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|  | **Document CWG-FHR-21/4** |
| **8 August 2025** |
| **English only** |
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| Report by the Secretary-General |
| INTERIM REPORT ON THE REVIEW OF ITU REGIONAL PRESENCE |
| **Purpose**This document reports on the progress of the review of ITU Regional Presence that will be carried out per the recommendations from Council-25 (Report by the Chair of the Standing Committee on Administration and Management, Document [C25/105](https://www.itu.int/md/S25-CL-C-0105/en), paragraph 26, and Annex H). **Action required**The Council Working Group on financial and human resources is invited to **note** this document.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References** [*Resolution 25 (Rev. Bucharest, 2022)*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-025-E.pdf) *of the Plenipotentiary Conference; Council Documents:* [*C25/25*](https://www.itu.int/md/S25-CL-C-0025/en)*;* [*C25/50*](https://www.itu.int/md/S25-CL-C-0050/en)*;* [*C25/105*](https://www.itu.int/md/S25-CL-C-0105/en) *(page 33 and Annex H);* [*C25/69(Rev.1)*](https://www.itu.int/md/S25-CL-C-0069/en). |

# 1 Background

At its 19th meeting (30 September – 11 October 2024), the Council Working Group on Financial and Human Resources (CWG-FHR) established an Online Correspondence Group (OCG) to draft Terms of Reference (ToR) for reviewing ITU’s regional presence. The revised ToR were reviewed at the 20th meeting of the CWG-FHR (10-21 February 2025). These meeting reports are available at Documents [CWG‑FHR-19/15](https://www.itu.int/md/S24-CWGFHR19-C-0015/en) and [CWG-FHR-20/32](https://www.itu.int/md/S25-CWGFHR20-C-0032/en).

The ToR were subsequently submitted for the consideration of Council-25 (Document [C25/50](https://www.itu.int/md/S25-CL-C-0050/en), Annex A). After some deliberation, Council-25 provided the following instructions to the ITU Secretariat in accordance with Document [C25/105](https://www.itu.int/md/S25-CL-C-0105/en) (paragraph 26, Annexe H, Annex A and Annex 1), considering the Secretariat’s Inception Report in Document [C25/69(Rev.1)](https://www.itu.int/md/S25-CL-C-0069/en):

*a)* The review of ITU’s Regional Presence will be conducted by the Secretary-General and supported by the Inter-Sectoral Task Force comprising the Directors of three Bureaux and their nominees, and ITU Regional Directors, and will be chaired by the ITU Deputy Secretary General.

*b)* The review will be conducted within the approved ITU budget and existing human resources of the ITU. No external consultancy will be engaged.

*c)* The Inter-Sectoral Task Force will mainly rely on the input by BDT throughout the review. BDT shall be responsible for conducting Phase 2 (Data collection and initial analysis) of the review (see Section 3 below for a description of the four Phases).

*d)* Member State engagement is agreed as a critical component of the Review. The Secretary-General will report on the implementation of the Review to CWG-FHR and ITU Council as required.

An Inter-Sectoral Task Force (ISTF) has been established, chaired by the Deputy Secretary-General, and includes Directors of the three Bureaux, the Regional Directors, other representatives from the Development Bureau, Radiocommunication Bureau and Standardization Bureau, as well as the General Secretariat.

The first meeting of the ISTF was held on 17 July 2025. The meeting concluded with agreement on the following key actions to be taken:

i. BDT to develop a broad action plan with timelines, responsibilities, and resource allocations for Phase II of the Review.

ii. BDT to initiate the development of a survey to assess Member satisfaction with ITU's Regional Presence.

iii. BDT to initiate the development of a self-assessment survey to evaluate ITU’s Regional Presence.

The progress on Items i, ii, and iii was shared with the ISTF during its second meeting held on 29 July 2025 and guidance was received on timelines.

Accordingly, as per the guidance from the ISTF and as set out in Document [C25/69(Rev.1),](https://www.itu.int/md/S25-CL-C-0069/en) work has commenced work on Phase 1 (Preliminary assessment) of the review as follows:

*a)* **Formation of the review team and establishment of working protocols:** At BDT level, a team was established. It is led by the BDT Deputy Director who will work closely with the six (6) Regional Directors, and relevant focal points from the ITU. The team will regularly consult with and report to ISTF.

*b)* **Articulationof the objective of the review with methodology:** Based on the guidance provided in Annex A of Document [C25/105](https://www.itu.int/md/S25-CL-C-0105/en), the BDT team identified the information to be collected, determined how and from which sources it will be gathered, and will assign roles and responsibilities accordingly.

*c)* **Development of tailored tools for data collection:** The BDT team has developed initial drafts of questionnaires (to be reviewed and approved by the ISTF) to assess the satisfaction of ITU members and Regional Telecommunication Organizations (RTOs) and a self-assessment survey, to evaluate ITU’s Regional Presence , and selected the appropriate survey tool for their deployment.

*d)* **Alignment of review metrics with ITU’s KPIs and strategic objectives**: The BDT team has begun mapping the data to be collected against the 27 key performance indicators (KPIs) listed in Annex 1 of Annex A of Document [C25/105](https://www.itu.int/md/S25-CL-C-0105/en), aiming to measure as many KPIs as possible and establish a baseline.

# 2 Methodology of the review

Based on the guidance provided in Annex A of Document [C25/105](https://www.itu.int/md/S25-CL-C-0105/en), the ISTF, having considered inputs from the BDT, will conduct an analysis of foundational documents related to ITU’s Regional Presence and collect and analyse data from various sources:

– Primary sources will include the results of a survey of ITU Members and Regional Telecommunication Organizations (RTOs), designed to assess their satisfaction, identify challenges they face, and understand their expectations regarding ITU’s Regional Presence and the self-assessment survey internal to ITU.

– Secondary sources will include existing data on financials, human resources, and related to activities and projects.

– These data sources will be complemented by insights from consultations with key internal and external stakeholders.

Using this information, the ISTF, having considered inputs from the BDT, will aim to report on the key performance indicators (KPIs) defined in Annex 1 of Annex H, Document [C25/105](https://www.itu.int/md/S25-CL-C-0105/en).

To further enhance the analytical rigor and relevance of the review, benchmarking analysis to compare ITU’s regional and area offices against peer institutions in the UN system will be carried out in Phase 2 by the assigned focal points in ITU.

# 3 Structure of the review, timeline, and deliverables

The review will span 10 months from July 2025 to April 2026 (having regard to the timelines for documents to be presented to the Council) and will be carried out in four phases as set out in Document [C25/69(Rev.1).](https://www.itu.int/md/S25-CL-C-0069/en)

| Phase(Progress) | Time period | Deliverables |
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| **Phase 1: Preliminary assessment***(Partially completed at the time of reporting in this document)* | July – August 2025 | – Formation of the review team and establishment of working protocols.– Articulation of the objective of the review with methodology.– Development of tailored tools for data collection (e.g., surveys, interview questions).– Alignment of review metrics with ITU’s KPIs and strategic objectives. |
| **Phase 2: Data collection and initial analysis** | September – November 2025 | – Implementation of interviews and surveys across stakeholder groups.– Benchmarking exercises.– Initial analysis and identification of emerging patterns and key themes. |
| **Phase 3: Detailed analysis and drafting** | December 2025 – February 2026 | – Comprehensive analysis of findings based on the initial analysis.– Preparation of a draft review report including preliminary recommendations. |
| **Phase 4: Validation and reporting** | March – April 2026 | – Validation of the draft review report.– Incorporation of feedback from validation.– Drafting of the final review report for consideration by the Council and the 2026 Plenipotentiary Conference (PP-26). |

For Phase 2, the membership satisfaction survey is expected to be launched in September and closed in October 2025. Processing of the data, computation of the results and analysis will commence thereafter.

The document analysis supplemented by internal surveys will take place in parallel and internal surveys will be circulated for responses in September. Benchmarking exercise will be conducted in parallel as well.

Results of Phase 2 of the review, including initial analysis and identification of emerging patterns and key themes, will be presented to the Council Working Group on Financial and Human Resources meeting in January 2026 for consideration and guidance.

The aim is to have the final report ready for submission to Council-26 by the prescribed date for posting secretariat documents.

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