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| **Plenipotentiary Conference (PP-14) Busan, 20 October – 7 November 2014** |  |
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| **PLENARY MEETING** | **Addendum 1 to Document 34-E** |
| **28 February 2014** |
| **Original: English/Spanish** |
| Member States of the Inter-American Telecommunication Commission (CITEL) | |
| INTER-AMERICAN PROPOSALS FOR THE WORK OF THE CONFERENCE | |
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**IAP-1: PROPOSAL ON THE GLOSSARY OF TERMS FOR THE STRATEGIC PLAN OF THE ITU FOR 2016-2019**

IAP/34A1/1

Proposal on the Glossary of terms for the Strategic Plan  
of the ITU for 2016-2019

CITEL proposes the Glossary of Terms in Annex I as an Inter-American Proposal for the 2014 World Telecommunication Development Conference (WTDC-14) and the 2014 ITU Plenipotentiary Conference (PP-14).

Annex I: Glossary of the Strategic Plan for the Union for 2016-2019.

ANNEX I

Preliminary agreed Glossary of the Strategic Plan for the Union for 2016-2019

| Term | Glossary in the current SP | Glossary budget 2010-2011 | Working Version |
| --- | --- | --- | --- |
| Activities | - | Activities are various actions/services of a department, or a Sector Bureau (cost centre) for transforming resources (input) into outputs. They are regular operational tasks performed by the staff members in their daily operations. An activity can stand alone or can be an element of a comprehensive business process. The set of activities of a department should represent the services the department offers inside or outside the organization to its different clients. General activities apply to all ITU. Specific activities apply only to the particular department or Sector Bureau which offers the services in question | Activities are various actions/services for transforming resources (inputs) into outputs. |
| Expected results | Expected results should reflect the desired outcome of activities (outputs, which are sometimes referred to as "outcomes"). They should be linked, where applicable, to the underlying objectives of the strategic plan. | Expected results should reflect the desired outcome of activities (outputs). They should be linked, where applicable, to the underlying objectives of the strategic plan. Expected results may be expressed as a quantitative standard, value or rate leading to the fulfilment of a certain objective. They can also be expressed in terms of quality and timeliness. From the specification of expected results, key performance indicators can be derived in order to quantify and measure results. | Expected results should reflect the desired outputs leading to the achievement of objectives. They should be evaluated against the actual results. They should be linked, where applicable, to the underlying objectives of the strategic plan. |
| Financial Plan | - | The financial plan covers a four-year period | The Financial Plan covers a four-year period and sets up the financial basis from which biennial budgets can be elaborated.  The Financial Plan is elaborated within the context of Decision 5 (Revenue and Expenses for the Union) which reflects, inter alia, the amount of the contributory unit approved by the Plenipotentiary Conference.  It should be aligned with the Strategic Plan. |
| Inputs | - | - | Inputs are resources, such as financial, human, material and technological resources, used by activities to produce outputs. |
| Key Performance Indicators (KPIs) | KPIs are the criteria used to measure the achievement of outputs (or outcomes). These indicators may be qualitative or quantitative. | Key performance indicators (KPIs) are the criteria or features used to measure the achievement of outputs, which in turn serve to fulfil the various objectives defined in the strategic planning process. These indicators can be qualitative, quantitative, or both. They are designed to provide a scale against which to measure and show progress towards producing outputs and achieving objectives. | KPIs are the criteria used to measure the achievement of outputs (or outcomes). These indicators may be qualitative or quantitative. |
| Mission | Mission refers to the main overall function of the Union, as per the Basic Instruments of ITU. | The mission of a Sector or of the ITU General Secretariat describes its main overall function, as set out in the ITU Constitution and Convention. | Mission refers to the main overall purposes of the Union, as per the Basic Instruments of ITU. |
| Objectives | Objectives refer to the specific purposes and aims of individual Sectors and of the General Secretariat. | Objectives refer to the specific purposes and aims of individual Sectors and of the General Secretariat. They describe the expected results to be achieved in a given period. | Objectives refer to the specific aims of the Sector and Inter-Sectoral activities in a given period. |
| Operational Plan |  | The operational plans of the three Sectors and the General Secretariat play a critical role in linking the strategic and financial plans of the Union. They are prepared annually, covering the subsequent year and the following three-year period. The Council approves the four-year rolling operational plans. | The Operational Plan is prepared on a yearly basis by each Bureau in consultation with the relevant Advisory Group and by the General Secretariat in accordance with the Strategic and Financial Plans. It contains the detailed plan for the subsequent year and a forecast for the following three-year period for each Sector and the General Secretariat. The Council reviews and approves the four-year rolling operational plans. |
| Outcomes | - | - | Outcomes provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the control of the organization. |
| Outputs | Outputs refer to the final products and services delivered by the ITU (e.g. deliverables of a programme). | Outputs refer to the final products or services delivered by the ITU (e.g. deliverables of a programme). Outputs can be those of individual Sectors or Union-wide intersectoral products and services. Outputs are cost objects and are represented in the SAP cost accounting system by internal orders. | The Outputs are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans. Outputs are cost objects and are represented in the applicable cost accounting system by internal orders. |
| Performance indicators (PIs) |  | - | Performance indicators are the criteria used to measure the achievement of outputs or the objectives in the personal appraisal or activities of work plans. These indicators may be qualitative or quantitative. |
| Processes | -. | - | Set of consistent activities intended to meet an intended objective / goal. |
| Results-based budgeting (RBB) | - | Results-based budgeting (RBB) is the programme budget process in which (a) the programme is formulated in order to meet a set of predefined objectives and expected results; (b) the expected results justify resource requirements, which are derived from and linked to outputs produced to achieve the expected results; and (c) actual performance in achieving results is measured by key performance indicators. | Results-based budgeting (RBB) is the programme budget process in which (a) the programme is formulated in order to meet a set of predefined objectives and expected results; (b) the expected results justify resource requirements, which are derived from and linked to outputs produced to achieve the expected results; and (c) actual performance in achieving results is measured by key performance indicators. |
| Results-based Management (RBM) | - |  | Results-based Management is a management approach that directs organizational processes, resources, products and services towards the achievement of measurable results. It provides the management frameworks and tools for strategic planning, risk management, performance monitoring and evaluation and financing activities based on targeted results. |
| Strategic Goals | Goals refer to the Union's high-level targets to which the objectives of the Sectors and the ITU General Secretariat contribute, directly or indirectly. | Goals refer to the Union’s high-level targets to which the objectives of the Sectors and the ITU General Secretariat contribute, directly or indirectly. These relate to the whole of ITU. | Strategic Goals refer to the Union’s high-level targets to which the objectives contribute, directly or indirectly. These relate to the whole of ITU. |
| Strategic Plan |  | The strategic plan of the Union, covering a four-year period, is the main instrument embodying the Union's strategic vision. It is approved by the Plenipotentiary Conference. | The Strategic Plan defines the Strategy of the Union for a four-year period in order to fulfil its Mission. It defines Strategic Goals and Objectives and represents the plan of the Union within that period. It is the main instrument embodying the Union’s strategic vision. |
| Strategic Risks | - | - | Strategic risks refer to the uncertainties and untapped opportunities that affect an organization’s strategy and strategy execution. |
| Strategic Risk Management (SRM) | - | - | Strategic Risk Management is a management practice that identifies and focuses action on uncertainties and untapped opportunities that affect an organizations ability to deliver on its mission. |
| Strategic Target | - | - | Strategic targets are the expected results during the period of the strategic plan; they provide an indication as to whether the Goal is being achieved. Targets may not always be achieved for reasons that may be beyond the control of the Union. |
| Values | - | - | ITU’s shared and common beliefs that drive its priorities and guide all decision making processes. |
| Vision | - | - | The better world ITU wants to see. |

**List of Terms in all 6 Official Languages**

| English | **Arab** | **Chinese** | **French** | **Russian** | **Spanish** |
| --- | --- | --- | --- | --- | --- |
| Activities | الأنشطة | 活动 | Activités | Виды деятельности | Actividades |
| Expected results | النتائج المتوقعة | 预期结果 | Résultats attendus | Ожидаемые результаты | Resultados previstos |
| Financial Plan | الخطة المالية | 财务规划 | Plan financier | Финансовый план | Plan Financiero |
| Inputs | المدخلات | 投入，输入意见（取决于上下文） | Contributions | Исходные ресурсы | Insumos |
| Key Performance Indicators | مؤشرات الأداء الأساسية | 关键业绩指标 | Indicateurs fondamentaux de performance | Ключевые показатели деятельности (KPI) | Indicadores fundamentales de rendimiento |
| Mission | الرسالة | 使命 | Mission | Миссия | Misión |
| Objectives | الغايات [ / أهداف] | 部门目标 | Objectifs | Задачи | Objetivos |
| Operational Plan | الخطة التشغيلية | 运作规划 | Plan opérationnel | Оперативный план | Plan Operacional |
| Outcomes | النتائج | 结果 | Résultats | Конечные результаты | Resultados |
| Outputs | النواتج | 输出成果 | Produits | Намеченные результаты деятельности | Productos |
| Performance indicators | مؤشرات الأداء | 业绩指标 | Indicateurs de performance | Показатели деятельности (PI) | Indicadores de rendimiento |
| Processes | العمليات | 进程 | Processus | Процессы | Procesos |
| Results-based budgeting | الميزنة على أساس النتائج | 基于结果的预算制定 | Budgétisation axée sur les résultats | Составление бюджета, ориентированного на результаты (БОР) | [Elaboración del] Presupuesto basado en los resultados |
| Results-based Management | الإدارة على أساس النتائج | 基于结果的管理 | Gestion axée sur les résultats | Управление, ориентированное на результаты (УОР) | Gestión basada en los resultados |
| Strategic Goals | الأهداف الاستراتيجية | 总体战略目标 | Buts stratégiques | Стратегические цели | Metas estratégicas |
| Strategic Plan | الخطة الاستراتيجية | 战略规划 | Plan stratégique | Стратегический план | Plan Estratégico |
| Strategic Risks | المخاطر الاستراتيجية | 战略风险 | Risques stratégiques | Стратегические риски | Riesgos estratégicos |
| Strategic Risk Management | إدارة المخاطر الاستراتيجية | 战略风险管理 | Gestion des risques stratégiques | Управление стратегическими рисками (УСР) | Gestión de riesgos estratégicos |
| Strategic Target | المقاصد الاستراتيجية | 具体战略目标 | Cible stratégique | Стратегический целевой показатель | Finalidad estratégica |
| Values | القيم | 价值/价值观 | Valeurs | Ценности | Valores |
| Vision | الرؤية | 愿景 | Vision | Концепция | Visión |

**IAP-2: PROPOSAL ON THE STRUCTURE OF THE STRATEGIC PLAN OF THE ITU FOR 2016-2019**

**INTRODUCTION:**

The *ITU Council Working Group for the Elaboration of the draft Strategic Plan and draft Financial Plan of the Union for 2016-2019 (CWG-SPFP)*, at its 2nd meeting held in Geneva, Switzerland, on 13-14 November 2013, discussed and approved a preliminary structure for the Strategic Plan of the ITU.

During the discussion, Member States agreed on a set of principles to be observed in the elaboration of Resolution 71 and of the Strategic Plan itself. The Strategic Plan for the ITU for 2016-2019 should:

* be more concise and more efficient than the current plan;
* avoid repetition of competencies between the general-secretariat and the three sectors of the ITU;
* propose ITU-wide Vision, Mission and Strategic Goals and Targets;
* contain Sector and Inter-Sectoral Objectives/Processes/Outcomes;
* foresee the implementation and the methodologies for evaluation of the strategic plan.

Moreover, CWG-SPFP decided that Resolution 71 should contain three annexes:

* Annex I will contain an introduction on the role of the sectors and a situational analysis on telecommunications/ICT;
* Annex II will contain the Strategic Plan itself;
* Annex III will contain the Glossary of Terms used in the elaboration of the Strategic Plan.

**PROPOSAL:**

IAP/34A1/2

The Member States of CITEL propose the Structure of the Strategic Plan of the ITU for 2016-2019, as presented in Annex II, as an Inter-American Proposal that will be presented to the 2014 World Telecommunication Development Conference (WTDC-14) and to the 2014 ITU Plenipotentiary Conference (PP-14).

Annex II: Preliminary agreed structure of the Strategic Plan for the Union for 2016-2019.

ANNEX II

Proposed structure of the Strategic Plan

**Annex 1 to Resolution 71: Background Information**

- Introduction

- Role of Sectors / Governing Bodies

- Situational Analysis

- Brief review of the implementation of Strategic Plan for the Union for 2012-2015

- The telecommunication/ICT environment

**Annex 2 to Resolution 71: Strategic Plan for the Union for 2016-2019**

- ITU Vision, Mission [and Values]

- Strategic Goals and Targets of the Union

- Strategic Risk Management and Mitigation

- Sector and Inter-Sectoral Objectives / Processes / Outcomes

- Implementation and evaluation

**Annex 3 to Resolution 71: Glossary**

***Current Annex 1 of Resolution 71***

1 Introduction

2 The changing telecommunication/ICT environment and its implications for the Union

3 Strategic orientations and goals

4 Part I – Sectoral Objectives and Outputs

5 Part II – Linking sectoral and GS objectives with the strategic orientations and goals of the Union

6 Part III – General description of terms used in the Resolution 71