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| Contribution by the secretariat | |
| RESULTS OF THE ONLINE CONSULTATION ON THE “ONE ITU” CONCEPT AND ITS IMPLEMENTATION | |
| **Purpose**  This document presents all responses received for the online consultation on the use of the “One ITU” concept and its implementation carried out from 18 August to 12 September 2023.  **Action required**  This report is transmitted to the CWG-FHR **for information**.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **References**  [*Resolution 25*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-025-E.pdf) *(Rev. Bucharest, 2022),* [*Resolution 48*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-048-E.pdf) *(Rev. Bucharest, 2022),* [*Resolution 71*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-071-E.pdf) *(Rev. Bucharest, 2022),* [*Resolution 154*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-154-E.pdf) *(Rev. Bucharest, 2022),* [*Resolution 191*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-191-E.pdf) *(Rev. Bucharest, 2022) of the Plenipotentiary Conference, and* [*CWG-FHR-16/13*](https://www.itu.int/md/S23-CWGFHR16-C-0013/en) | |

**Results of the online consultation on the “One ITU” concept and its implementation**

The online consultation was carried out from 18 August to 12 September 2023.

Answers to **Questions 1 to 3** can be summarized as follows:

• 45 responses were received, corresponding to 32 Member States and 6 Sector members

• related to geographical representation, responses were distributed as follows: 27% Europe, 24% Arab States, 13% Americas, 13% Asia-Pacific, 11% Africa and 2% CIS. There is a 9% that did not identify.

**Q4. Are you familiar with the "One ITU" concept outlined in ITU PP-Resolutions?**

**Q5. In your understanding, what does "One ITU" mean? Please explain in one sentence.**

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| **43 responses** |
| A way to integrate and rationalise ITU activities, in order to manage budgets more effectively. |
| Making the ITU more collaborate, effective and respected. |
| An ITU guided by a common strategy |
| Support all member countries, especially developing countries and small island countries, to take part in the work of all ITU sectors, through regional workshops, fellowships... and even regional groups in sectors such as radiocommunications. One can think of meetings of regional cross-sectoral groups. |
| Consistency of standards and strategies. |
| That the three different sectors of the ITU collaborate with one another to avoid duplication of their activities, while still maintaining their individual existence and continued studies. |
| In my understanding "One ITU" means common goals, common strategy and vision for all 3 Bureaux under the leadership of the Secretary-General. This also means that under "One ITU" the duplications are being avoided. |
| ITU will work closely together among Sectors and its Members, and do collaborations with stakeholders to achieve ITU's goals and objectives. |
| The sectors work together coherently to implement the strategic plan. The Secretariat supports coordinated operational planning, avoids redundancy and duplication and maximises synergies between sectors, offices and the General Secretariat. |
| Together we can achieve anything? |
| "One ITU" means ensuring avoiding duplicative efforts across the three sectors and implementing suitable coordination measures when there are tasks, efforts, interests, or activities of a similar nature. Additionally, it involves ensuring that the ITU leadership is informed about decisions that can have an influence on the three sectors. Furthermore, "One ITU" ensures that there is a consistent, overarching strategic objective and direction. |
| Integration of technologies, data and information that are consisting the new world telecom body to work in harmony. |
| All ITU sectors work together under one strategic and operational plans to get better performance. |
| A cohesive and collaborative ITU that works across its Sectors to effectively implement and streamline the work of the Union. |
| As we understand it, the notion of "One ITU" means that ITU's work must be carried out in a rational, coordinated and effective manner. For this, coordinated operational planning, integrating the three sectors under the supervision of the General Secretariat and involving Member States, sector members and associate members, is necessary to ensure "One ITU". |
| It is an ITU whose vocation is inclusion, consultation and the execution of its mission. |
| The ITU Sectors should work cohesively for the implementation of the strategic plan via coordinated operational planning, avoiding redundancies and duplication and maximizing synergies across the Sectors, the Bureaux and the General Secretariat. |
| "One ITU" is applying good governance and quality management principles, while strengthening and empowering existing ITU structures (such as ITU sectors, regional presence, inter-sector coordination mechanisms, etc.) as reflected with their associated relevant ITU CS/CV provisions. |
| "One ITU" is applying quality management and good governance principles, while strengthening and empowering existing ITU structures ITU sectors, regional presence, inter-sector coordination mechanisms, etc.) as reflected with their relevant ITU CS/CV provisions, in order to better serve the membership and achieving the Union’s mandate. |
| To maximize the potential of the ITU by promoting coordination within the ITU, including horizontal cooperation among the three sectors, avoiding duplication and creating synergies. |
| It's a strategic framework comprising ITU-wide vision, mission, set of values, strategic goals and targets, strengthening the concept of working as "One ITU" and introducing measures to evaluate progress towards achievement of goals, has been strongly supported. |
| ITU should act in accordance with Constitution and Convention avoiding duplication of activities among the three Sectors. |
| "One ITU" is applying quality management and good governance principles, while strengthening and empowering existing ITU structures ITU sectors, regional presence, inter-sector coordination mechanisms, etc.) as reflected with their relevant ITU CS/CV provisions. |
| As a general explanation, the "One ITU" concept represents the Union's resources (financial, human, planning, and operational) effective mobilization and joint work to achieve the strategic goals of the union, enabling ITU to fulfill its critical mission of delivering universal connectivity and reaching sustainable digital transformation. |
| Coordination of ITU sectors and regional offices towards a single goal. |
| Coherence amongst the 3 sectors, General Secretariat and the Regional Offices by ensuring there is no major differences in the way that they operate, particularly in the implementation of the Strategic Plan, Operational Plan and the Financial and Human Resource aspects to achieve the unified goals of the Union. |
| “One ITU” is the ITU, an international organization, that consist of three Sectors and a General Secretariat, and operates in accordance with the provisions of the basic instruments (Constitution, Convention, administrative regulations), as well as decisions and resolutions of PPs, Conferences and Assemblies of the Sectors of the Union (ITU-R, ITU-T and ITU-D). |
| “One ITU” is one aimed at harmonizing ITU’s activities while still allowing the three Bureaux (ITU-D, ITU-R & ITU-T) to retain their autonomy. The (3) Bureaux have different mandates, systems and structures; however, those differences are also a source of strength. |
| "One ITU" is an implementation criteria set for the Union’s strategy that encourages to work cohesively for the implementation of the strategic plan and a coordinated operational planning, avoiding redundancies and duplication, while maximizing synergies across the Secretariat and Sectors, developing a comprehensive strategy for the mobilization of resources that makes it possible to generate greater value, better communications to their members and increased income to finance the achievement of goals of the Union. |
| "One ITU" means operating as a single organisation at both strategic and operational levels, in order to maximise effectiveness and efficiency. |
| "One ITU" means that despite three sectors R-T-D with separate elected officials, there is only one UNION, including Member States, Sector Members, Associates, Academia, SMEs and the Internet Technical Community. |
| "One ITU" is the principle by which coordination and cooperation should prevail as guidelines among studies, projects, and activities of all ITU Sectors, with full involvement of regional and area offices, observing ITU's Constitution and Convention. |
| "One ITU" seeks coordinated activities among bureaux within their respective strengths whilst avoiding duplication of efforts or gaps towards the optimal goals of the ITU strategic plan |
| It is the notion of the sectors, the general secretariat and the bureaux working in a consistent way with the aim of implementing the strategic plan in such a manner that duplication can be avoided and synergies be maximized, thus making the ITU more effective and efficient. |
| An ITU close to the countries, to their needs and public policies, looking forward to achieving significant and sustainable connectivity, implementing projects based on the richness of its three powerful sectors along with regional offices, coordinating the different approaches and responding to the needs of the countries, with real participation, in the territory with efficiency, effectiveness and transparency. |
| In my opinion, "One ITU" means that the sectors must work in perfect synergy in the implementation of the strategic plan by avoiding duplication of actions in the offices under the supervision of the General Secretariat. |
| "One ITU" means a strategic approach in which all sectors and regional offices within the International Telecommunication Union (ITU) work cohesively, harmonize procedures and maximize cooperation to implement the ITU's strategic plan. |
| "One ITU" emphasizes the importance of a unified and integrated approach to achieve the ITU's mission of connecting the world and facilitating the development and use of ICTs for the benefit of all. It seeks to ensure that the ITU operates as a cohesive and efficient entity to better serve its member states and advance its objectives in the rapidly changing digital landscape. |
| Strengthened coordination and cooperation among the Sectors and General Secretariat on issues of mutual interest and optimization of the use of resources of the Union. |
| Enhance coordination and cooperation among the General Secretariat and the three Sectors, to further improve the efficiency of the Union and to avoid the duplication of work, under the precondition of maintaining the functions and structures of each sector of the Union which were stipulated by the Constitution and Convention. |
| “One ITU” is a management concept that implies close coordination between all ITU components, introducing joint activities and initiatives to apply cooperation, and avoid duplication of effort, while taking into consideration that the regional presence represents all ITU sectors and accordingly should be working with all sectors equally, on their projects and events/activities, not being limited to ITU-D only. |
| Functioning of ITU by optimizing internal coordination and focused on achieving universal connectivity. |
| "One ITU" is the slogan that has emerged to talk about the need for the four pillars of the organization (General Secretariat, ITU-R, ITU-D and ITU-T) to minimize the waste of resources resulting from duplication in their activities or lack of coordination/coherence of their actions. This concept therefore covers a better alignment of pillar initiatives and activities that deal with the same topics, a grouping of tasks carried out within the pillars (usually related to administrative activities) if this creates synergies and savings and the establishment of a corporate culture, common values as opposed to esprit de corps cultivated by each pillar. These challenges are not unique to ITU. Any organization of a certain size is confronted with it. |

**Q6. Based on your explanation. How much progress do you see in ITU working as “One ITU”?** (Scale 1 to 5, where 1 equals "No progress" and 5 equals "Much progress")

**Q7. How important do you think it is for the implementation of the Union’s Strategic Plan to work as “One ITU”?**

**Q8. Please mention three actions that ITU should implement, working as “One ITU”, to best implement coordination and cooperation among the Sectors and the General Secretariat, and leverage its impact.**

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| **43 responses** |
| 1. More visibility of the "One ITU" initiative and associated milestones; 2. Defined value benefits associated with the initiative; and 3. Strengthen core membership offering. |
| The SG needs to be empowered to make decisions following the overwhelming support she gained during her election. Directors need to work together more effectively, and not operate in silos, or independently from one another. The starting point of all of this needs to be the effective management of financial resources, which, following the NAO's report, doesn't appear to have been effective. |
| 1. Fight against fraud and corruption; 2. A gender policy incorporating gender specialists in the surveillance unit with proven ability in handling these problems; and 3. Investigation of cases of abuse and fraud as in the case of undue bonuses. |
| 1. Create more regional groups in all sectors and hold joint meetings; 2. Organize workshops in conjunction with regional group meetings; and 3. Encourage the participation of developing countries in the radiocommunication and standardization sector through comprehensive fellowships. |
| 1. Web development; and 2. Frequency development. |
| 1. Continue with the Joint Inter-Sector Working Group;  2. Ensure, via this Group, that the sectors and the General Secretariat collaborate without stepping on one another's toes;  3. Report to the Council on how coordination and cooperation, without undue interference in another sector's activities, are taking place. |
| 1. Inter-sectoral meetings; 2. Closer cooperation between the sectors; and 3. Openness. |
| All |
| 1. Streamlining process; 2. Sharing of information and data; and 3. Eliminate duplication of work. |
| 1. Conclave 2x/year SG, DSG, 3 directors and direct reports per director; 2. Budget planning and its approval: always SG, DSG, 3 directors (prepared of course per sector beforehand); 3. Setting up and approval of KPIs: always SG, DSG, 3 directors as a team meeting; 4. Job rotation (of course to a realistic extent, maybe a job visitation only instead of job rotation) of the direct reports of the directors between the three sectors; and  5. Yearly conclave of the Heads of the Regional Offices with SG, DSG, 3 directors. |
| 1. Do a stocktake of initiatives led by each of the Sectors and General Secretariat, and where there is an overlap in activities (e.g., activities related to gender, youth, accessibility, etc.) consider running semi-regular inter-sectoral/General Secretariat committees to discuss initiatives; share information on resources, experiences and updates on work underway; discuss potential collaboration; and streamline efforts.  2. Similarly, if not underway already, semi-regular inter-bureau/General Secretariat committees should be held to share updates and ways forward regarding progressing the ITU Strategic Plan, WTDC Action Plan, operational plan, etc. 3. Update the ITU website so that the webpage layout/dropdown options for each Sector and General Secretariat webpage follow a similar design and layout. The lack of uniformity makes website navigation difficult and reinforces the ‘separateness’ of the Sectors and General Secretariat. |
| Building up a new comprehensive platform. |
| 1. All sectors shall credit common recommendations for the telecommunication techniques; and 2. All sectors shall cooperate to implement one platform containing all data for each telecommunications concept either for terrestrial services and applications or satellite. |
| 1. Do a stocktake of initiatives led by each of the Sectors and General Secretariat, and where there is an overlap in activities (e.g. activities related to gender, youth, accessibility, etc.) consider running semi-regular inter-sectoral/General Secretariat committees to discuss initiatives; share information on resources, experiences and updates on work underway; discuss potential collaboration; and streamline efforts.  2. Similarly, if not underway already, semi-regular inter-bureau/General Secretariat committees should be held to share updates and ways forward regarding progressing the ITU Strategic Plan, WTDC Action Plan, operational plan, etc. 3. Update the ITU website so that the webpage layout/dropdown options for each Sector and General Secretariat webpage follow a similar design and layout. The lack of uniformity makes website navigation difficult and reinforces the ‘separateness’ of the Sectors and General Secretariat. |
| 1. The operational plan should be coordinated in an integrated and inclusive manner, under the supervision of the General Secretariat, between ITU structures, Member States, sector members, associate members, academies and ITU partner institutions at national, regional, and international. 2. Optimizing ITU's human and financial resources 3. The establishment of a structural mechanism for the coordination of ITU activities and projects, including the establishment of a system of output performance indicators (KPIs). 4. The use of ICT to strengthen the project and activity coordination processes of the 3 sectors and the SG, including those led by the regional and zone offices. |
| 1. Inclusion in decision-making; 2. Consultation in the development of Union policy; and 3. Execution or implementation of recommendations resulting from the work of the Union. |
| 1. ITU-wide harmonized rules and procedures for accountability, transparency, audit and investigation; 2. ITU-wide harmonized policies (e.g. HR, IT, budgeting, gender balance); 3. Regional presence (regional offices, area offices) that actually represent the entire ITU - the Sectors, the Bureaux and the General Secretariat – and that serve as a one-stop shop for all matters related to ITU. |
| "One ITU" is applying good governance and quality management principles, while strengthening and empowering existing ITU structures, ITU sectors, regional presence, inter-sector coordination mechanisms, etc. as reflected with their relevant CS/CV provisions, three actions are suggested in order to work as “One ITU”: 1. Applying good governance and quality management principles such as Membership focus, Leadership by elected officials, union-wide stakeholders engagement (including HR, the culture of working as One and culture of integrity, collaboration, etc.), strategy implementation (KPIs monitoring, management review, evaluation and improvement, RBM/RBB, etc.), process approach (Business process management), continuous improvement (management review, PDCA cycle, enhancing audit function, etc.), evidence-based decision making (Union-wide data strategy, etc.), relationship management, risk-based approach, strengthening oversight and internal controls; 2. Strengthening and empowering existing structures (ITU sectors, regional presence and the inter-sector coordination mechanisms, etc.) through empowering ITU sectors and regional Directors, building per-sector strategy and per Regional office strategy linked to corporate ITU Strategy (reflected in Res 71 agreed at PP level); and  3. Role of Digital Transformation (including IT) in mainstreaming "One ITU": Digital technologies and IT should further mainstream "One ITU" in enhancing internal collaboration and communication (in strengthening staff engagement), between HQ and Regional presence (for better communication). This must give particular attention to skills gap in that sense. |
| "One ITU" is applying quality management and good governance principles, while strengthening and empowering existing ITU structures ITU sectors, regional presence, inter-sector coordination mechanisms, etc.) as reflected with their relevant CS/CV provisions, three actions are suggested in order to work as “One ITU”:  1. Applying quality management and good governance principles such as: Membership focus, Leadership by elected officials, union-wide stakeholder engagement (including HR, the culture of working as One and culture of integrity, collaboration, etc.) strategy, process approach (Business process management), continuous improvement (management review, PDCA cycle, enhancing audit function, etc.), evidence-based decision making (Union-wide data strategy, etc.), relationship management, risk-based approach, strengthening oversight and internal controls; 2. Strengthening and empowering existing structures (ITU sectors, regional presence and the inter-sector coordination mechanisms, etc.) through; empowering ITU sectors and regional Directors, building per-sector strategy and per Regional office strategy linked to corporate ITU Strategy (reflected in Res 71 agreed at PP level); and  3. Role of Digital Transformation (including IT) in mainstreaming "One ITU": Digital technologies and IT should further mainstream "One ITU" in enhancing internal collaboration and communication, between HQ and Regional presence. This must give particular attention to skills gap in that sense. |
| 1. Actions by three Bureaux and the General Secretariat in accordance with their respective mandates; 2. Result-based management and budgeting; and 3. Inter-Sectoral coordination. |
| 1. Fostering a knowledge base related to critical World issues; 2. Spreading education across the world Without Borders and Limitations; and 3. Increasing opportunities and initiatives to develop the telecommunications Sector and it will build Youth power and innovative ideas. |
| 1. Follow the Council's Recommendations in order to streamline the activities of the Union; 2. Use existing mechanism COCO (Coordination Committee) in order to implement the "One ITU" Concept, thus avoiding duplication efforts (workshops, seminars, studies and meetings); and 3. Inform the Membership of the action undertaken in order to direct contribution to the relevant Sectors in accordance with their mandates. |
| "One ITU" is applying quality management and good governance principles, while strengthening and empowering existing ITU structures ITU sectors, regional presence, inter-sector coordination mechanisms, etc. as reflected with their relevant CS/CV provisions, three actions are suggested in order to work as “One ITU”: 1. Applying quality management and good governance principles such as: Membership focus, Leadership by elected officials, union-wide stakeholders engagement (including HR, culture of working as One and culture of integrity, collaboration, etc.) strategy, process approach (Business process management), continuous improvement (management review, PDCA cycle, enhancing audit function, etc.), evidence-based decision-making (Union-wide data strategy, etc.), relationship management, risk-based approach, strengthening oversight and internal controls;  2. Strengthening and empowering existing structures (ITU sectors, regional presence and the inter-sector coordination mechanisms, etc.) through; empowering ITU sectors and regional Directors, building per-sector strategy and per Regional office strategy linked to corporate ITU Strategy (reflected in Res 71 agreed at PP level); and  3. Role of Digital Transformation (including IT) in mainstreaming "One ITU": Digital technologies and IT should further mainstream "One ITU" in enhancing internal collaboration and communication, between HQ and Regional presence. This must give particular attention to skills gap in that sense. |
| 1. Accountability; 2. Meaningful use of resources (all types of resources); and 3. Avoiding duplication. |
| 1. Coordinate projects across ITU sectors; 2. Collaborate to the extent of their faculties in the fulfillment of objectives; and 3. Improve coordination of regional offices with ITU sectors, according to the needs and priorities of each region. |
| 1. Standardized process management, which calls for establishing a consistent set of rules, procedures, and guidelines for how tasks and processes are performed within the Union. This will improve operational efficiency, reduce variability, and increase the overall quality and effectiveness of the Union's operations. 2. Unifying the technical resources and tools used to manage internal business and meetings, which include remote meeting systems, the website, and project and task management tools. This act would significantly reduce the union's annual financial and human resources expenses needed to manage these tools. It would also unify efforts and give a better image of the union. 3. Engagement of sector Directors where the TSB, BR and BDT meet regularly to align strategies and ensure cohesive decision-making as Resolution 25 encourages. |
| 1. Concentrate activities on achieving the goals of the Union, set by its basic instruments, decisions and resolutions of Conferences and Assemblies, with full respect for the cultural and humanitarian differences of the Member States of the Union: in order to achieve the goals of the ITU specified in Article 1 of the Constitution and other basic instruments of the Union. At the same time, it is necessary to expand the list of products and services provided by the Union to its Members, while reducing the costs of ITU participation in activities that are secondary or extra-mandatory to the Union and fall under the mandate of other international organizations or concern domestic policy issues of ITU Member States (for example, socio-humanitarian issues related to the self-identification of citizens of Member States of the Union, involving new groups of the population formed on the basis of such self-identification, etc.). The ITU should not impose a single policy on all its members on matters relating to culture, faith, upbringing, education, sexual behavior, etc., in view of the multiculturalism of the Member States of the Union and extra-mandatory nature of such issues. 2. Make every effort to support and effectively use the existing structure of the ITU as defined in Article 7 of the ITU Constitution to achieve the goals and solve the tasks assigned to the Union. In this case, it is necessary to coordinate activities in the Sectors of the Union and the structural divisions of the secretariats (General Secretariat, Radiocommunication Bureau, Telecommunication Standardization Bureau and Telecommunication Development Bureau). 3. Strengthen ITU regional and area offices and intensify efforts to integrate the activities of BR, TSB and BDT into their work: 3.1. Strengthen the ITU regional and area offices, which have undeniable importance for the implementation of the “One ITU” concept, serve as a continuation of the Union as a whole and which are considered as coordinators and representatives of all three ITU Sectors and the General Secretariat at the regional level. The Regional Presence is one of the tools that allow ITU to work as closely as possible with its Members, responding to their needs, as well as a tool for disseminating information and the results of the work of all three Sectors of the Union and the General Secretariat. At the same time, the regional presence consolidates strategic planning at the level of each regional/area office, enabling the implementation of programs and initiatives that are consistent with and based on strategic goals and priorities. ITU regional and area offices are also called upon to establish closer links with regional and subregional telecommunication/ICT organizations and to provide technical, expert and informational assistance to ITU Member States. At the same time, it is important to continually assess the resource needs of regional and area offices, including staff, to fulfill their agreed mandates; |
| 3.2. Take measures to effectively integrate the activities of BR, TSB and BDT into the work of the regional and area offices of the Union and consolidate the technical experience and knowledge of the human resources allocated to the regional and area offices so that they represent the three Sectors as “One ITU”: Secretary General together with the Director of the Telecommunication Development Bureau, with the participation of the Director of the Radiocommunication Bureau and the Director of the Telecommunication Standardization Bureau, should take measures to further strengthen the regional presence, which is a continuation of ITU as an organization as a whole, as well as measures to effectively integrate the activities of the three Bureaus into the work of regional and area offices, in particular, to ensure the availability of experienced professionals from the three ITU Sectors in the regional and area offices. |
| 1. Strengthening the Intersectoral coordination system by choosing the right candidates with the right skills — who will foster greater coherence among ITU Bureaus. At the Regional Areas/Directors level, the individuals should have the skill set to represent all the bureaus. 2. Facilitate progress towards a predictable model of sharing the revenue and costs of the whole Union and expand the financial support base. 3. Strengthened Results Based Management (RBM) with a focus on longer-term outcomes, common methodologies for planning and reporting on bureau-specific, inter-bureau and joint activities. 4. No Bureau should be completely integrated into the others, as, for example, no other Bureau was able to deliver Development and other mandates for the Developing, LDCs in the way ITU-D did. If this identity is lost, the ability to raise funds could be impaired. |
| 1. Establish cross-sector task forces and working groups to address complex challenges with diverse expertise. 2. Create a centralized information-sharing platform for best practices and knowledge management across sectors. 3. Implement integrated strategic planning and resource allocation to align objectives and optimize resources, ensuring a unified and efficient approach. |
| 1. Ensure that the work of the three sectors is coordinated and is contributing to the strategic goals of the Union. 2. Ensure that the Secretary-General is clearly accountable for the overall running of the ITU, with the necessary support including internal systems and processes to achieve this. 3. Ensure efficiency in ITU processes and back-end functions, particularly avoiding duplication and unnecessary differences between sectors (for example, common HR processes, and general ICT systems). |
| 1. Ensure timely and effective coordination between the three Sectors and the General Secretariat in the implementation of the Union's Strategic Plan (Res 71 and Dec 5), while ensuring enhanced transparency and accountability in the administration of financial and human resources through strengthened Council oversight. 2. Clarify roles and coordination of and between the ISC-WG and the ISC-Task Force. 3. Ensure strengthened multistakeholder participation in all ITU activities and enhanced private sector role and participation in the development of ITU standards. |
| 1. Full information, practices sharing, and coordination among the Sectors so that regional and area offices are equipped to facilitate Members' activities in all of them (e.g. through identifying and establishing focal points and Sectoral regional activities); 2. Efforts to harmonize when and whether it is possible the rules of functioning, participation, procedures, and communication of all the Sectors; and 3. Efforts to avoid duplications of work and initiatives, and to promote synergies through constant coordination towards more efficiency. |
| 1. Product offerings should be co-created and developed within the capacities of the three sectors in addressing each strategic priority. 2. The Regional offices should be staffed with the capacity to implement projects at the thematic priorities level rather than being narrow on limited product offerings from a particular sector. 3. The oversight responsibilities of regional offices shall be under the development bureau. |
| It would most likely be crucial not only for the implementation but also for the successful outcome of the Strategic Plan that the union works as “One ITU”. In order to make the most of scarce resources it is vital that the sectors gain as much as possible from each other and that there is as much synergy taken into account, and duplication can be avoided: 1. avoid overlapping work; 2. better information and coordination of work where there are close links between sectors and between sector and SG; and 3. communication and information activities on the work. |
| 1. Bring the regional offices closer to the ITU sectors, in order to seek harmonization among the common goals. 2. Facilities for creating procedures and protocols for projects to be implemented. 3. Create synergy among the 3 sectors of ITU and the General Secretariat in order that they can keep updated on the initiatives of each other in order to keep constant cooperation among them. Especially so that the countries can take advantage of the power of the 3 sectors on a topic or project of interest to the countries. |
| 1. Ensure coordination of the operational plan; 2. Avoid redundancies and duplications; and 3. Maximize synergies between sectors, offices and the General Secretariat. |
| 1. Harmonization of Procedures; 2. Enhanced Collaboration; and 3. Regular Evaluation. |
| To best implement coordination and cooperation among the Sectors and the General Secretariat of the International Telecommunication Union (ITU) and leverage its impact, ITU should consider implementing the following three actions: 1. Establish Cross-Sectoral Working Groups: ITU can create cross-sectoral working groups or committees that consist of representatives from each sector and the General Secretariat. These working groups would focus on specific strategic initiatives or global challenges, such as cybersecurity, spectrum management, or emerging technologies like 5G and IoT. By bringing together expertise from different sectors, ITU can develop comprehensive solutions and policies that consider the broader implications of its decisions. 2. Promote Knowledge Sharing and Capacity Building: ITU should invest in knowledge-sharing and capacity-building programs for its staff and member states across all sectors. This could involve organizing training sessions, webinars, and workshops that cover relevant topics in telecommunications and information technology. By enhancing the skills and knowledge of its workforce and member states, ITU can ensure a more effective response to emerging challenges and opportunities. 3. Enhance Communication and Information Exchange: ITU should establish robust communication channels and information-sharing platforms that facilitate regular updates and exchanges of insights among its sectors and the General Secretariat. This can include the development of a centralized digital portal where member states, experts, and stakeholders can access up-to-date information, best practices, and research reports. Improved communication will enable a more coordinated approach to addressing global telecommunications issues and foster collaboration. By implementing these actions, ITU can work as "One ITU" more effectively, fostering coordination, cooperation, and synergy among its sectors and the General Secretariat to better serve its mission and enhance its impact in the rapidly evolving field of telecommunications and information technology. |
| 1. Strengthening cooperation and communication among the Bureaux and advisory groups of three Sectors; 2. Developing standardized procedures and guidelines for regional offices for identification of the areas of common interests; 3. Avoiding the overlapping activities and duplication of work at strategic and operational planning. |
| There is no clear definition for “One ITU” in ITU at this stage, we suggest ITU should first have full discussion with its Membership on the definition of “One ITU” concept, then recognize the key areas and activities for the implementation of “One ITU”, and make relevant evaluation on the activities concerning “One ITU” thereafter. With regard to the aim for “One ITU”, we’d like to propose the following comments: 1. Promote the unity and collaboration among Member States. ITU should adhere to the principles of unity and collaboration, resolve problems through consultations, jointly address the challenge brought by ICT development, share the digital dividends and make concerted efforts to achieve the United Nations 2030 Sustainable Development Goals. 2. Serve the purposes of the Union. ITU should focus on the priorities identified by ITU together with the Membership through sufficient discussion, and allocate sufficient resources to the General Secretariat and the three Sectors, taking into full consideration the purposes and core work of the Union, as stipulated by the Constitution. 3. Better coordinate to avoid the duplication of work among General Secretariat and the three Sectors. Implement PP Resolution 191 (Rev. Bucharest, 2022) to conduct the coordination by Inter-Sectoral Coordination Task Force (ISC-TF), which was established to enhance coordination and collaboration among the three Bureaux and the General Secretariat, with a view to avoiding internal duplication of effort and optimizing the use of resources. 4.Maintain the stability of current organizational structure. ITU should focus on the fulfillment of its mandates, and should not change the current organizational structure stipulated by the Constitution and Convention. Meanwhile, the General Secretariat and the three Sectors of the Union should carry out their respective functions independently, as mandated by the Constitution and Convention. |
| 1. Draft "One ITU" operational plan that encompasses all sectors’ projects and activities with one product and services menu; 2. Allocate the required resources (human and financial) to the regional presence to implement ITU-R and ITU-T planned regional projects/activities from both sectors’ planned budgets already allocated to these projects/activities and through human resources mobilization, without additional budget implications; and 3. Avoid and integrate any current replicated initiatives in the three sectors, and have common ones that serve relevant sectors. |
| Strengthen the Coordination Committee and unify as far as possible the management of personnel, financial, and computer systems. |
| 1. ITU's management team will need to move beyond a basic strategy of internal coordination and cooperation aimed at avoiding duplication of effort or optimizing the use of resources between the three sectors and the General Secretariat. It is necessary that it creates a true spirit of unity within the organization that would be reflected in values and objectives shared by all employees of the organization. For example, the Inter-Sectoral Coordination Task Force (ISC-TF) and the Intersectoral Coordination Group on Issues of Mutual Interest (ISCG) perform their assigned functions. However, we have the impression that their necessity and the purpose of their work do not seem to be assimilated outside a restricted circle. 2. It is natural, in our view, that the federal structure of ITU generates additional costs due to an increased need for coordination. In addition, some duplication is inevitable. In their discussions on coordination, however, the greatest rigour is expected from the management team. Indeed, the financial resources made available to the union by donors are largely public funds from the taxation of citizens. 3. Anticipating difficulties and aiming to ensure coordination on cross-cutting issues, the basic texts decided on the creation of a coordination committee (CoCo; Article 26 of the ITU Constitution and Article 6 of the ITU Convention). The Swiss administration would like to see greater use of the Coordination Committee (CoCo) and the Management Coordination Group (MCG) by the management team. If necessary, the Secretary-General will be able to escalate matters to the Council and the Council will be able to consider and decide on issues where obstacles to the establishment of greater coherence in the work of the organization persist. |

**Q9. In light of the recommendations from the Joint Inspection Unit (JIU) Report and the ITU Resolutions, how do you think regional presence can be mainstreamed effectively to achieve "One ITU"?**

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| **39 responses** |
| 1. Expand regional event activity, to attract and engage members across all regions; 2. Increase focus on data intelligence and reporting; and 3. Encourage technology transfer and best practice frameworks. |
| The ITU needs to review and closely monitor the effectiveness of regional offices to ensure they are operating effectively and providing agile support to regional areas on connectivity. There should be a publicly available set of criteria which the ITU uses to assess where regional offices should be located. An alternative office to the one based on Moscow needs to be found given its inability to operate effectively given the restrictive measures placed on Russia following its illegal invasion of Ukraine. |
| 1. Implement a gender policy; 2. Implement an anti-fraud and anti-corruption policy; and 3. Promote greater integration of countries that do not currently participate widely. |
| The regional presence should reflect development, standardization and radiocommunication activities. |
| The ITU is a global body with a global agenda. It should cooperate and coordinate with the six "Regional Organisations" (APT, ASMG, ATU, CEPT, CITEL and RCC). In any case, these organisations already contribute to the work of the ITU by submitting "common proposals" - which are legally binding. As such, a regional ITU presence is not really mandated, though perhaps for capacity building, etc., a very small staff in the organisations representing the developing countries, could be maintained. If this adds unacceptable overheads, then the ITU can communicate directly with the regional organisations themselves. |
| In my opinion, the Regional Offices Directors should share the same values and vision in order to achieve the ITU's common goals. |
| Regional presence must hear from the touchpoints on the ground by having regular engagement sessions with member countries including the private sector and academia within regions to get opinions, recommendations and call for collaborations to establish quality initiatives or projects, besides good networking. |
| Despite having read the referred CWG-FHR-document: I simply know too little about how well and exactly the cross-sectoral work is done in the regional offices, so I can hardly judge its extent or quality in detail with regard to the "One ITU" concept's objectives. |
| Consider having representatives from each of the Sectors and General Secretariat stationed in Regional Offices/Area Offices to support a holistic achievement of the ITU Regional Initiatives and ITU Strategic Plan goals. |
| By forming new specialized dedicated committees to keep following up the ongoing processes. |
| Each regional group shall nominate a permanent representative to follow all sectors' works. |
| Consider having representatives from each of the Sectors and General Secretariat stationed in Regional Offices/Area Offices to support a holistic achievement of the ITU Regional Initiatives and ITU Strategic Plan goals. |
| 1. Effective involvement of the regional presence in the achievement of the Union's strategic objectives, including involvement in the planning process of activities and projects of the radiocommunication, standardization and development sectors. 2. Delegation to the regional presence the authority to implement and steer activities and projects at the regional level, including the establishment of a performance evaluation mechanism. 3. Strengthening of resources at the regional presence level, including the establishment of a time management plan for the allocation of ITU staff to activities and projects included in the ITU operational plan. |
| For the effective integration of the regional presence in the ITU united in action initiative, it is first necessary to create within these regional structures an inclusive, fruitful and participatory exchange mechanism, with a view to contributing significantly to the implementation of this ambitious objective through realistic and achievable proposals and recommendations. |
| The regional presence should: 1. begin to represent and liaise Member States with the three Bureaux of the Union and the Secretariat; 2. strengthen the relation with the regional telecommunications organizations; 3. proactively establish and maintain contacts with the Member States in the given region; and 4. promote initiatives, activities, events of all three Bureaux and the Secretariat. |
| The Regional presence needs further efforts in order to be strengthened (More HR in field and area offices, budget allocated, especially for the Regional initiatives). All the 3 points reflected in the answer of the previous question, apply for this question. |
| The Regional presence needs further efforts in order to be strengthened (More HR in field and area offices, budget allocated, especially for the Regional initiatives). All the 3 points reflected in the answer of the previous question, apply for this question. |
| The Regional Offices need to be functionally coordinated with the TSB, BR and GS under the leadership of the BDT Director. |
| Of course, it's important and valuable for the ITU to work closely with the membership in order to facilitate greater efficiency and wider participation at a lower cost for all members, especially those in the developing world. The decentralization ensures greater efficiency at lower cost, accountability, and transparency, assistance for developing countries to participate in ITU activities. |
| Regional representative should inform the Membership on the activity undertaken to implement the "One ITU Concept". |
| The Regional presence needs further efforts in order to be strengthened (More HR in field and area offices, budget allocated, especially for the Regional initiatives). All the 3 points reflected in the answer of the previous question, apply for this question. |
| The procedures and the working mechanisms should be harmonized across the three Sectors and the Regional Offices, through constant cooperation and information sharing. Furthermore, cooperation and coordination with other regional and UN organizations should be strengthened. Last but not least, the strengthening of the regional presence should take into consideration an ongoing evaluation of the effectiveness and staffing requirements of Regional and Area offices. |
| Through effective coordination of Regional Offices, Sectors and ITU Members. |
| The following recommendations could assist in mainstreaming this concept: 1. Ensuring full alignment of the regional projects to the approved strategic plan and strategic goals. 2. Holding regular regional Forums where representatives of Regional Offices can meet to discuss challenges, share best practices, and align their strategies. 3. Cross training of employees across the 3 Sectors and the Regional Offices. 4. Conducting regional workshops and training sessions to emphasize the values, vision, and mission of "One ITU". This will help in instilling a sense of unity and shared purpose. 5. Ensuring greater alignment between the Union headquarters and the Regional Offices. For example, headquarters can examine initiatives and activities held in all regions, consider common initiatives, and then create a single global initiative that covers common needs, which will reduce the costs of establishing each regional initiative separately, unify efforts, and maximize efficiency. 6. Ensuring full alignment of the approved strategic plan and strategic goals in all the regional projects. 7. To empower Regional offices to look after all the 3 Sectors' projects and have constant meetings with the DSG to align the projects. |
| 1. The Secretary-General, together with the Director of the Telecommunication Development Bureau, with the participation of the Director of the Radiocommunication Bureau and the Director of the Telecommunication Standardization Bureau, should take measures to further strengthen the regional presence, which is an extension of ITU as an organization as a whole, as well as measures to effectively integrate the activities of the three Bureaux into the work of the Regional and Area offices, in particular to ensure the availability of experienced specialists from the three ITU Sectors in the Regional and Area offices. At the same time, when implementing the “One ITU” concept, it is necessary to focus on the main areas of activity of the Union and allocate sufficient resources to the General Secretariat and the three Sectors, while fully taking into account the goals and key activities of the Union as provided for in the Constitution and Strategic plan of the Union. 2. Introduce a modern electronic document management system based on a process approach, uniting all structural divisions of the Union. 3. Apply process management methods approved by the basic instruments of the Union and decisions and resolutions of the PP, conferences and assemblies of the Sectors of the Union, and, if possible, based on relevant international standards. 4. Develop and implement a unified system for presenting and providing information on ITU websites in all languages of the Union, ensuring clarity, visibility, completeness of presentation and friendliness of use, including the image improvement of the Union. |
| 1. The Resident Coordinator is the “cornerstone” of the devolved ITU system. An independent evaluation with the authority over the ITU Area/Regional Team. 2. Enhanced transparency, accountability, coordination and results-based management at the regional level. |
| To achieve a unified approach in line with the recommendations from the Joint Inspection Unit (JIU) Report and ITU Resolutions, the ITU should first formulate a comprehensive action plan addressing the report's key points. Simultaneously, it should establish robust mechanisms for effective information sharing and coordination among regional offices, fostering seamless communication with ITU headquarters. Furthermore, ITU should actively promote collaboration among member states within each region, facilitating regional projects, initiatives, and partnerships aimed at collectively addressing common challenges and opportunities, thereby ensuring a cohesive and cooperative "One ITU" framework. |
| It's important that regional offices are fully included in "One ITU" so that they can benefit from work across the three sectors and support the local implementation of cross-sectoral strategic objectives. |
| By ensuring the Regional and Area Offices are effectively able to deliver and assist Member States, particularly developing, LDCs, SIDS and economies in transition in the implementation of Regional Initiatives, focusing on Resource Mobilization, without any increase in existing central ITU Council approved Regional Presence budgets or human resources. Develop clear and effective monitoring and evaluation mechanisms and processes to determine the level of results obtained by the Regional and Area Offices. |
| Regional presence could be mainstreamed through mechanisms of full information, practices sharing, and coordination among the Sectors. e.g., through identifying and establishing focal points and the promotion of coherent Sectoral regional activities. |
| Each Sector, in their consideration of implementing their product offerings in Member States, should consider subletting to the Regional Offices with oversight responsibility by the Director, Development Bureau being accountable to ITU Management. |
| Difficult to say, regional presence may have benefits in underserved regions in particular but the value should not be exaggerated. |
| There must be a roadmap to improve the communication, decision-making and participation of the countries with the Regional Offices taking. As a starting point the projects and MoU's that the countries agree with the ITU and that the Regional Offices are in charge of guarantee an effective coordination and use of all the contributions that other sectors can make to a specific project. |
| Regional presence can be effectively integrated to achieve "One ITU" by strengthening Regional Offices" and harmonizing, where possible, procedures across Sectors and Regional Offices in the implementation of ITU and sectoral goals and objectives. |
| In order to achieve "One ITU" and successfully integrate regional presence, the suggested strategies include integrating Regional Offices into strategic planning, carrying out regular assessments, encouraging collaboration, engaging Member States, aligning with ITU Sectors and ensuring transparency and accountability. These steps aim to enhance coordination, cooperation and the overall impact of ITU's operations. |
| Mainstreaming regional presence effectively within the International Telecommunication Union (ITU) to achieve "One ITU" can be accomplished by aligning with the recommendations from the Joint Inspection Unit (JIU) Report and relevant ITU Resolutions, such as those outlined in document CWG-FHR-16/INF-1. Here are some key steps that can be taken: 1. Strengthen Regional Offices: ITU should reinforce the role and capabilities of its regional offices to serve as focal points for coordinating activities across sectors and the General Secretariat within specific geographical regions. This includes adequately staffing regional offices with experts who can address diverse telecommunications and ICT challenges within those regions. 2. Promote Regional Collaboration: Encourage regional offices to facilitate collaboration and information sharing among Member States, sector members, and other stakeholders within their respective regions. Regional workshops, conferences, and forums can be organized to address region-specific issues and share best practices. Cross-sectoral participation and engagement should be encouraged at these events. 3. Develop Regional Action Plans: Each ITU region should develop its own regional action plan that aligns with the broader ITU strategic goals and priorities. These plans should be formulated collaboratively with input from all ITU Sectors and the General Secretariat, ensuring a coordinated approach to addressing regional challenges and opportunities. 4. Resource Allocation: Adequate resources, including funding, staff, and technical support, should be allocated to regional offices to carry out their missions effectively. This includes supporting regional initiatives and projects that contribute to the achievement of ITU's global objectives. 5. Reporting and Accountability: Establish clear reporting mechanisms between regional offices and ITU headquarters to ensure that progress is monitored and evaluated regularly. Regional offices should be held accountable for achieving the objectives outlined in their regional action plans, and lessons learned should be shared with the broader ITU community. 6. Capacity Building: Provide training and capacity-building programs for regional office staff to enhance their ability to address cross-sectoral issues and effectively coordinate activities. This can include specialized training in areas such as cybersecurity, spectrum management, and emerging technologies. |
| 7. Engage Member States: Actively involve member states in shaping the roles and functions of regional offices. Member States should be encouraged to provide input and feedback on the priorities and activities of their respective regional offices to ensure alignment with regional needs. By implementing these measures and incorporating the recommendations from the JIU Report and ITU Resolutions, ITU can mainstream regional presence effectively and work as "One ITU" to address global and regional telecommunications challenges while promoting collaboration and coordination across its sectors and the General Secretariat. |
| By ensuring integration of the role of regional presence is into the Strategic Plan, including the evaluation of effectiveness and staffing requirements to facilitate the participation of all membership in the activities of the three Sectors. |
| The Regional Offices are tasked with the main mission to conduct the activities that need the experts to perform its duties in field, especially those ICT projects. One of the major tasks is to transfer the Regional Initiatives into real projects, which can help developing countries in different regions with necessary support from the BR and TSB when needed. With the involvement of the BR and TSB, the Directors of regional offices should better coordinate activities within regional offices to reflect the “One ITU” concept. |
| Regional presence can be mainstreamed effectively to achieve “One ITU”, by being included in ITU-R and ITU-T operational plans and receive needed human and financial resources from both sectors, the same way they do from ITU-D, so they can implement and engage in all sectors’ regional projects/activities on equal footing; even if they procedurally/administratively report to the ITU-D. Otherwise, the regional presence may be transferred under the DSG, taking into consideration it’s allocated the necessary budget in the new ITU budget plan 2027/2030 and forward, so it may carry on its role and assigned tasks for all ITU sectors, effectively and efficiently. Also, regional offices and areas when being transferred to the DSG, should still make benefit from human resources mobilization, thus having staff allocated from ITU Sectors. |

**Q10. How do you see the Membership's role to strengthen the effectiveness of the Union in fulfilling its purposes, and implementing "One ITU"?**

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| **43 responses** |
| More engagement at regional level among ITU member organisations (Regulators, Enterprises, etc.) |
| We have elected the leadership team based on their manifestos and vision to lead the ITU. A core part of this function is to assess its functions and to produce recommendations in order to take the ITU forward, and to then delivering this vision. This needs to be a top-down approach in consultation with ITU Council and members of the union. |
| The role of the members is that of coordinating and monitoring strategy. |
| Member States must commit themselves to participating more actively in the work of the Union, through the Study Commissions and their Regional Groups. |
| More presence, more impact. |
| I see it as essential. Member states and sector members are already playing their roles in carrying out the roles of the Union - frequency bands and satellite orbits are international resources and becoming increasingly scarce in a world of 8 billion people. |
| Membership could play a key role in implementing "One ITU", however sometimes they rather play their political games than being pragmatical. |
| Actively participating in discussions/meetings by contributing ideas, suggestions and solutions, plus must work and collaborate together. There are many initiatives and projects from member countries especially our Administration that we want to share with other ITU member countries. We also want other member countries to share their success stories with us. |
| Each member country is called upon to participate in the work of the Regional Office of its region in the sense of a question at the end or beginning of a year: what are your work results, comparison of input/output. |
| Very important. |
| Members should make efforts to coordinate within their administrations/organisations to avoid submitting similar proposals across different sectors, to avoid overburdening ITU and duplicating workstreams. |
| Cooperation between all Member States will courage the whole idea and push it forward. |
| Each administration shall nominate a permanent representative to follow all sectors' works. |
| Members should make efforts to coordinate within their administrations/organisations to avoid submitting similar proposals across different sectors, to avoid overburdening ITU and duplicating workstreams. |
| Member States can play an important role in improving ITU's efficiency and the realization of the "One ITU" principle, including: 1. Providing knowledge and expertise, including incentivizing expertise from the national private sector, to ensure that ITU structures fulfill their mandates. 2. Mobilization of extrabudgetary resources for the achievement of ITU's strategic objectives. 3. Promoting supranational multi-stakeholder cooperation for ITU strategic objectives. |
| The diversity of members constitutes an opportunity for the Union in the search for appropriate and lasting solutions. The initiators must be project initiators, capable of supporting the efforts of the Union, to realize the implementation of the concept of an ITU united in action. |
| By monitoring the implementation of the "One ITU" concept in all the activities of the Union; actively insisting on having a coordinated operational planning and avoiding of redundancies and duplication in the documents, rules, procedures, plans/strategies, activities, etc. of the three Bureaux and the Secretariat through their participation in the PP, major conferences, advisory groups, Council, CWGs, WPs, SGs, and all ITU entities. |
| 1. There is a need to implement an ITU stakeholders engagement strategy in order to strengthen the engagement of existing membership and attracting new members. 2. Applying Good governance principles and oversight on the implementation of "One ITU" concept/strategy, is what membership should focus on. |
| 1. There is a need in implementing an ITU stakeholders engagement strategy in order to strengthen the engagement of existing membership and attracting new members. 2. Applying Good governance principles and oversight on the implementation of "One ITU" concept/strategy, is what membership should focus on. |
| 1. To actively join discussions of “One ITU”. 2. To indicate overlapping activities and to propose effective collaborations. |
| By establishing coordination mechanisms across the Telecommunications sector around the world to ensure that related Study Groups reaching to all ITU Members and fulfilling their purposes. |
| Memberships should contribute to relevant activities in accordance with the mandates of the three Sectors. |
| 1. There is a need to implement an ITU stakeholders engagement strategy in order to strengthen the engagement of existing membership and attracting new members. 2. Applying Good governance principles and oversight on the implementation of "One ITU" concept/strategy, is what membership should focus on. |
| The Membership role is essential for the Union's to fulfill its purposes, and implement "One ITU" through joint efforts and contributions, regional and interregional coordination, keeping to ITU's values and principles, avoiding duplication and redundancy within various ITU's study groups, cooperating in the implementation of the strategic plan. |
| Promote the participation of Members in the achievement of regional objectives, for the achievement of the consolidation of ITU sectors. |
| 1. Member States must be encouraged to consider the "One ITU" principle when preparing all contributions. This could include the strategic plan, operational plan, financial plan, thematic priorities, and regional initiatives. Harmonizing definitions of terms and merging resolutions whenever possible should also be encouraged.  2. Offer expertise and insights from national experiences to help shape ITU policies, standards, and initiatives. 3. Member States are encouraged to strengthen the communication with the Regional offices and keep them informed regarding regional initiatives and other relevant matters. 4. Member States are encouraged to continuously provide recommendations on ways to achieve the "One ITU" as the concept matures and achieves clarity. |
| ITU members could prepare recommendations for the ITU Secretariat regarding its implementation to improve the efficiency of the Union in achieving its goals in the main areas of activity of the Union, provided by the ITU Constitution and other basic instruments of the Union, with subsequent possible adjustments of recommendations for the implementation of the concept. Working in the spirit of “One ITU”, ITU Members would do well to concentrate their common efforts on statutory professional activities, while implementing the Financial, Strategic and operational plans, avoiding populism and politicization of the issues being resolved. |
| Advocate for enhanced design, transparency and accountability of and participation in inter-bureau pooled funding mechanisms incentivizes pooled funding approaches at the member country level and common resource mobilization. |
| In line with the provisions of Resolution 71 (Rev. Bucharest, 2022), Member States have to contribute national and regional knowledge on policy, regulatory and operational issues in the field of telecommunication/ICT to the strategic planning process in order to strengthen the effectiveness of the Union in the fulfillment of its purposes established in the instruments of the Union, cooperating in the implementation of the strategic plan, bearing in mind the values and principles of "One ITU". Member States should advocate for inclusivity and the representation of all nations and stakeholders in ITU activities, decisions and implementation plans. This includes promoting gender equality and the participation of marginalized groups. |
| Transparency of the ITU’s operations and processes is essential if the membership is to play any role at all. Through Council and its Working Groups, the membership can monitor the implementation of "One ITU", but only if there is sufficient visibility. However, the membership should mainly play a strategic role, and should empower the leadership of the organisation to implement "One ITU", rather than micro-manage. |
| By ensuring ITU Secretariat provides clear parameters and indicators that would allow Membership (Council) to evaluate the level to which the "One ITU" concept is being implemented. |
| The Membership role is directly related to its mandate concerning strategic process planning and monitoring, especially verifying the mechanisms of coordination and cooperation in studies, projects, and activities of all ITU Sectors. |
| Membership has to agree and adopt a particular ITU concept with an elaborate framework and operating procedure. |
| Raise awareness in MS, political and technical, relevant (level) participation. |
| Encouraging the participation of the regions and strengthen the participation of other key sectors in digital development like organized civil society linked to digital issues. |
| Members should participate actively in the activities of the three Sectors of the Union to enhance its effectiveness in achieving its objectives and in implementing "One ITU". |
| The role of the membership in strengthening the effectiveness of the Union in fulfilling its purposes and implementing "One ITU" involves their contribution to the strategic planning process, actively participating in the implementation of the Union's strategic plan. |
| Membership plays a crucial role in strengthening the effectiveness of the International Telecommunication Union (ITU) in fulfilling its purposes and implementing the "One ITU" concept. Here are several ways in which the Membership can contribute to this goal: 1. Active Participation and Engagement: Member States, sector members, and other stakeholders should actively participate in ITU activities, meetings, and working groups. Their engagement is essential for shaping ITU's policies, standards, and strategies to address global telecommunications and information technology challenges effectively. 2. Alignment with ITU Objectives: Member States should align their national policies and regulations with ITU objectives and recommendations. This ensures consistency in the implementation of international standards and best practices, contributing to a more harmonized global telecommunications landscape. 3. Funding and Resource Allocation: Member States should contribute their fair share of financial resources to support ITU's programs and initiatives. Adequate funding is essential for the ITU to carry out its mission effectively and develop solutions to emerging challenges. 4. Capacity Building: Member States should invest in capacity building for their own telecommunications and ICT professionals to enhance their ability to engage effectively within ITU. This includes training and education on ITU standards and policies. 5. Participation in Regional Initiatives: Member States should actively participate in regional initiatives and collaborate with neighboring countries to address region-specific telecommunications challenges. Regional cooperation can complement ITU's global efforts and facilitate the implementation of "One ITU" at the regional level. 6. Advocacy for Inclusivity: Member States should advocate for inclusivity and diversity within ITU's decision-making processes. Ensuring representation from a wide range of perspectives, including gender and geography, helps create more balanced and effective policies. 7. Transparency and Accountability: Member States should demand transparency and accountability in ITU's operations. They should encourage ITU to provide clear reports on progress and outcomes, as well as seek input and feedback from the Membership on the organization's performance. |
| 8. Promotion of Innovation: Member States should actively promote and support innovation within their own countries and collaborate with ITU on emerging technology standards. ITU can serve as a platform for sharing knowledge and best practices in the rapidly evolving field of ICT. 9. Adherence to Resolutions and Recommendations: Member States should adhere to ITU resolutions and recommendations, as these are the foundation for global cooperation in telecommunications and ICT. Compliance with agreed-upon standards and guidelines is essential for achieving interoperability and connectivity. 10. Advocacy for a Unified ITU: Member States should advocate for and actively participate in initiatives that promote "One ITU." This includes supporting efforts to streamline and coordinate ITU's work across sectors and regions. In summary, the active involvement and commitment of the Membership are essential for ITU's success in fulfilling its mission and implementing "One ITU." By working together, member states and stakeholders can ensure that ITU remains at the forefront of global telecommunications and information technology developments while addressing the diverse needs of its members and promoting inclusivity and cooperation. |
| ITU is an international intergovernmental organization, the global membership of ITU includes 193 Member States as well as some 900 companies, universities, and international and regional organizations. We believe the aim of implementing “One ITU” is to serve the needs of the Membership. Membership should fully participate in the discussion of the definition of “One ITU”, recognize the key areas and activities for the implementation of “One ITU”, and participate in the evaluation of activities concerning “One ITU”. |
| By effective follow-up of the inter-sectoral coordination activities. |
| Membership should ensure the engagement of the regional presence in all sectors’ projects/activities via continuous communication and coordination with regional offices and areas. Also, it should make sure no redundant contributions with the same ideas/projects/initiatives are submitted to all sectors’ meetings and conferences. If an idea or initiative is cross-cutting or common among two or more ITU sectors, contributions would better be submitted to the PP conference, or Council Session. The same applies on suggesting new Study Groups, issues, or questions to be tackled within one of the sectors. Memberships should make sure no redundancy takes place in this regard. In cases of cross-cutting topics or questions, the ISCG should tackle the issue, and make sure a common task force or joint team from relevant ITU sectors work collaboratively on the topic. Additionally, membership may contribute to regional presence by providing requested temporary human resources, via human resources mobilization from membership to regional offices/areas for a short-term. |
| Support for the proposals submitted by the Secretariat in this regard in the Council and PP. |
| Although sovereign in their choices and positions, Member States should bear in mind that their claims for benefits from the Union that are made at conferences (PP; WRC) and assemblies (WTDC; WTSA) are precisely at the origin of many duplications when these requests are fragmentary, not very systematic. However, the reduction of the financial resources available to the organisation as a result of the policy of zero nominal growth of the contributory unit on which contributions are based also requires more rigorous approaches on the part of the Member States when formulating their expectations of the Union. |

**Q11. What do you believe are the main challenges or obstacles in working as "One ITU", and how can they be addressed?**

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| **42 responses** |
| Reluctance to adopt new procedures among some members. Needs a strong framework, automation and processes systemisation. |
| The inability of senior management to work collaboratively with a shared vision of the future. Intransigence of Member States that favour the status quo and who are fearful of change. Politics within the Union. An inability to rectify weaknesses in financial management. |
| One challenge is to integrate all the official UN languages, the second challenge comes from the differences in the progress and access to new technologies in developing countries, and the resources available in the organization. |
| 1. Better organization of regional representations, to take into account the activities of the three sectors; 2. Most of the Study Groups of the three Sectors have regional groups, working in synergy with the regional representations; and 3. Encourage participants from developing countries in the radiocommunication and standardization sectors through fellowships. |
| Logistical and financial obstacles. |
| By closing loopholes that enable corrupt activities. |
| That Member States don't share the same vision about the future of ITU and that in some cases there are more political than rational reasons behind some decisions. |
| Obstacle: Lack of sharing information/data and also eliminate duplication of work. These can be addressed by having a platform that transparent in sharing information and data. Overlapping or redundant work must be identified by the management and then being eliminated. |
| 1. Budget allocation disputes, allocation of staff, management by results, defining KPIs by which the effectiveness of a sector can be assessed plus being comparable with KPIs of other sectors at the same time; 2. The three Sectors of the ITU have different tasks, so the Member States of the region abc have different interests in the Sectors and set different priorities based on their gross domestic product (GDP), national framework conditions/digital infrastructure and special geographical conditions. That is why it is important to emphasise what they have in common and what the ITU is for. ITU is one organization. 3. Whatever the Sector is an ITU representative is working for: in front of third parties (e.g. other ICT or UN organizations), this person is always representing whole ITU. |
| Yes, I do believe. |
| 1. Too many work programs and programs with overlapping topics can impact ITU’s effectiveness and resources. ITU should consider whether it is more effective to join with existing internal (Sector/General Secretariat) or external (UN agency) programs/initiatives, rather than develop new and potentially duplicative workstreams, which can burden the ITU Sectors, General Secretariat, and ITU membership. 2. ITU Sector and the General Secretariat staff appear to be siloed – perhaps short secondment opportunities between the different Sectors/General Secretariat would allow for greater understanding and sharing of initiatives across sectors. |
| Financing the project. |
| The gap between sectors and weakness of contact. |
| 1. Too many work programs and programs with overlapping topics can impact ITU’s effectiveness and resources. ITU should consider whether it is more effective to join with existing internal (Sector/General Secretariat) or external (UN agency) programs/initiatives, rather than develop new and potentially duplicative workstreams, which can burden the ITU Sectors, General Secretariat, and ITU membership. 2. ITU Sector and the General Secretariat staff appear to be siloed – perhaps short secondment opportunities between the different Sectors/General Secretariat would allow for greater understanding and sharing of initiatives across sectors. |
| Key risks include: 1. The stranglehold on ITU by external partners, under the pretext of overseeing their financial contribution, to reorient the Union's strategic objectives. 2. The supremacy of quantitative planning of strategic objectives and operational plan at the expense of the quality of the expected results. 3. The mismatch between the strategic objectives and the resources available or to be collected. |
| Despite the enormous efforts made, the International Telecommunications Union (ITU) still faces challenges and obstacles such as: 1. The low representation of certain members in study commission and working group meetings; 2. The poor consideration of the six (6) languages of the Union in the work To promote the implementation of this concept: 1. There needs to be real commitment and synergy between regional groups in general and the administrations of Member States in particular. 2. Strong representation of all members in study commission and working group meetings, providing assistance to delegates from Least Developed Countries (LDCs). 3. Provide interpretation for all work. 4. Promote the financing of projects in Least Developed Countries (LDCs), to mobilize resources generated from projects such as: the construction of a receptacle, housing some ITU works, and other paid events; the construction of a technology training center; these resources generated will allow the ITU to collect not only annual contributions, but also and above all to provide assistance to delegates from these countries. |
| 1. Not enough understanding among Member States what "One ITU" is; 2. Not enough understanding what are the benefits of harmonized activities, coordinated operational planning, avoided redundancies and duplications, including the potential financial benefits from avoiding duplication and the added value of a more efficient implementation of the strategic plan and the main policies of the Union, better and more efficient regional presence and more motivated and efficient members states involvement; 3. Staff reluctance to changes; not enough understanding and lack of clarity how the implementation of "One ITU" would affect the staff, their professional duties, the amount of work, etc.; 4. The general perception (both among Member States and staff) that the initial implementation of the "One ITU" through harmonization of activities and procedures is a task that would consume significant amount of resources, mostly human and time, with no compensation of this additional burden; 5. The lack of clear action plan/path to implement the "One ITU" concept creates vast ground for speculations, misinterpretations and manipulations, which derails the actual implementation and makes ITU unable to reform to match neither the modern public policy standards, not the current modern tech environment;  6. "One ITU" should be developed as a document, accompanied by an analysis on the necessary steps in order to implement it, such as: review of the existing structures and their compliance with the "One ITU" concept (overlapping functions and duplication; existence of similar activities but aiming at different results or implemented by different procedures); review of the existing documents (resolutions, decisions, recommendations) governing all parts of the ITU structure and analysis of their coherence and interconnection (are some of the ITU entities governed by different rules and procedures, or even contradicting rules and procedures); review of the operational plans of the Bureaux, the Secretariat, regional offices, etc. and analysis of their coherence and synergies; development of an action plan for the implementation of "One ITU" concept in ITU in two general dimensions – actions to be taken by ITU as an organizations and actions required by the Member States to enable the implementation – with specific steps and an estimation of the necessary resources (HR, time, financial implications). |
| 1. Lack of Leadership and tone from the top in mainstreaming "One ITU", can undermine and generate less engagement around working as One. 2. Lack of Culture that will influence internal behaviour in working as One. 3. Lack of clear definition, agreed by everyone, of what we mean of "One ITU". 4. Less Ethical work environment could lead to lack of trust and engagement of staff, which will undermine progress in mainstreaming "One ITU". 5. Risk of diluting existing ITU structure, such as the ITU Sectors, established by the ITU CS/CV. |
| 1. Lack of Leadership and tone from the top in mainstreaming "One ITU", can undermine and generate less engagement around working as One. 2. Lack of Culture that will influence internal behavior in working as One. 3. Lack of clear definition, agreed by everyone, of what we mean of "One ITU". 4. Less Ethical work environment could lead to lack of trust and engagement of staff, which will undermine progress in mainstreaming "One ITU". 5. Risk of diluting existing ITU structure, such as the ITU Sectors, established by the ITU CS/CV. |
| Considering that there is no clear definition of “One ITU” and membership may view it in the different context, it is important to conduct a membership-driven and transparent discussion. |
| 1. Limited data and resources. 2. Lack of engagement of the private sector, and Governmental Sectors. 3. The limited engagement of adjacent countries. |
| Memberships should follow the "One ITU" Concept, thus eliminating contribution on the same topic to the various Sectors. |
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| 1. Stretching out the Union's resources (financial & human resources). These resources have to be used in an effective and fit-to-purpose way. 2. Duplication and redundancy across the three sectors. Information sharing, cooperation, and coordination between the three sectors and the General Secretariat represent the solution to address these issues. 3. Different regional priorities that have to be addressed jointly by Member States and ITU's leadership through contact cooperation, dialogue, and coordination at regional and interregional levels, in a constructive and time-effective manner. 4. Bureaucratic and old-fashioned administrative work at ITU's level that have to be addressed through flexibility and adaptability, including the use of harmonized online working instruments across all sectors. |
| Lack of dissemination of the mechanisms to be implemented for the achievement of "One ITU". |
| 1. One challenge could be the Lack of the required Capabilities within the regional offices to serve all the 3 sectors. As a first step for achieving, the “One ITU” vision in that aspect, the workforce in every regional office must be equipped with the requisite skills and expertise spanning the Union's three sectors through cross training. This would also empower them to proficiently support the membership in their respective regions on diverse subjects. 2. In terms of the platforms used by the ITU to follow and access virtual meetings, each sector uses different tools and applications which affects the user experience of members within the Union and is considered a barrier to serving as a “One ITU”. |
| The implementation of the “One ITU” concept should be aimed to achieve the goals and objectives defined by the basic instruments of the Union, rely on modern management methods that stimulate the effective work of personnel, it should exclude activities that go beyond the mandate of the Union and ensure closer coordination between structural units of the Union (including GS, BR, TSB, BDT). In addition, further efforts should be made to possibly harmonize the procedures of the ITU Sectors in order to improve the efficiency of the Union. |
| Growing imbalance between the General Secretariat and the Bureaus funding and visibility — the former increasingly delving on the areas of other Bureaus leading to duplicity and increasing the level of resources consumed, thereby locking up funding for achieving results on the ground. |
| 1. ITU's Member States are diverse, with varying levels of development, interests, and priorities. Bridging these differences and ensuring that ITU's actions are inclusive of all member states' needs can be challenging. ITU should actively engage with Member States to understand their unique requirements and work to tailor its programs and initiatives accordingly. 2. ITU's decision-making processes can sometimes be slow and bureaucratic, hindering the organization's ability to respond swiftly to emerging challenges. Streamlining decision-making processes and promoting transparency can help make ITU more agile and responsive. 3. Geopolitical tensions and differences among Member States can impact ITU's ability to work cohesively. The organization should maintain a neutral and inclusive stance, ensuring that it remains a platform for international cooperation and dialogue. |
| Given their directly elected leadership and distinct, specialised functions, there is a risk that the Sectors operate in silos. But it should be possible to recognise and maintain their different contributions, while working as "One ITU" towards common strategic goals, with efficiency and accountability. This is a cultural challenge as much as one that can be solved by systems and processes. |
| 1. Narrative to the effect that the ITU is the UN agency specialized on "technology". This is a pervasive challenge. It is only telecommunications and ICTs. 2. Ensuring there is no "silo mentality". The fact that there are three "separate" Sectors with three separately elected Bureau Directors should not generate any misunderstanding on the need for proper internal consultation - as well with Membership - on the implementation of the Union's Strategic Plan while recognizing the relevance and need for clear Sector wise operational plans. |
| The main challenge seems to be harmonizing rules of functioning, participation, procedures, and communication of the different Sectors. It can be addressed by: 1. mapping the differences; 2. identifying best practices; and 3. converging through them, whenever it is possible, observing ITU Constitution and Convention. |
| There is currently limited coordination using the value chain system in creating and implementing product offerings. ITU study questions across the three Sectors need better coordination in developing work items and addressing thematic priorities. |
| One of the main challenges would be to increase the understanding about what activities in the Sectors are dependent on each other and how they reinforce each other. |
| ITU is a single institution with 3 powerful Sectors that must coordinate, promote and create synergies and this to be reflected in the projects. Considering that whether they are national or regional, they should take advantage the experience of each ITU Sector. |
| 1. Insufficient collaboration between the Bureaux and the SG to improve the work of the Regional Offices. 2. Insufficient involvement of Regional Offices in the coordination of regional projects and activities by the Sectors  Hence the need to: 1. Strengthen collaboration between the three Bureaux and the General Secretariat to improve the work of the Regional and Area offices and to integrate the "One ITU" approach; 2. ITU Sectors coordinate their regional projects and activities with the full participation of Regional and Area offices. |
| The main challenges or obstacles in working as "One ITU" include harmonizing procedures across different ITU Sectors. |
| 1. Sectoral Fragmentation: ITU consists of three Sectors (ITU-R, ITU-T, and ITU-D), each with its own focus and priorities. Overcoming sectoral fragmentation and ensuring seamless coordination among these Sectors can be challenging. Address: Promote cross-sectoral collaboration through joint initiatives, working groups, and regular communication to align goals and share expertise. Encourage sectors to work together on projects that require a multidisciplinary approach. 2. Regional Disparities: Regional offices may have varying levels of capacity and resources, leading to disparities in regional support and engagement. Address: Strengthen Regional offices, allocate resources equitably, and provide capacity-building opportunities to bridge regional disparities. Implement regional action plans that address specific regional challenges. 3. Resource Constraints: ITU relies on member contributions and funding to carry out its programs and initiatives. Limited resources can hinder the organization's ability to address all global telecommunications challenges effectively. Address: Advocate for increased funding from Member States and explore partnerships with international organizations, private sector entities, and foundations to augment ITU's resources. Prioritize and allocate resources strategically based on the organization's most pressing needs. 4. Diverse Stakeholder Interests: ITU engages a wide range of stakeholders, including member states, sector members, civil society, and academia, each with its own interests and priorities. Balancing these diverse interests while pursuing common goals can be complex. Address: Foster transparent and inclusive decision-making processes that take into account the interests of all stakeholders. Encourage dialogue and compromise to find mutually beneficial solutions. 5. Cybersecurity and Data Privacy: In an increasingly interconnected world, ensuring the security and privacy of data and communication networks is paramount. Addressing these concerns while promoting global connectivity can be challenging. Address: Develop and implement comprehensive cybersecurity and data privacy frameworks that consider both security and connectivity needs. Collaborate with member states and industry stakeholders to establish international standards and best practices. |
| 6. Emerging Technologies: The rapid pace of technological innovation introduces new challenges related to the regulation and standardization of emerging technologies such as 5G, IoT, and AI. Address: Stay ahead of technological advancements by actively engaging in research, development, and standardization activities. Encourage collaboration with industry leaders and academia to shape international technology standards. 7. Geopolitical Tensions: Geopolitical tensions and disputes among member states can affect ITU's ability to foster global cooperation and consensus. Address: Promote diplomacy and open dialogue as means to resolve disputes and find common ground. Encourage member states to prioritize the shared goals of global connectivity and digital inclusion. 8. Changing Regulatory Environments: National regulatory environments are continually evolving, which can impact ITU's efforts to harmonize global regulations and standards. Address: Facilitate regular communication and information exchange among Member States to keep abreast of regulatory changes. Promote the importance of harmonized international standards to facilitate cross-border communication. 9. Technological Capacity Building: Bridging the digital divide and ensuring that all member states have the technological capacity to engage in ITU activities can be a significant challenge. Address: Invest in capacity-building programs, especially for developing countries, to enhance their technological expertise. Provide access to training, resources, and expertise to help member states participate fully in ITU initiatives. |
| 1. Differences in planning and implementation among the ITU Sectors. This could be addressed by mainstreaming the “One ITU” concept in strategic and operational plans. 2. Limited resources in some regional offices for coordination with all three Sectors. This could be addressed by adequate resource allocation at regional level. |
| The fundamental challenge at current stage is that the “One ITU” concept has not been clearly defined. |
| 1. Action: One operational plan including all sectors; KPIs: Bureaus submit their projects and activities for the OP – Defining joint projects and activities – Joint Projects and activities implemented or scheduled for implementation 2. Action: Engagement of regional presence in all sectors’ regional projects/activities; KPIs: All sectors’ OPs shared with the regional offices and areas – Resources allocated for regional offices and areas for implementation – Regional offices and areas reports on implementation of relevant sectors regional projects/activities to relevant Directors. 3. Action: Integrating common initiatives/activities between sectors; KPIs: Identifying common initiatives/activities that may be integrated – Drafting time and action plan for integration. |
| Increase the visibility and mandate of the Intersectoral Working Group. |

**Q12. What actions, and possible KPIs to measure them, would you suggest to assess and report on the implementation of the "One ITU" concept?**

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| **38 responses** |
| Publish a clear roadmap and monitoring program. Visibility and transparency is important. |
| It is for the ITU to assess what actions it thinks it should take to implement this concept. |
| All those aimed at demonstrating transparency in the management of resources and the balance of actions among the different geographic regions. |
| Number of Study Commissions with Regional Groups, Number of contributions to the work of study groups after establishment of regional groups, Number of scholarships awarded (encouraged by contributions). |
| Financial KPIs. The ITU is a govt-funded entity and governments have a responsibility to ensure the funding they've provided are being spent wisely and can be accounted for. |
| KPIs must be identified and agreed at the early stage and can be assess transparently the information, including the TOR and process of decision making (how the decision making was made). |
| 1. Do all three sectors serve ITU's mission, vision and operational plan? 2. KPIs are measurable and realistic? 3. Sufficient link to the industry in the dedicated region? |
| Assess and report on the following: 1. Existing administrative mechanisms to support the implementation of “One ITU” (e.g., inter-sectoral coordinator officers, inter-sectoral/General Secretariat committees, etc.), and their effectiveness. 2. How ITU monitors duplication of activities across its Sectors/General Secretariat, and what mechanisms are in place to streamline/limit this duplication. 3. Provide information on the number and nature of initiatives being implemented across the Sectors (i.e., initiatives that leverage each Sector’s experience). |
| 1. Number of accessing the new site; 2. Available date and information on the site; 3. Stability of the site; 4. Site has to be user friendly; 5. Ease of use and navigation; 6. Multilingual |
| Firstly, ITU should create one platform to collect all works for all sectors for the common issues, then you can measure the effectiveness of that platform by a periodic questionnaire to all administrations. |
| Assess and report on the following: 1. Existing administrative mechanisms to support the implementation of “One ITU” (e.g. inter-sectoral coordinator officers, inter-sectoral/General Secretariat committees, etc.), and their effectiveness. 2. How ITU monitors duplication of activities across its Sectors/General Secretariat, and what mechanisms are in place to streamline/limit this duplication. 3. Provide information on the number and nature of initiatives being implemented across the Sectors (i.e. initiatives that leverage each Sector’s experience). |
| 1. Implementation of a centralised risk management system, which takes into account feedback from previous activities. 2. Implementation of a workload plan system per project/activity to promote the optimization of human resources and the improvement of their performance, in particular the performance of rare skills or skills with medium or low load flow. |
| Like other sectors, whose mission is to ensure the implementation of the roadmap assigned to them, the International Telecommunications Union also has in its missions, integrating the concept of an ITU united in action; and to achieve this objective, the ITU must have as performance indicators: 1. Evaluate the diffusion of the concept of a united ITU 2. Identify widely distributed information channels 3. Evaluate the representativeness of members in each sector and at all meetings 4. Identify support needs 5. Evaluate capacity building tools 6. Identify return on investment projects to support additional expenses to assist delegates in need, in order to make all decision-making inclusive 7. Evaluate members' needs annually, with an obligation to produce results after funding 8. Evaluate performance and hold regional groups accountable to accelerate the implementation of the concept. |
| 1. Revision and comparison of the existing documents/rules and procedures governing the functions and activities of all structural parts of ITU - identification of general functions procedures (financing, administration, legal support, HR) that differ from "One ITU" structure/bureau to another; identification of duplicating tasks, identification of similar activities aiming at different results; analysis and proposals for harmonization where appropriate; 2. Analysis of the existing HR structure of all ITU entities with relation to the main dimensions of the ITU mandate and the strategic plan, and in relation to the relative size of each function/activity; possible introduction of man-days HR planning to optimize the structure; identification of duplicating activities; and proposal for amendments; 3. Introduction and strict implementation of all recommendations required by JIU, external audit, internal audit for improvement of the ITU rules, procedures and practices for accountability, transparency, better finance control in order to achieve the most efficient use of the limited financial resources of the Union and to improve the added value of its existence; 4. Regular monitoring and reporting to the Council and/or the Advisory groups on the implementation of the resolutions, decisions and recommendations adopted by PP and all major conferences with an analysis on the progress of each document, possible delays/challenges and reasons for that, and proposed measures to overcome the delays/challenges; 5. Transformation of the Regional Offices that would serve as an one stop shop for everything ITU and not just to represent ITU-D and deal only with development projects/initiatives; regional offices should be a full scale ITU representation and a real regional presence of the organization that would ease the contacts and the involvement of the Member State with ITU; 6. The Advisory groups of the three Bureaux and the Council to monitor the implementation of the "One ITU" Concept. |
| It is premature to talk about KPIs at this stage without thorough analysis of the current context. Some perquisite steps are suggested to be undertaken prior defining KPIs: 1. Defining “One ITU”; 2. Assessing the current context (SWOT, PESTEL, etc.) and performing internal staff survey on current business processes bottlenecks, areas of improvement, challenges and barriers, etc.; 3. Compiling membership views and include it in the SWOT analysis; 4. Building a “One ITU Strategy” linked to the ITU Strategy, which articulates the strategic goals and objectives of “One ITU”, associated with KPIs. |
| It is premature to talk about KPIs at this stage without thorough analysis of the current context. Some perquisite steps are suggested to be undertaken prior defining KPIs: 1. Defining “One ITU” to be linked with serving the membership. 2. Assessing the current context (SWOT, PESTEL, etc.) and performing internal staff survey on current business processes bottlenecks, areas of improvement, challenges and barriers, etc. 3. Compiling membership views and include it in the SWOT analysis. 4. Building a “One ITU Strategy” linked to the ITU Strategy, which articulates the strategic goals and objectives of “One ITU”, associated with KPIs, linked with serving the membership as outputs/outcomes/results. |
| For example, the number of projects implemented across sectors and the number of liaisons among sectors. |
| KPIs: 1. Accessibility to the Report by countries. 2. Analyzing different processes, segments, or geographical locations for each Region for its needs and Interests, analyzing political situation)  Gathering Data by:  1. Periodic surveys. 2. Meeting with the Regulatory Bodies. 3. Conferences around the World. |
| The Coordination Committee (COCO) should report to Memberships using the relevant KPls as proposed by the Secretariat. |
| It is premature to talk about KPIs at this stage without thorough analysis of the current context. Some perquisite steps are suggested to be undertaken prior defining KPI: 1. Defining “One ITU”; 2. Assessing the current context (SWOT, PESTEL, etc.) and performing internal staff survey on current business processes bottlenecks, areas of improvement, challenges and barriers, etc.; 3. Compiling membership views and include it in the SWOT analysis; 4. Building a “One ITU Strategy” linked to the ITU Strategy, which articulates the strategic goals and objectives of “One ITU”, associated with KPIs. |
| 1. Detailed evaluation reports on concrete results and measures taken at ITU level. Utilization of harmonized online working instruments across all sectors; 2. Meaningful use of human and financial resources. |
| Implementation of seminars to disseminate the mechanisms for achieving the concept of "One ITU". |
| 1. Implement standardized process management across the Union. KPIs: • Process Alignment Rate: Percentage of processes standardized across the sectors and Regional offices. • Operational Efficiency Index: Reduction in processing times or errors due to standardized processes. 2. Unify the technical resources and tools used for internal business. KPIs: • Tool Consolidation Rate: Percentage of previously fragmented tools now unified. • Cost Efficiency Gain: Yearly savings from unified tool utilization. 3. Mainstream the regional workshops emphasizing the "One ITU" vision. KPIs: • Cross-Training Completion Rate: Percentage of employees who have completed cross-sector training. • Skill Diversification Index: Metrics assessing the increase in multi-sector skillsets among employees. 4. Equip regional offices with the skills and expertise across the Union's sectors. KPIs: • Training Completion Rate: Percentage of regional office personnel trained across the three sectors. • Regional Capability Score: A metric derived from the ability of regional offices to support their membership across diverse ITU subjects. 5. Standardize virtual meeting platforms across the Union. KPIs: • Platform Standardization Rate: Percentage of achievement in using the unified meeting platform. • User Experience (UX) Score: Survey-based metric assessing the user experience of the standardized platform. Regular reviews should be conducted to assess progress against these KPIs. By implementing these actions and monitoring the associated KPIs, the ITU can comprehensively gauge the effectiveness of the "One ITU" initiative and make necessary adjustments for continuous improvement. |
| It seems appropriate to develop KPIs to measure and evaluate the implementation of the “One ITU” concept, closely linked to the provisions of Articles 1 and 7 of the ITU Constitution, its values and principles. In this case, the focus might be set on developing a set of KPIs based on two key indicators: 1. Number of products and services that meet the needs of ITU members; 2. Number of requests from ITU Members and the number of services and products provided in response to these requests. |
| 1. Develop common programme/project documents” (CPDs) — a kind of common reporting/funds mobilization tool and joint meetings. 2. Gradual shift from a traditional model of direct Bureau support and service provision towards a greater emphasis on integrated approach. |
| Establishing mechanisms to monitor and evaluate the progress of "One ITU" initiatives is vital. Regular assessments of the effectiveness of coordination efforts can help identify areas for improvement and ensure accountability. Moreover, effective communication and information sharing among sectors and units are critical for coordinated action. Implementing shared platforms and regular inter-sectoral meetings can facilitate better communication and collaboration. In addition to this, it is considered advisable that the Secretary General, in coordination with the Directors of the Offices, present a report on the application of the concept of "One ITU" to the Council meeting and that said Council evaluate the work carried out, reporting its such considerations as it deems relevant to the plenipotentiary conference, including, but not limited to, the activities of the regional and area offices. |
| We would welcome proposals here from the leadership and secretariat as well as from experts tasked with scrutiny of the organisation, such as the IMAC and internal and external auditors; we feel there is a lack of visibility currently of the everyday operation of the organisation, which makes it difficult to make specific suggestions. |
| To be defined by CWG-FHR and Council. |
| The items mentioned above should be reflected in detailed actions taken as steps, with implementation in a fixed timeframe. |
| 1. Every action especially assigned to more than one Bureau in an ITU resolution, should be tracked on its implementation. The success factors, challenges and possible options of redress could be suggested by ITU officials for consideration during meetings, assemblies and conferences. |
| Regional representation, i.e. number of MS (not participants) per region participating in different meetings. |
| Create an ad-hoc group appendant to the General Secretariat, whose mandate could be fostering the cooperation among the 3 Sectors and Regional Offices. |
| To measure them, have relevant indicators and ensure that the role of the regional presence in achieving "One ITU" is integrated into the Union's Strategic Plan, and the Council should ensure that this role is properly reflected in the operational plans of each Sector. |
| The most important Key Performance Indicator (KPI) for assessing the implementation of the "One ITU" concept is the degree of involvement and engagement of regional and area offices in coordinating regional projects. |
| Assess and report on the implementation of the "One ITU" concept effectively, it's essential to establish clear actions and key performance indicators (KPIs) that align with the concept's goals. Here are suggested actions and KPIs to measure the progress of "One ITU": 1. Establish Cross-Sectoral Working Groups: Create working groups that bring together representatives from all ITU sectors (ITU-R, ITU-T, ITU-D) and the General Secretariat to collaborate on key initiatives. KPI: Number of cross-sectoral working groups established. Number of joint projects or initiatives launched by cross-sectoral working groups. 2. Enhance Information Sharing and Collaboration: Develop a centralized digital platform for information sharing and communication among sectors and regions. KPI: Usage metrics of the digital platform (e.g., user engagement, content contributions, and downloads). 3. Strengthen Regional Coordination: Implement regional action plans in collaboration with regional offices. KPI: Number of regional action plans developed and implemented. Progress of regional offices in achieving their goals as outlined in action plans. 4. Promote Cross-Sectoral Participation: Encourage participation from all sectors in regional and global events and initiatives. KPI: Percentage of ITU events and initiatives with cross-sectoral participation. Number of cross-sectoral collaborative projects initiated as a result of participation. 5. Resource Allocation and Funding: Advocate for increased funding from Member States and explore alternative funding sources. KPI: Growth in the ITU's financial resources and budget allocation to cross-sectoral initiatives. Percentage of funding received from non-traditional sources (e.g. partnerships, grants). 6. Capacity Building: Develop and implement cross-sectoral capacity-building programs. KPI: Number of participants in cross-sectoral capacity-building programs. Assess improvements in participants' knowledge and skills related to cross-sectoral collaboration. |
| 7. Measurement of Impact: Establish metrics to assess the impact of cross-sectoral collaboration on achieving ITU's strategic goals. KPI: Progress in achieving strategic goals influenced by cross-sectoral collaboration. Member satisfaction surveys on the effectiveness of cross-sectoral initiatives. 8. Reporting and Assessment: Annual "One ITU" Progress Report: Prepare and publish an annual report that highlights achievements, challenges, and milestones in implementing the "One ITU" concept. KPI: Frequency of the publication of the annual progress report. 9. Performance Dashboards: Develop online performance dashboards that track KPIs related to cross-sectoral collaboration. KPI: Accessibility and utilization of the performance dashboards by stakeholders. 10. Member Feedback Mechanisms: Establish mechanisms for members and stakeholders to provide feedback on the effectiveness of cross-sectoral collaboration. KPI: Number of feedback submissions and their impact on improvements in cross-sectoral initiatives. 11. External Audits and Reviews: Periodically engage external audit and review organizations to assess the effectiveness of "One ITU." KPI: Results and recommendations from external audits and reviews. 12. Global Connectivity Impact: Measure the impact of "One ITU" on global connectivity, digital inclusion, and the achievement of sustainable development goals. KPI: Quantitative measures of increased global connectivity, such as broadband penetration and internet access in underserved regions. 13. Regularly reviewing these actions and KPIs will help ITU track progress, identify areas for improvement, and ensure that the "One ITU" concept is effectively implemented to foster greater coordination and cooperation across sectors and regions. |
| All documents including "One ITU" concept must be formed and structured as a business case document which includes History, current status. challenges, rational, assessment (operational, human capital, risk, financial), proposal of the change (detailed of responsibilities), benefits (operational, human capital, risk, financial), timelines, roll back and finally clear set of KPIs. |
| 1. Reduction in redundancies and duplication of the studies. 2. Member States' feedback on the impact of "One ITU" initiatives. 3. Regular reporting on the implementation. |
| We believe that the implementation of “One ITU” and relevant KPIs should be drafted after the “One ITU” concept is clearly defined and fully discussed among all Member States. |

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