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|  | **Revision 1 to Document CWG-FHR-16/21** |
| **9 October 2023** |
| **English only** |
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| Contribution from Algeria (People's Democratic Republic of), China (People’s Republic of), Cuba (Republic of), Russian Federation and South Africa (Republic of) | |
| PROPOSAL OF TRANSFORMATION TEAM TERMS OF REFERENCE | |
| **Purpose**  2023 Council Session in July instructed CWG-FHR to elaborate the Transformation Team terms of reference and to provide proposals and recommendations on the operational transformation based on PP Resolution 71 and Decision 5 with a view to developing a Transformation Roadmap with related KPIs, taking into account the proposals contained in Documents C23/52 and C23/DL/7. Based on this, We propose modifications of the proposed Transformation Team terms of reference by ITU General Secretariat  **Action required**  The Council Working Group on FHR is invited **to consider** the proposals and **take relevant actions** as appropriate.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **References**  [Document C23/52](https://www.itu.int/md/S23-CL-C-0052/en)  [Document CWG-FHR-16/8](https://www.itu.int/md/S23-CWGFHR16-C-0008/en) | |

**1.Background**

2023 Council Session in July instructed CWG-FHR to elaborate the Transformation Team terms of reference (ToR) and to provide proposals and recommendations on the operational transformation based on PP Resolution 71 and Decision 5 with a view to develop a Transformation Roadmap with related KPIs, taking into account the proposals contained in Documents C23/52 and C23/DL/7.

Document CWG-FHR-16/8 is submitted to the CWG-FHR meeting which proposes the draft ToR of the transformation team. While the transformation Roadmap with related KPIs is yet to be developed.

**2.Discussion**

After thorough discussion in Council 2023 in July, it is clear that the transformation roadmap is not aiming at changing the organizational structures (i.e. the 3 Sectors and the General Secretariat) and the key objective of transformation roadmap is to improve ITU operations for the benefit of the 3 Sectors and the whole of ITU.

As the transformation team is seated within the General Secretariat to support transformation of its Departments, the scope of work of Transformation Team should focus on the function in this regards and implement transformation initiatives, projects, programmes approved by Council.

In order to improve the efficiency and effectiveness of the union, Transformation team should avoid duplication and overlap with the current responsibilities of FRMD, SPM, HRDM, IS and other departments in General Secretariat, as well as the program and project management functions in three bureaus, to the extend possible.

Regarding to the transformation roadmap and related KPIs, it has been indicated in PP Resolution 71(Rev. BUCHAREST, 2022), that ITU will be implementing a culture and skills transformation plan that will strengthen organizational openness, agility and efficiency, to be based on four main tracks: strategic planning, digital transformation, innovation and human resources management. We believe that any transformation activities should be based on and in line with the instruction of PP resolution. The transformation Roadmap with related KPIs needs to be developed before actions of transformation to be taken.

**3.Proposal**

We propose the modification of Transformation Team ToR in [Annex 1](#Annex). And proposes that the transformation team to develop a draft of roadmap of operational transformation with KPIs based on PP Resolution 71 and Decision 5 to submit to next CWG-FHR for discussion and Council 2024 for approval.

Annex 1

The proposed modifications of Transformation Team terms of reference:

**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 focus on developing transformation strategy for approval by Council, and implementing transformation programmes and projects, and transformation planning in line with the Transformation Roadmap with related key performance indicators, based on PP Resolution 71 and Decision 5, approved by 2024 Council and will be time bound, specifically from July 2023 until the completion of the transformation activities by the 2026 Plenipotentiary conference.

Activities of the Transformation Team listed below should be based on and in line with PP decisions/resolutions:

**Programme / project management:** Driving and overseeing the transformation initiatives in the areas of people and working culture, financial management, IT systems processes and tools; and managing and coordinating multiple transformation programmes and projects.

The drafted transformation programmes should be considered at the Council meeting (for modification, if necessary and for approval purposes). This shouldn’t be confused by ITU project execution function, discharged to ITU-D in accordance to Plenipotentiary Resolution 157, in which that function should remain within ITU-D purview.

**Transformation planning:** ,transformation implementedEnsure 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 address potential resistance.

**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 and tracking mechanisms 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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