:** Develop implementation plans, making sure that the transformation programs / projects are implemented on time, within budget, and with the expected quality. Ensure that the strategy and detailed transformation roadmap with initiatives in the areas above, milestones, timelines and dependencies are being followed.

**Membership and relevant parties engagement and communication:** Facilitate effective communication and engagement with membership and relevant parties (in the Headquarters and field) throughout the transformation program. Develop communication plans, establish communication channels, and ensure that membership and relevant parties are informed about the progress, achievements, and upcoming milestones.

**Change management:** Implement change management strategy to facilitate adoption of new ways of working as well as to enhance cooperation.

**Risk management:** Identify, assess, and manage risks associated with the transformation program. Develop risk management strategies, implement risk mitigation plans, and monitor risks throughout the program lifecycle.

**Monitoring and progress measurement:** Establish key performance indicators to monitor the progress and outcomes of the program.

**Reporting:** Regular reporting on all the action areas of the Transformation Team terms of reference listed above, including on the implementation progress of the projects, programs, initiatives and transformation plans, as well as on the progress in achieving corresponding key performance indicators, to the Council Working Group on Financial and Human Resources. Prepare progress report for Secretary-General to submit to the 2024, 2025 and 2026 Council sessions for discussion and review, and a final report to the 2026 Plenipotentiary conference with the Council's comments, if any.

**Evidence-based approach**: Establish an internal situational analysis on current inefficiencies on the areas of the transformation (People and working culture, Finance management and IT systems processes and tools, etc.), while considering staff inputs at headquarters and field levels.

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1. This should not be confused with the ITU project execution function under no. 118 of the ITU Constitution. This also should not be confused with areas and actions which are within the exclusive competence of Sectors. [↑](#footnote-ref-1)