

## **Draft four-year rolling Operational plan for the General Secretariat for 2012-2015**

*Planning in the context of results-based management*

# Operational Plan for the General Secretariat 2012-2015

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## Operational Plan for the General Secretariat 2012-2015

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### Foreword by the Secretary General

It is my pleasure and honour to present the four-year rolling Operational Plan for the General Secretariat for 2012-2015.

This document highlights the key elements of the draft four-year rolling Operational Plan for the period 2012 to 2015 for the General Secretariat for consideration by the Council. It reflects the ongoing work of the General Secretariat, based on Member States' demand as well as the progressive introduction of Result Based Management into the work of the Union.

The proposed plan aims to provide a simple, comprehensive but functional instrument for the implementation of the mission, objectives and priorities of the General Secretariat. It places emphasis on the outputs as well as on the activities to be undertaken in order to achieve these outputs.

The Operational Plan tool allows performance to be improved by linking information and resources to the strategic objectives as set forth in Resolution 71 (Rev. Guadalajara, 2010). It helps to align strategies with operational plans, to actively monitor operations, and to improve collaboration across the Union.

This unified and consistent data model across the ITU as a whole helps in providing a single and accurate view of Union-wide information, promoting transparency, actionable analysis, and rapid execution. It contributes towards accelerating implementation, optimizing performance, streamlining support and maximizing the use of the limited resources of the General Secretariat and of the Union.

Key information has been provided regarding draft Strategic and Operational elements, as well as their linkage and relationship with the General Secretariat's objectives and outputs.

Feedback and comments are welcomed, so that the operational plan will continue to be enhanced and refined to ensure it provides a transparent and valuable planning tool for membership, as well as for the management of the Union.

I request the Council to examine and approve this four-year rolling Operational Plan for 2012-2015 and to adopt the draft Resolution contained in Annex to this document.

Dr. Hamadoun TOURÉ  
Secretary-General

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## Part I

### Executive summary (Mission, strategic goal and objectives of the General Secretariat)

1 The **mission of the ITU General Secretariat**, in accordance with Article 11 of the ITU Constitution and Article 5 of the ITU Convention, is to provide accurate, timely and efficient services to the membership of the Union and to serve and coordinate the activities of the Sectors of the Union in undertaking intersectoral activities, as well as to support the activities of the Sectors.

2 The General Secretariat (GS) manages the administrative and financial aspects of the Union's activities, including the management of human, financial and capital resources; the provision of conference services, planning and organization of major events, information services, security, strategic planning, and corporate functions (e.g. communications, legal advice, procurement, internal audit, etc.). It also carries out other duties and responsibilities as identified in resolutions and decisions of the Plenipotentiary Conference, Council, Conferences and Assemblies.

3 The **strategic goal of the ITU General Secretariat** is to achieve effectiveness and efficiency in the planning, management, coordination and delivery of services to support the membership of the Union, ensuring the implementation of the financial and strategic plans of the Union and coordinating intersectoral activities as identified in ITU basic texts.

4 The General Secretariat plays an essential role, both in its direct activities in coordinating the Union's activities and in support of the Sectors, to meet the strategic orientations and goals identified in the Strategic Plan for the Union for 2012-15, i.e. one strategic goal per Sector and the General Secretariat.

5 From 2012, the General Secretariat activity will be broken down in 6 objectives, each with specific outputs, as identified in the SP for 2012-2015, as follows:

**Objective 1:** *Overall management and coordination of the activities of the Union, ensuring that the goals and objectives of the strategic plan are met.*

#### Outputs for Objective 1:

- Output 1: *Management, coordination and representation of the Union.*

**Objective 2:** *Efficient planning, coordination and execution of the corporate, strategic, external relations, communication and intersectoral activities of the Union.*

#### Outputs for Objective 2:

- Output 1: *Organization, provision of inputs, secretariat, protocol and communication services for ITU TELECOM, PP, the Council, WTPF and WCIT.*
- Output 2: *Corporate governance and relations with Member States, Sector Members, Associates and other entities, the United Nations and other international organizations.*
- Output 3: *External affairs and communications services.*

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- Output 4: *Emerging trends and ICT evolution.*
- Output 5: *Organization and coordination of ITU's participation in WSIS activities.*
- Output 6: *Corporate strategic planning and evaluation.*
- Output 7: *Coordination of intersectoral activities.*

**Objective 3:** *Providing support to, and delivering, efficient and accessible conferences, meetings, documentation and publications, including multilingual ones.*

**Outputs for Objective 3:**

- Output 1: *Requisite linguistic and logistical services for conferences, meetings and events.*
- Output 2: *Translation and text processing services for the production of documentation and other materials in the six languages of the Union.*
- Output 3: *Composition, editing, production, printing, publishing and sales and marketing services for paper and electronic publications in the six languages of the Union.*

**Objective 4:** *Effective and efficient use of human, financial and capital resources of the Union.*

**Outputs for Objective 4:**

- Output 1: *Budget and accounting guidelines in place.*
- Output 2: *Staff regulations and HR administrative manual in place.*
- Output 3: *Long-term plan for maintenance of ITU buildings created.*
- Output 4: *Security plan in place.*

**Objective 5:** *Providing ICT services to support the mission and activities of the Union.*

**Outputs for Objective 5:**

- Output 1: *Information services for PP, the Council and CWGs, and world conferences and forums (WCIT and WTPF).*
- Output 2: *Information services for the corporate governance, strategy and communications activities of the Union.*

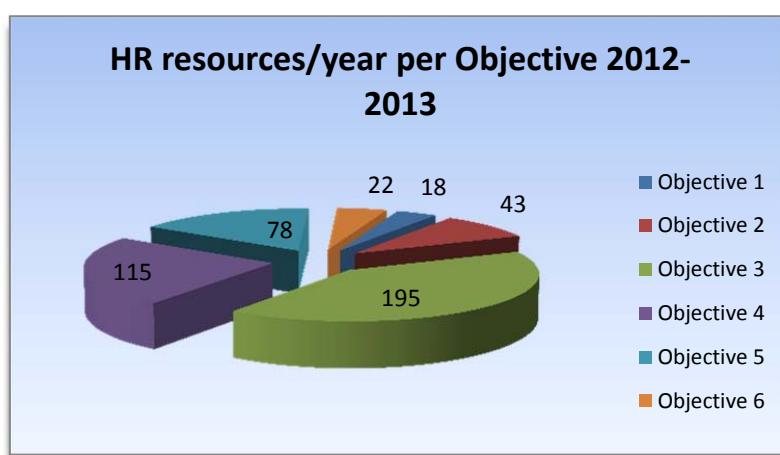
**Objective 6:** *Providing a platform where stakeholders from across the ICT industry and operators can connect, debate, share strategies, explore the latest technologies, do business and ultimately address the global challenges.*

**Outputs for Objective 6:**

- Output 1: *ITU TELECOM World 2013.*
- Output 2: *ITU TELECOM World 2015.*
- Output 3: *Establishing and managing relationships with the broader ICT community to build relevance and momentum towards ITU TELECOM events.*
- Output 4: *Leveraging ITU TELECOM assets to strengthen other ITU events, as required.*

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6 To progress toward the achievement of its Strategic Goal, meet the demands of membership and attract new members, the General Secretariat is constantly striving to improve its services and organize its operations in the most efficient and cost-effective manner. Increasing use is being made of management tools and techniques (e.g. Results-based management, RBM) to facilitate the monitoring of outputs, the measurement of costs, and the evaluation of results to make better use of resources and improve performance. Critical success factors will be measured in terms of the effective and efficient response provided by the Secretariat to membership and, in particular, services provided for the implementation of PP-10 outcomes. The following chart presents the breakdown of planned human resources among the six objectives of the General Secretariat for 2012-2013.



### Outline of key actions for 2012-2015

7 The period covered by this Plan will present new challenges. Due to budgetary limitations, improved efficiency will be required to implement all planned activities and to provide the highest quality services to membership. Key actions aim, amongst others: to fully streamline planning, controlling and reporting; to revise and improve the costs allocation methodology for transparency and simplicity; to continue the implementation of the human resources (HR) Strategic plan; to maintain and continue to improve the conference and publications related services provided to the membership; to maximize the value of ITU information to the membership and the global ICT community; and to enhance security and assurance of ICT infrastructure and information assets.

8 Key upcoming events organized by the General Secretariat include the World Conference on International Telecommunications (WCIT) in 2012, annual WSIS Forums, as well as annual sessions of the Council, meetings of the Council Working Groups, and PP-14. Support will also be provided to meetings of the Sectors (e.g. RA-12/WRC-12, WTSA-12, WTDC-14) and to TELECOM events.

9 Efforts to modernize management practices will continue throughout the General Secretariat, as well as the progressive transformation to a results-based organization, including the implementation of performance and risk management. Efforts to raise the visibility of the Union and to attract new members are vital. ITU is engaged in a comprehensive reform of its internal systems, business processes and procedures to ensure that it remains responsive to the needs of membership.

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### Structure of the Operational Plan for 2012-2015

10 The Operational Plan (OP) for 2012-2015 has a new format, in alignment with the structure of the SP for 2012-2015 adopted by PP-10. The draft skeleton of the new format was submitted for information ([INF/9](#)) to the Extraordinary Session of Council in October 2010.

11 The complete four-year rolling Operational Plan for the General Secretariat for 2012-2015 is structured as follows:

#### Part I

- Executive summary (Mission, strategic goal, objectives and outputs of the General Secretariat).
- Outline of key actions for 2012-2015.
- Structure of the Plan.
- The Operational plan in the framework of Results-based management.

#### Part II

Planning the progress towards each objective of the General Secretariat: Issues and challenges; lessons learnt, main activities, aims and expected results; strategic approach; resources required; and performance evaluation and risk assessment. This part is organized by objective.

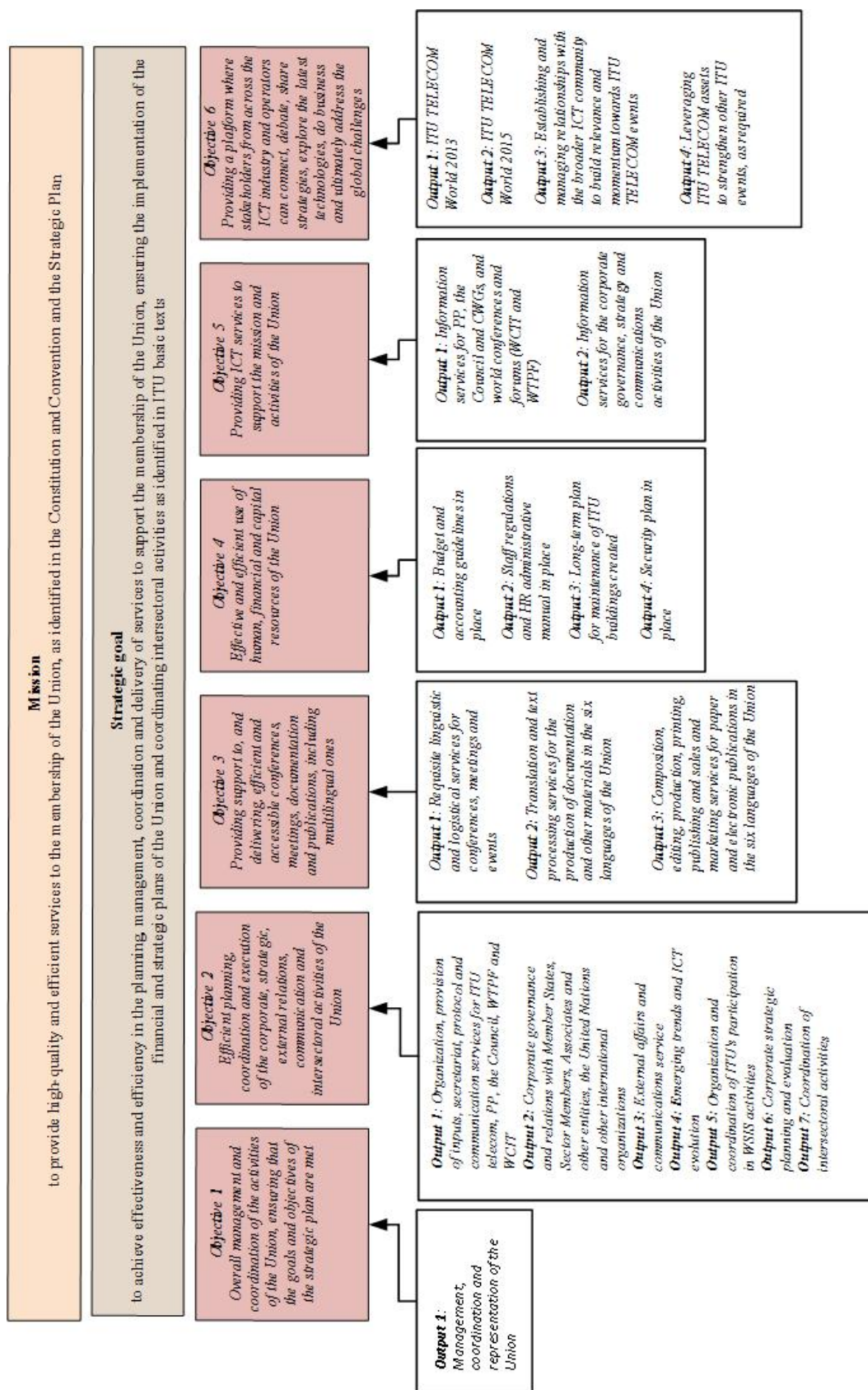
#### Part III

Summary of resources required.

**Annex** - List of abbreviations.



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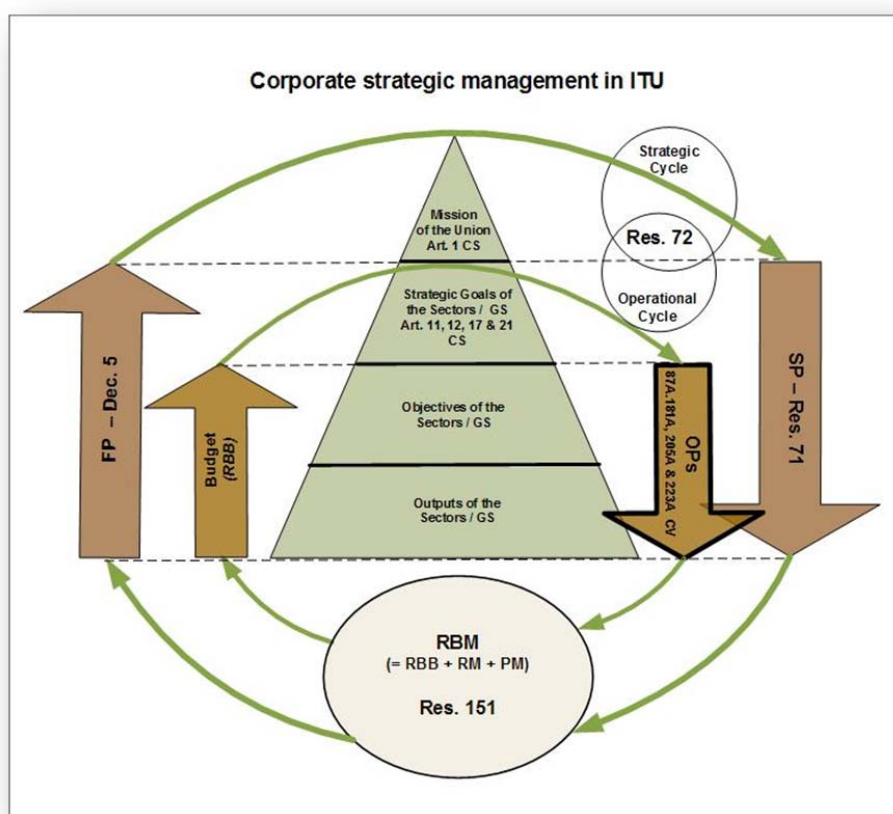
Mission, Strategic goal, Objectives and Outputs of the General Secretariat



### The Operational plan in the framework of Results-based management

12 The Strategic Plan (SP) provides the high-level roadmap for ITU to progress toward the achievement of its strategic goals and the fulfillment of its mission. The activities/strategies defined in the context of the SP should be undertaken within the financial limits fixed by the Financial Plan (FP), which are reflected in the corresponding results-based budgets, and should be planned, executed and evaluated in the context of the rolling operational plans (OPs) of the Sectors and the GS.

13 The structure of the SP 2012-2015 (Annex to Res. 71 (Rev. Guadalajara, 2010)) allows this linkage (Res. 72 (Rev. Guadalajara, 2010)) between the strategic, financial (and the budget) and operational plans to be fully in line with the ongoing implementation of RBM (as per Resolution 151 (Rev. Guadalajara, 2010)). The cornerstones of this implementation are the risk management (RM) and performance management (PM) frameworks being developed in the Union. The figure below summarizes the corporate strategic management in ITU.



Strategic, financial and operational planning cycles in ITU and their relationship to the Constitution (CS), the Convention (CV) and key Decisions and Resolutions by the Plenipotentiary

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### Summary of the Strategic Plan for the Union 2012-2015

14 The SP 2012-2015:

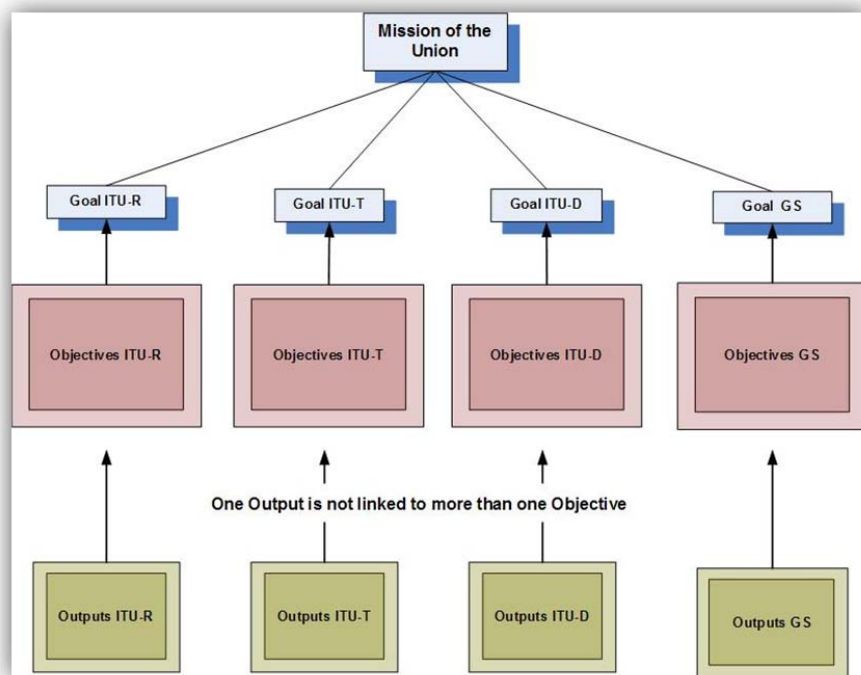
- maintains the three-level pyramidal structure of the [SP 2008-2011](#) (strategic goals, objectives and outputs; see table below for the actual figures);
- reflects the federal structure of the Union (see fig. below) by:
  - including one strategic goal per Sector and GS (each derived from the corresponding Article of the Constitution); and
  - including for each Sector and the GS separate objectives and outputs.
- limits to one the number of objectives a given output can be linked to (condition for the implementation of RBB); and,
- contains expected results and Key Performance Indicators (KPIs) at the level of the objectives and having a scope limited to those activities that are to be undertaken by the Secretariat. In this way, the OP of each Sector/GS can include an assessment of performance toward the corresponding objectives. The results of this assessment should be taken into account in the context of RBM when allocating budgets for the subsequent period.

### Goals, objectives, outputs and KPIs per Sector / GS in the SP 2012-2015

	Strategic Goals	Objectives	Outputs	KPIs
ITU-R	1	5	13	11
ITU-T	1	4	13	11
ITU-D	1	6	33 [11 <sup>1</sup> ]	32
GS	1	6	21	38
<b>Total</b>	<b>4</b>	<b>21</b>	<b>80</b> [58 <sup>1</sup> ]	<b>92</b>
(SP 2008-2011)	(7)	(24)	(45)	-

<sup>1</sup> Following Res. 71 (Rev. Guadalajara, 2010) a recommendation to modify the outputs in the section of the SP corresponding to the ITU-D is being presented to Council 2011 (see [C11/35](#)). Should Council approve this recommendation, the 33 ITU-D's Outputs would be replaced by 11 new ITU-D's Outputs, bringing the total number of outputs for ITU to 58.

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**Federal structure of the Strategic Plan for the Union for 2012-2015**

15 The analysis of previous planning cycle (performance) and lessons learnt have been taken into account in this plan. Reference is made to the Report on the implementation of the SP and activities of the Union ([C11/35](#)).

16 As mentioned, the SP 2012-2015 is structured to allow a full implementation of RBB. A report by the Joint Inspection Unit of the UN ([JIU/REP/99/3](#)) defines RBB as the programme budget process in which:

- the programme is formulated in order to meet a set of predefined objectives and expected results;
- the expected results justify resource requirements, which are derived from and linked to outputs produced to achieve the expected results; and
- actual performance in achieving results is measured by KPIs.

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**Part II - Planning the progress towards the Objectives of the General Secretariat:** *Issues and challenges; main activities, aims and expected result; strategic approach; resources required; and performance evaluation and risk assessment*

**Objective 1** - *“Overall management and coordination of the activities of the Union, ensuring that the goals and objectives of the strategic plan are met”*

### Introduction

17 According to the SP for the Union 2012-2015 (Resolution 71 (Rev. Guadalajara, 2010)) there is one main output in support of this strategic objective, as follows:

- Output 1: *Management, coordination and representation of the Union.*

### Issues and Challenges for this period

18 It is vital for ITU to have sound overall management, and to adequately coordinate all administrative aspects of the Union’s activities, in particular supporting the Sectors towards meeting their strategic goals and implementing the activities set forth in the SP (Resolution 71 (Rev. Guadalajara, 2010)) within the financial limits fixed by the FP for the Union 2012-2015 (Dec. 5 (rev. Guadalajara, 2010)), as well as to monitor and ensure implementation of PP-10 Resolutions and Decisions, and taking into account the views of the Coordination Committee, thereby ensuring the most efficient use of resources.

19 It is a critical success factor for ITU to continue and enhance its engagement on a process of modernizing management practices and to enhance its reputation as a leader in the ICT environment. The use of new management tools and techniques (e.g. RBM) during this period should be reinforced to facilitate the monitoring of outputs, the measurement of costs, and the evaluation of results, in order to make better use of resources and to improve performance.

20 To meet the demands of membership, it is essential to continue to improve ITU’s services and to organize operations in the most efficient and cost-effective manner. An effective and efficient response needs to be provided to membership. In particular, there is a strong need for efficient services contributing to the implementation of PP-10 outcomes.

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21 A key goal during the 2012-2015 period will be to encourage MS to increase their contributions, as well as to broaden membership by attracting new members and by developing new strategic partnerships with MS, Sector members, Associates and the private sector, academic institutions and other International Organizations amongst others, thereby strengthening the financial basis of the Union, and reinforcing its relevance as the leading UN agency for ICTs.

### Main aims and expected results for 2012-2015

22 According to the SP for 2012-2015, main expected results related to Objective 1 of the GS are:

Expected results
Overall effective management and coordination of intersectoral activities of the Union
Establish and implement a comprehensive internal audit plan in accordance with IIA standards
Updated appropriate legal frameworks in place for the functioning and management of the Union
Reinforce and promote ethics policies and ensure that they are clearly understood throughout ITU

23 Specific short/mid-term expected results related to the Auditing, Legal and Ethics components of the activities leading to the achievement of Objective 1 are:

LEGAL AFFAIRS
<p>1. In respect of ITU conferences, assemblies and other meetings of the Union: Provision of timely and adequate legal advice and assistance, preparation of notes and statements for the chairmen. Preparation of procedural Documents</p> <p>2. In respect of the negotiation, drafting and review of contracts/agreements: Protection and defense of the legal standpoint and the interests of the Union, and coherence in ITU contract policy</p> <p>3. Drafting and review of administrative decisions and internal rules</p> <p>4. Provide legal advice and support to the General Secretariat and the Bureaux in connection with the preparation and holding of conferences, assemblies and other meetings of the Union and ITU TELECOM events, including advice and assistance in resolving procedural and substantive legal issues at such conferences, assemblies and meetings;</p> <p>5. Act as secretary to relevant Council Working Groups and provide legal advice to such groups;</p> <p>6. Draft and review various key legal instruments of the Union</p> <p>7. Represent the Secretary-General before the ILO Administrative Tribunal;</p> <p>8. Negotiate, draft and review contracts, agreements and other legal documents</p>

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### *INTERNAL AUDIT*

1. Audit reports according to the internal audit work plan approved by the Secretary- General
2. Completion of ad-hoc enquiry reports requested by the Secretary-General
3. Internal consulting requested by Elected Officials
4. Effective liaison with the External Auditor
5. Assist Member States in the setting up and functioning of the Independent Management Advisory Committee (IMAC), which is being established in accordance with Resolution 162 (PP-10);

### *ETHICS POLICY*

1. Reinforce and promote the ethics policies and ensure that they are clearly understood throughout ITU.
2. Promote the role of the Ethics Office in providing specific case advice to staff and management on ethics and standards of conduct;
3. Increase the use of the Ethics Office for confidential advice and guidance on potential conflicts of interests;
4. Achieve a high level of compliance for the financial disclosure program;
5. Develop a successful outreach to concerned staff to produce a high level of compliance;
6. Prepare for the first filing of financial disclosure statements by 31 March 2012;
7. Review the financial disclosure statements for inconsistencies or any potential conflicts of interests
8. Conduct preliminary review of complaints where there is a credible case of retaliation or threat of retaliation;
9. Assist in the development of materials for ethics training for ITU Personnel to ensure that they clearly understand the purpose of the Ethics Service Orders;
10. Use online training tools; and
11. Conduct standards-setting research to develop papers or presentations on ethics and integrity issues.

### Strategic approach

24 The strategic approach will consist mainly on:

- Developing new strategic partnerships with MS, Sector members, Associates, the private sector, academic institutions and other International Organizations to promote ICTs, and foster the development of ICTs, as a catalyst for accelerating progress towards meeting the Millennium Development Goals (MDGs);
- Ensuring open and transparent management processes;
- Ensuring continuous modernization and improvement of ITU processes and procedures;
- Providing leadership on the strategic direction of the Union in cooperation with the Sectors

### Resources required

25 The table below summarizes the human resources required

#### Resources required (No. of posts) to progress toward Objective 1

Output	2012	2013	Est. 2014	Est. 2015
1	18	18	18	18

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### Evaluation and control – Performance evaluation

26 The KPIs in the SP related to Objective 1 are:

KPIs in the SP
Execution of the strategic plan, in accordance with the approved budget
Internal audit plan established and related audit reports issued
Timely filing of legal instruments, contracts and other agreements
Develop and implement policies, standards, procedures and practices on ethics as well as outreach, training and education

27 Other KPIs related to Objective 1 are:

<i>LEGAL AFFAIRS</i>
Timeliness and relevance/soundness of legal advice. Adequacy of legal instruments with decisions of relevant organs. Absence of challenges as to clarity or accuracy of legal advice. Small number of contractual disputes arising from ambiguous or poorly drafted documents Timeliness and relevance. Coherence with other administrative decisions and internal rules. Coherence with norms and practices of the common system and/or with ILOAT jurisprudence. Smooth running of administrative and internal procedures
<i>INTERNAL AUDIT</i>
Percentage of completion of the approved internal audit work plan Timeliness of enquiry reports Number of consulting tasks completed versus number of consulting tasks requested Number of unresolved issues between ITU and the External Auditor
<i>ETHICS POLICY</i>
Quality of policies, standards, procedures and practices on Ethics as well as outreach, training and education



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**Objective 2** - *“Efficient planning, coordination and execution of the corporate, strategic, external relations, communication and intersectoral activities of the Union”*

### Introduction

28 According to the SP for the Union for 2012-2015 (Resolution 71 (Rev. Guadalajara, 2010)) there are seven main outputs in support of this strategic objective, as follows:

- Output 1: *Organization, provision of inputs, secretariat, protocol and communication services for ITU TELECOM, PP, Council, WTPF and WCIT.*
- Output 2: *Corporate governance and relations with Member States, Sector Members, Associates and other entities, the United Nations and other international organizations.*
- Output 3: *External affairs and communications services.*
- Output 4: *Emerging trends and ICT evolution.*
- Output 5: *Organization and coordination of ITU's participation in WSIS activities.*
- Output 6: *Corporate strategic planning and evaluation.*
- Output 7: *Coordination of intersectoral activities.*

### Issues and Challenges for this period

29 The main challenge ahead for 2012-2015 is to maintain and improve efficiency and effectiveness in the planning, coordination and execution of the corporate, strategic, external relations, communication and intersectoral activities of the Union, amid budgetary limitations (Decision 5 (Rev. Guadalajara, 2010)), and while implementing an increasingly ambitious work plan set up by the governing bodies, based upon the SP for the Union 2012-2015 (Resolution 71 (Rev. Guadalajara, 2010)).

30 Following Resolutions and Decisions from PP-10, success will be measured in terms of ITU's ability to continue to enhance its engagement on a process of modernizing strategic management practices and strengthening ITU's reputation as a leader in the ICT environment. In addition to the above-mentioned key outcomes of PP-10, examples of other resolutions that will impact the achievement of Objective 2 are: Resolution 72 (Linking strategic, financial and operational planning in ITU), Resolution 130 (Strengthening the role of ITU in building confidence and security in the use of information and communication technologies), Resolution 151 (Implementing results-based management (RBM) in ITU), Resolution 165 (Deadlines for the submission of proposals and procedures for the registration of participants to conferences, assemblies and meetings of the Union), and Resolution 175 (Telecommunication/Information and Communication Technology accessibility for persons with disabilities, including age-related disabilities).

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31 Efficiently delivering the outputs (i.e. products and services) which will contribute to progress towards Objective 2 is a demanding task requiring both clear policies by the Member States and successful planning by management over the coming years. Structural refinements have been made within the GS to meet these challenges. Greater emphasis has been placed on partnership and Sector membership to ensure improved delivery of services and to optimize resources.

32 In the framework of activities impacting the achievement of Objective 2, it is essential to undertake sound analysis of strategic challenges in the ICT sector on a regular basis, so that management can implement forward-looking strategies, maintain smooth and fruitful external relationships with Member States, Sector Members, Associates, academia and UN organizations, along with other relevant stakeholders; strengthen intersectoral coordination, continue to provide expert advice to management on communication and promotion strategies, consolidate and implement the Union's corporate communication plan in cooperation with the three Sectors, and provide high quality secretariat services to the WCIT, Plenipotentiary Conference, Council, and other meetings. In particular, it is important to continue to raise awareness of ITU's work, thus helping to attract new members and partners.

33 The World Conference on International Telecommunications (WCIT) in 2012, the first to take place since 1988, will review the International Telecommunication Regulations (ITRs). This is a key issue for the Union and a major challenge, in light of its the agenda. An ITU-wide strategy, based on efficient intersectoral coordination, provides a sound basis for cooperation and collaboration to prepare for this major event.

34 Other cross-sectoral activities such as cybersecurity and climate change may emerge as key topics during major events such as WCIT-12, WTSA-12, etc. The challenge is to enhance close intersectoral coordination on these issues to ensure that the ITU Secretariat performs its role effectively and continues to generate synergies and produce efficiencies in the relevant activities of each Sector, and enhance one of the Union's key goals: to work as 'One ITU'.

35 Another challenge is the Union's full engagement on the implementation of RBM, as per Resolution 151 (Rev. Guadalajara, 2010). Indeed, a pre-requisite *sine qua non* for the implementation of RBM is the development of a framework for Performance Management (PM). This is a demanding task requiring closed collaboration and coordination across the Union. It is essential to fully and efficiently set up this framework during this time frame.

36 Continuing to enhance the efficient organization and coordination of ITU's participation in the activities of the World Summit on the Information Society (WSIS) from 2012-2015 also implies several challenges. It is fundamental to continue generating synergies between the relevant activities of each Sector while implementing the WSIS outcomes. Successful coordination of these activities should highlight ITU's role in WSIS and enhance the image of the Union.

37 Another challenge for the period covered by this report will be to identify extra-budgetary resources to cover the activities mandated by PP-10 which are not included in the regular budget. Possible approaches for this could be the establishment of trust funds, such as the new *ITU accessibility fund for the digital inclusion of persons with disabilities* or the *ITU WSIS Trust Fund*, that will support, respectively, the implementation of Resolutions 175 and 140. To complement this approach, ITU should reinforce its capacity to mobilize resources from external donors and sponsors and to promote new

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partnership. ITU Members have been invited to support these initiatives and to provide new voluntary contributions.

38 Last but not least, the organization and provision of quality secretariat services to WCIT-12, PP-14, and Council sessions 2012 to 2015 and WSIS Forum, as well as secretariat and organizational support to others such as RA-12/WRC-12, WTSA-12, WTDC-14 and TELECOM events will be key to success. One of the main challenges is to achieve accurate planning and forecasting through timely submission of input documents from contributors. This issue will be addressed through the implementation of new PP-10 Resolution 165 on Deadlines for the submission of proposals to conferences and assemblies of the Union. This is a critical factor for efficient, timely and cost-effective implementation of events.

### Main aims and expected results for 2012-2015

39 According to the SP for the Union for 2012-2015, the main expected results related to Objective 2 of the GS are:

Expected results
Awareness among all target audiences of ITU programmes, activities and issues
Preparation of the ITU strategic plan and effective monitoring of progress in its implementation
Effective coordination of intersectoral activities
Effective management of the organization of the Council, PP meetings, WCIT and the implementation of decisions
Greater recognition of ITU's leadership role in ICT
Effective communication channels, including existing and new methods of communicating the ITU Vision
Membership satisfaction increases
Yearly increase of the number and quality/impact of intersectoral activities
An example of other main expected result is: increased awareness and understanding of the Union and its mission within the UN family.

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### **Main planned activities and schedule**

40 The main planned activities for this period are:

#### ***Governing Bodies secretariat***

- Plan, organize and accurately assess needs for ITU events (PP, WCIT, Council, CWGs);
- Identify substantive, administrative and financial requirements;
- Establish calendars of work and time management plans;
- Secretariat support for treaty-making conferences (Credentials) (PP, WRC, WCIT);
- Secretariat support for inter-sectoral preparatory groups (PP-PG, WCIT-PG, CDPG);
- Substantive input on conference management matters;
- Prepare briefings for EOs and RTOs on conference matters;
- Analyze emerging conference management trends;
- Document management and control;
- Manage accreditation and registration services;
- Represent ITU at UNGBS inter-agency meetings;
- Substantive input to statutory committees (IPPC, Appeals Board); and
- Publish ITU treaty texts (Final Acts/Basic Texts).

#### ***Participation within the UN system:***

- Provision of timely replies and substantive inputs to UN correspondences and UN reports;
- Organization of meetings with other UN Agencies, Funds and Programmes;
- Preparation of briefings for Elected Officials on UN affairs;
- Participation in UN meetings (e.g. UNGA, Inter-Agency Group meetings (CEB, HLCP, HLCM, UNDG));
- Participation with UN DESA and UN Global Compact on ICT issues, and other joint UN Initiatives (e.g. disaster relief);
- Participation in UN Summits (e.g. UNFCCC; LDC IV; Earth Summit).
- Organization of side events at UN conferences and summits advocating for strategic role of ICTs, e.g. Rio+20, MDGs;

#### ***Communications:***

- Management of relations with media (e.g. Media relationship building, Top management media briefings, Press releases, etc.);
- StatShots;
- ITU Newsroom;
- Publication of ITU News magazine;
- ITU Photo Service and ITU video;
- ITU and third party events;
- Social/new media;
- Campaign coordination;
- Brochure/flyer/poster design;
- Web support.

## Operational Plan for the General Secretariat 2012-2015

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### ***Protocol services:***

- Keeping the diplomatic community informed;
- Managing invitations to the Secretary-General and speaking engagements;
- Management of ITU Flag;
- VIP Briefing Suite;
- Records & Information Management;
- Provide briefings for VIP meetings and SG missions;
- Preparation of official correspondence.

### ***Inter-sectoral coordination and analysis of emerging trends:***

- Coordination of inter-sectoral activities related to themes such as Cybersecurity, Child On Line Protection (COP), Internet issues, Climate change, Accessibility and E-health;
- Analysis of implications of Emerging trends for the work of the Union (e.g. White spaces; Dynamic Spectrum allocation; Cloud computing, smart grids, the Internet of Things; and Handle System);
- Strategic briefings to the management;
- Proposals of modifications to the SP based on identified strategic emerging trends.

### ***WSIS-related activities:***

- Overall Review of the Implementation of the WSIS Outcomes;
- Implementation of the Plan of Action for organization of high-level meetings;
- Participation in the United Nations Group on the Information Society;
- Coordination of the substantive policy issues related to the implementation of the WSIS Outcomes in the UN system;
- Reporting and evaluation (e.g. Annual Reports 2012, 2013, 2014 and Report on ITU's Contribution to the Implementation of the WSIS Outcomes);
- Intersectoral coordination through the WSIS TaskForce.

### ***Upcoming events:***

- WRC-12 (January 23 – February 17);
- WTSA 2012 (October-November 2012);
- WCIT 2012 (November 2012);
- Council and CWGs 2012-2015;
- WSIS Forum 2012-2015, Regional events directly related to WSIS, e.g. ICT4ALL Forum;
- World Telecommunication & Information Society Day (May 17) 2012-2015;
- Broadband Commission meetings;
- ITU TELECOM Events 2012-2015;
- GSR 2012-2015;
- ITU Connect events;
- PP-14.

## Operational Plan for the General Secretariat 2012-2015

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### **General**

- Organization, provision of inputs, secretariat, protocol / and communication services for: WCIT-12 WSIS Forums, Council sessions 12-15, Council Working Groups, PP-14, etc.;
- Servicing of several major events, such as RA-12/WRC-12, WTSA-12, WTDC-14 and TELECOM events.
- Supporting the Senior Management Retreat (initiative of SG; held on annual basis to brainstorm strategic issues).

### **Strategic approach**

41 A precise roadmap and a well-defined approach aiming to overcome the above-mentioned challenges is required in efficiently and effectively planning, coordinating and executing the corporate, strategic, external relations, communication and intersectoral activities of the Union, to achieve the expected results within resource limitations.

42 The overall strategic approach includes:

- Seeking to reduce expenditures and optimize resources;
- Exploring fundraising possibilities for specific activities, e.g. through setting up a series of strategic partnerships with relevant stakeholders;
- Leveraging in-house expertise;
- Implementing a sound and dynamic methodology to evaluate results on a regular basis;
- Recognizing that all activities will necessitate high performance levels, thus calling for judicious use of staff, as well as the integration of suitable ICT and management tools.

43 Specific items related to the different components of Objective 2 are:

- Enhancing tools and resources around social media;
- Ramping up video output and developing in-house video capability;
- Leveraging major international events to raise ITU's profile;
- Creating new channels – e.g. Corporate Newslog;
- Redesigning the ITU News site, including optimization for mobile devices and full 6-language capability;
- Strengthening the Performance measurement and reporting (PMR) Group's role;
- Bringing greater efficiency in intersectoral coordination activities through increased use of electronic working methods;
- Improving and innovating service delivery for conferences and Council;
- Harmonizing documentation publication and event registration procedures and business processes;
- Innovate conference management strategies;
- Enhancing remote conference services and e-working;
- Improving global reach & responsiveness;
- Further developing photo/image library;
- Ensuring that the ICT Discovery be a state-of-the art museum able to present up-to-date technologies;
- Ensuring the sustainability and operational efficiency of the ICT Discovery.

## Operational Plan for the General Secretariat 2012-2015

- Building upon existing competences of the ITU, while reinforcing intersectoral coordination, and leveraging the ITU's profile as natural lead for the implementation of the outcomes; and
- Ensuring self-sustainability of the implementation and follow-up mechanisms set up by WSIS, by 2015, in particular focusing on the WSIS Forum being the unique global platform for coordination of the implementation of the WSIS outcomes.

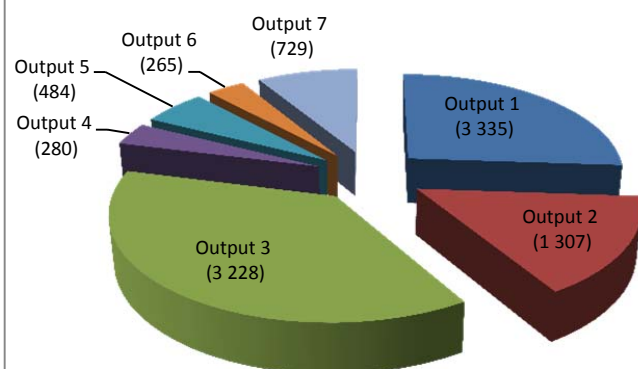
### Resources required

44 The table below shows the evaluated (2012-2013) and estimated (2014-2015) resources required to progress toward Objective 2 and achieve the expected results during this planning period. The figure below shows the total resources breakdown by Output / year, as per the draft budget.

**Human resources (posts) required per Output**

Outputs	2012	2013	Est. 2014	Est. 2015
1	6	6	6	6
2	8	8	8	8
3	16	16	16	16
4	2	2	2	2
5	3	3	3	3
6	3	3	3	3
7	5	5	5	5
<b>Total posts</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>

**Financial resources (thousands of CHF) allocated in 2012 to Objective 2 / per Output**





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### Evaluation and control – Performance evaluation

45 The KPIs in the SP (see table below) should be used, as well as some other available data. Existing measurements should be consolidated to evaluate performance in the incoming period, while new methodologies should be set up to gather new data.

KPIs in the SP
Number of requests for ITU participation/viewpoint in various international forums and meetings
Adherence to Council and PP deadlines for implementation of actions
ITU recognized as the leader in ICT
Membership satisfaction
Ratio of reports, resolutions, etc. endorsed/presented for endorsement
Level of satisfaction (survey) of delegates and attendees of main conferences
Media coverage of ITU activities
Number and quality/impact of intersectoral activities undertaken by sub-output (cybersecurity, climate change, etc.)
Increasing total readership numbers

### Risk assessment and mitigation

46 In this operational plan, the main risks that could jeopardize the achievement of the objectives have been identified, both from an opportunity and a threat perspective, and responses are foreseen in terms of mitigation, acceptance, transfer and avoidance. Some examples of such risk are:

Risk Scenario	Risk level
Impact of economic cycles on ITU activities and membership	M
Lack of timely response from key partners during preparatory process of the WSIS Forum	L
Coordination with other UN agencies being slow down due to external factors	L
Unexpected emerging trends in Information and Communication Technology which may not be identified on time preventing the timely provision of strategic advice to the ITU's management	L
Failure to raise sufficient funds to offset the costs of running the ICT Discovery (museum)	M
Loss of some institutional memory due to reliance on individuals for certain services	L

## Operational Plan for the General Secretariat 2012-2015

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**Objective 3** - *“Providing support to, and delivering, efficient and accessible conferences, meetings, documentation and publications, including multilingual ones”*

### Introduction

47 According to the SP for the Union for 2012-2015 (Resolution 71 (Rev. Guadalajara, 2010)) there are three main outputs in support of this strategic objective, as follows:

- Output 1: *Requisite linguistic and logistical services for conferences, meetings and events.*
- Output 2: *Translation and text processing services for the production of documentation and other materials in the six languages of the Union.*
- Output 3: *Composition, editing, production, printing, publishing and sales and marketing services for paper and electronic publications in the six languages of the Union.*

### Issues and challenges for this period

48 The Conferences and Publications Department (C&P) ongoing challenge for the coming period will be to maintain and continue to improve the conference, language, documentation and publications services provided to the membership, amid the conflicting constraints of growing programme demands (qualitative and quantitative) on the one hand and increasing budget pressure on the other, while complying with the policy of treatment of the six official languages on an equal footing:

- Resolution 154 (Rev. Guadalajara, 2010): *“take all necessary measures to maximize interpretation and the translation of ITU documentation in the six languages on an equal footing, although some work in ITU ... might not require the use of all six languages”*
- Decision 5 (Rev. Guadalajara, 2010): *“1.2 that expenditure on interpretation, translation and text processing in respect of the official languages of the Union shall not exceed CHF 85 million for the years 2012-2015”.*

49 In addition to the constant stream of regular meetings to be serviced, large and small, the coming period will include the preparation, holding and servicing of several major events, such as RA-12/WRC-12, WTSA-12, WCIT-12, WTDC-14, PP-14, the Council and RRB, having regard to Resolutions 4 (Rev. Guadalajara, 2010), 5 (Kyoto, 1994), 77 (Rev. Guadalajara, 2010), 111 (Rev. Antalya, 2006), 144 (Antalya, 2006) and 153 (Rev. Guadalajara, 2010).

50 Six-language documentation will have to be provided for all the Union’s activities, in compliance with the language policy adopted by the Council, treating the six languages on an equal footing. For the sake of efficient operation, timely delivery and cost efficiency, due attention must be paid to the measures to reduce the cost of documentation of conferences and meetings indicated in Annex 2 to Decision 5

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(Rev. Guadalajara, 2010), and stricter compliance with submission deadlines for contributions pursuant to Resolution 165 (Guadalajara, 2010).

51 Major challenges lie ahead in the publications area, with the establishment and implementation of the new two-tier pricing policy requested by PP-10 under Resolution 66 (Rev. Guadalajara, 2010), and the goal of maximizing sales revenues from ITU products and publications while at the same time accommodating objectives of free online access.

52 All the above activities will necessitate high performance levels, thus calling for judicious use of an appropriate mix of the most competent core staff and temporary staff, supported by outsourcing, as well as the integration of suitable ICT tools as they mature. Temporary staff and outsourcing, while offering flexible solutions, constitute an external market in which ITU is in competition with other organizations, thus making working conditions and forward planning paramount for securing the best resources.

53 Last but not least, accurate planning and forecasting, together with timely submission of input documents, are critical factors for efficient, timely and cost-effective operation.

### Main aims and expected results for 2012-2015

54 The main expected results related to Objective 3 of the GS are summarized in the SP, as follows:

**Table Expected results in the SP related to Objective 3**

Expected results
Efficient and cost-effective management of conferences and meetings
Provision of quality translation and interpretation services in the six languages of the Union
Timely delivery of high-quality documentation and publications in the six languages of the Union
Continued improvement in sales and marketing processes, wide dissemination of ITU publications and increased revenue from sales
Yearly increase of the number and quality/impact of intersectoral activities

### Main planned activities and schedule

55 C&P's main activities are listed below, by output. In addition, in performing these activities, the department as a whole, and the Office of the Chief in particular, constantly seek to achieve ongoing improvement of working methods and efficiencies in all areas, by tracking performance, identifying and implementing potential adjustments, innovations and tools, and regularly cooperating and benchmarking with conference and language services in other international (UN system and EU) organizations.

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### **Output 1**      *Requisite linguistic and logistical services for conferences, meetings and events*

- Provision of interpretation services for conferences, meetings and events, in the appropriate set of languages;
- Room management for all conferences, meetings and events in Geneva;
- Logistical services for conferences, meetings and events in Geneva (except ITU-D);
- Logistical services for conferences, meetings and events outside Geneva;
- Précis-writing services for treaty-making conferences, the Council and RRB; and
- Six-language support to Editorial Committee for treaty-making conferences.

### **Output 2**      *Translation and text processing services for the production of documentation and other materials in the six languages of the Union*

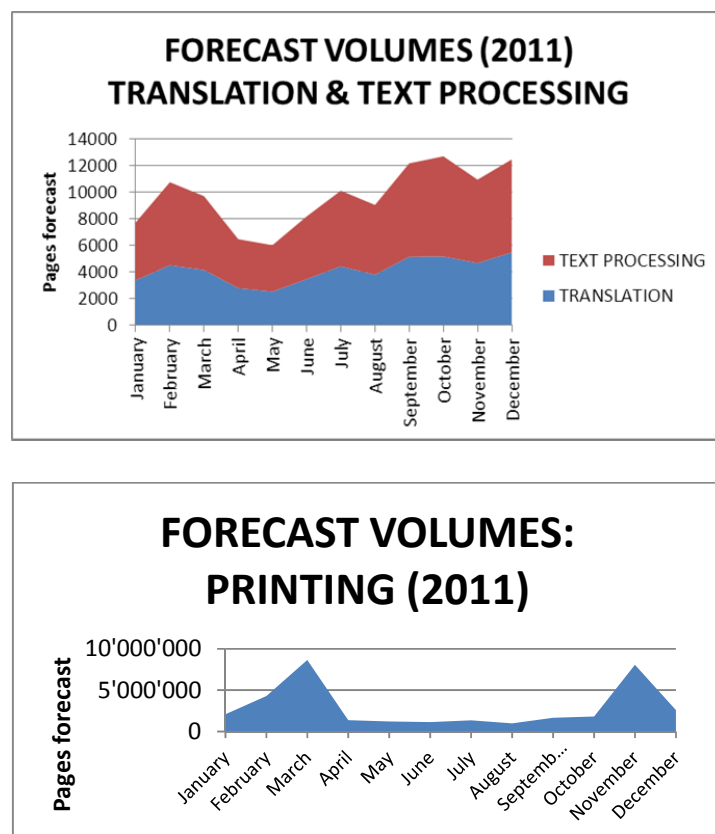
- Production (translation, text-processing and printing) of ITU documentation, particularly for conferences and meetings;
- Accelerated publication (Quickpub) of Recommendations;
- Posting of six-language documentation on the ITU website;
- Maintenance of the six-language terminology database (Termite);
- Establishment and maintenance of language tools (style guides, guidelines, etc.);
- Provision of linguistic advice and, subject to capacity, editing services on demand; and
- Coordination with client services and workflow management.

### **Output 3**      *Composition, editing, production, printing, publishing and sales and marketing services for paper and electronic publications in the six languages of the Union*

- Production (graphic design, composition, proofreading, printing, electronic formatting) of ITU publications and promotional materials
- Electronic publication on innovative media with enhanced functionality
- Pricing of ITU publications in line with new two-tier pricing policy
- Sales and marketing of ITU publications and products through diverse channels (bookshop, online, retail/reseller outlets, etc.)
- Exploring all possible means of boosting sales revenues from ITU publications and products

### **Schedule**

56      The schedule for C&P work is highly dependent on the work programmes of the Sectors and General Secretariat departments, notably the schedule of conferences and meetings and the monthly workload forecasts provided by the client services for translation, text processing and printing.



**Figure Forecast volumes translation, processing and printing**

### Strategic approach

57 As a service provider, C&P's goal is to achieve efficiency in providing quality, timely and cost-effective services to its clients. Clearly, as in all walks of life, there is a relationship of tension between quality, delivery time and cost.

58 C&P's strategic approach is thus to achieve an optimum trade-off between these three parameters, through daily management and control, ongoing review and improvement of working methods, monitoring and adoption of good/best practices from comparable organizations, and innovation.

### Quality

- Define quality as “fit-for-purpose”;
- Build quality into the process (recruit the most competent staff, provide satisfactory/attractive working conditions, nurture team spirit, offer training and coaching, manage the workflow, provide for revision where necessary/possible, integrate ICT tools, track and replicate advances in other organizations, innovate...); and
- Act on feedback.

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### Timeliness

- Plan ahead and tailor resources to demand;
- Cooperate and negotiate with clients to set reasonable/optimum target dates; and
- Recourse to external suppliers, where appropriate, to smooth delivery and relieve bottlenecks.

### Cost

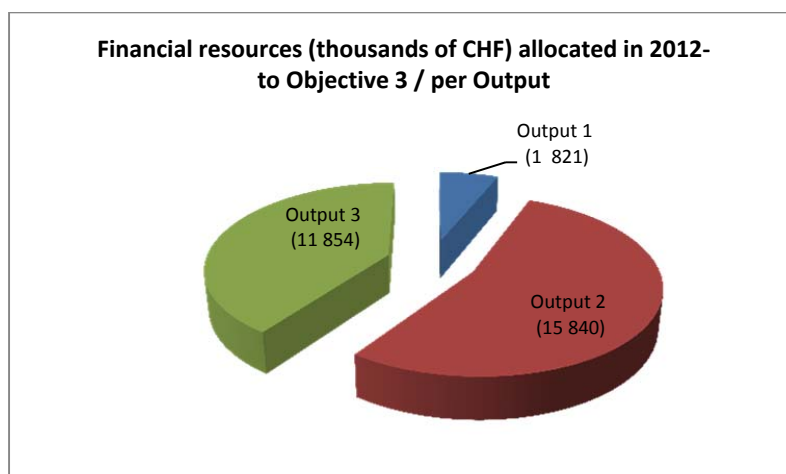
- Maintain high levels of performance;
- Ensure a judicious mix of core and flexible (temporary and outsourcing) staff;
- Exploit ICT tools where available; and
- Seek an even workload distribution, avoiding peaks and urgency which drive up costs.

### Resources required

59 The table below shows the fixed resources required for 2010, recognizing that a significant proportion of translation work, in particular, is handled by temporary (short-term) staff and contractual services (outsourcing). The figure below shows the total resources breakdown by Output / year, as per the draft budget 2012-2013.

**Table Human resources (posts) required per Output**

Outputs	2012	2013	Est. 2014	Est. 2015
1	12	12	12	12
2	91	91	91	91
3	92	92	92	92
Total posts	195	195 <sup>2</sup>	195	195



<sup>2</sup> According to the draft Budget 2012-2013, this value should be 192

## Operational Plan for the General Secretariat 2012-2015

60 Similar or marginally reduced levels of fixed resources may be anticipated for 2013-2015, workload variations being accommodated primarily by flexing temporary and contractual assistance, as represented below:

### Evaluation and control: Performance & Risks

61 The table below shows, for each expected result and for overall management effectiveness and efficiency, the main performance evaluation and control parameters used:

#### Expected results, KPIs and risk factors related to Objective 3

<i>Expected results</i>	<i>KPIs description and measurement</i>	<i>Risk factors</i>
<i>Overall management effectiveness and efficiency (Office of the Chief, Financial Controller, Planning and Administration)</i>		
Implementation of PP and Council decisions	➤ Council/PP approval of documents under C&P responsibility	
	➤ Equal treatment of languages	
Efficient management of resources and finance	➤ Expenditure in relation to approved budget	
	➤ ITU performance in relation to industry standards and other IOs	
Management of demand	➤ Compliance of Sector/GS forecasts with SLAs	○ Upstream behaviour
	➤ Sector/GS compliance with submission deadlines	
<i>Efficient and cost-effective management of conferences and meetings (Conferences service)</i>		
Successful conferences and meetings in and outside Geneva	➤ Number of meeting days	○ Inaccurate planning
	➤ Membership satisfaction with premises, facilities logistics and organization: Feedback from Sectors/GS and participants	○ Scarcity/cost of rooms
	➤ Meetings on budget	○ Late invitation/venue selection/HCA
		○ Concurrent preparation of events (limited staffing levels in CONF)
<i>Provision of quality translation and interpretation services in the six languages of the Union (Interpretation Unit, Translation Sections, STRAIT)</i>		
Interpretation services in the six languages	➤ Number of interpreter days	○ Reliance on freelance staff (external labour market for interpreters)
	➤ Quality: Feedback from participants	
	➤ Cost	
Translation services in the six languages	➤ Quality: Feedback from authors/readers	○ Accuracy of Sector/GS forecasts and submissions
	➤ Accurate, aligned Final Acts	○ Reliance on freelance staff (external labour market for translators)
	➤ Availability of editorial tools and guidelines	
	➤ Timeliness: Target dates met	○ Availability, quality and reliability of external suppliers



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	<ul style="list-style-type: none"> <li>Availability of language versions for meetings</li> <li>➤ Efficiency: Productivity in relation to industry standard</li> <li>Outsourcing ratio</li> <li>Cost</li> </ul>	for outsourcing
Minutes/summary records	<ul style="list-style-type: none"> <li>➤ Accurate records published in agreed time-frame</li> <li>➤ Cost in relation to previous equivalent events</li> </ul>	<ul style="list-style-type: none"> <li>○ Organization and clarity of debates</li> <li>○ Timely planning and adherence to time-management plan</li> <li>○ Reliance on freelance staff (external labour market for précis-writers)</li> </ul>
Six-language terminology	<ul style="list-style-type: none"> <li>➤ Database: Number of terms in each language</li> </ul>	<ul style="list-style-type: none"> <li>○ Performance of regional/special terminology projects</li> </ul>
<i>Timely delivery of high-quality documentation and publications in the six languages of the Union (Document Composition Service, Publications Composition Service, Reprography Service, E-Pub service)</i>		
Text-processing, composition, posting and delivery of documents and publications in the six languages, in the required formats (electronic and paper)	<ul style="list-style-type: none"> <li>➤ Quality: Feedback from authors/readers</li> <li>➤ Timeliness: Target dates met</li> <li>Availability of meeting documents in required language versions (web and paper)</li> <li>Delivery of ITU Recommendations (Quickpub)</li> <li>➤ Efficiency: Productivity in relation to target standard</li> <li>Cost</li> </ul>	<ul style="list-style-type: none"> <li>○ Accuracy of Sector/GS forecasts and submissions</li> <li>○ Inadequate lead times, especially for large publications</li> </ul>
Creation and production of public-information materials (graphics + text)	<ul style="list-style-type: none"> <li>➤ Quality: Feedback from authors/readers</li> <li>➤ Timeliness: Target dates met</li> <li>Availability of public-information materials for events</li> <li>➤ Cost</li> </ul>	<ul style="list-style-type: none"> <li>○ Lack of forward planning resulting in peaks of urgent requests</li> </ul>
<i>Continued improvement in sales and marketing processes, wide dissemination of ITU publications and increased revenue from sales</i>		
Enhanced awareness and visibility of ITU publications and products	<ul style="list-style-type: none"> <li>➤ Number of citations, enquiries, website hits, visits to bookshop</li> </ul>	
Enhanced dissemination of ITU publications and products	<ul style="list-style-type: none"> <li>➤ Number of reseller and value-added contracts</li> <li>➤ New sales channels and outlets</li> </ul>	<ul style="list-style-type: none"> <li>○ Impact of policy decisions (free online access, ITU-R maritime publications, etc.)</li> <li>○ Global economic climate</li> </ul>
Increased sales revenue	<ul style="list-style-type: none"> <li>➤ Revenue figures in relation to: Target(s)</li> <li>Past levels</li> </ul>	

## Operational Plan for the General Secretariat 2012-2015

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### Possible scenarios and foreseen actions

62 The main risk factors for each expected result are shown in the table under *Evaluation and control* above.

63 On the basis of the lessons learnt from past periods, and in terms of impact (on efficiency, quality, timely delivery and cost), the major risk scenario is planning: late planning/changes for conferences and meetings, tardy venue selection or conclusion of host-country agreements (HCA), inaccurate workload forecasts and late submission of original contributions or materials for translation and production. All these factors create peaks and urgencies which will severely impair the optimum trade-off between quality, timeliness and cost.

64 The only available options in such scenarios are to work at excessive speed under pressure conditions (which penalizes quality and staff well-being), delay delivery (which penalizes timeliness) or commit extra resources (which penalizes cost). In many cases, C&P's response will in fact be a combination of all three.

65 Accordingly, actions must be undertaken to improve planning and management of demand on the part of the membership and client services.

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**Objective 4 - “Effective and efficient use of human, financial and capital resources of the Union”**

### Introduction

66 The SP for the Union 2012-2015 (Resolution 71, rev. Guadalajara, 2010)) stipulates four main outputs in support of this strategic objective as follows:

- Output 1: *Budget and accounting guidelines in place.*
- Output 2: *Staff regulations and HR administrative manual in place.*
- Output 3: *Long-term plan for maintenance of ITU buildings created.*
- Output 4: *Security plan in place.*

### Issues and Challenges for this period

67 Some of the main challenges to the progress toward the achievement of this objective during the coming period relate to the fact that the FP for 2012-2015 (Decision 5 (rev. Guadalajara, 2010)) adopted by the PP-10, forecasts a significant reduction of income as compared to the previous planning cycle.

68 Maintaining and increasing the effective and the efficient use of human, financial and capital resources of the Union with reduced resources is now more than ever essential for the Union and is going to be a demanding task requiring clear policies by the MS and planning by the management for the coming years. This reduced degree of freedom has been taken into account as a key planning parameter in this Operational plan.

69 Moreover, following Resolutions and Decisions by the PP-10 and facing an increasing interest among MS and public in general, ITU should continue and enhance its engagement on a process of modernizing its managerial practices to consolidate itself as a results and accountability oriented organization, and to increase transparency. Examples of these Resolutions and Decisions are:

- Decision 5: Income and expenditure for the Union for the period 2012-2015 and measures for reducing expenditure;
- Resolution 48: Matters for reporting to the Council on staff issues, including staff in regional and area offices, and recruitment issues;
- Resolution 70: Gender mainstreaming in ITU and promotion of gender equality and the empowerment of women through information and communication technologies;
- Resolution 71: Strategic plan for the Union for 2012-2015;
- Resolution 72: Linking strategic, financial and operational planning in ITU;
- Resolution 151: Implementation of results-based management in ITU.

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70 Furthermore, some identified risks may jeopardize the effective and efficient use of human, financial and capital resources of the Union. It is a challenge to plan and foresee mitigation measures to reduce the impact of such events or the identified risk factors. Section on Evaluation and control gives more details on this subject.

71 Specific challenges related to some of the four Outputs are:

To enhance results-based management in ITU (Resolution 151 (Rev. Guadalajara 2010)) there is a need to:

- Fully streamline Results-Based Budgeting (RBB) planning, controlling and reporting; and
- Revise and improve the costs allocation methodology for transparency and simplicity.

72 The main challenge ahead related to the management of human resources for the period 2012-2015 will be the continuing implementation of the HR Strategic plan, approved by the Council in October 2009. Also in the field of HR, there is now an urgent need to:

- Update policies to address the realities of new century; and
- Address staff learning and career development.

73 The modernization of the HR functions for providing adequate HR services is essential.

### Main aims and expected results for 2012-2015

74 According to the Strategic Plan for the Union 2012-2015, the relevant expected results are:

#### Expected results in the SP related to Objective 4

Expected results
Efficient use of the financial resources of the Union
Effective and efficient use and management of the human resources of the Union
Proper management of ITU plant and equipment
Effective security protocols in place

75 Examples of some other specific aims and expected results are:

- Build a competency framework that identifies specific measurements for success, with predictive methods for managing talent and tracking performance. This includes (1) the definition of roles and job classifications; (2) the identification of types of skills, competencies, training and experience staff members need in order to pursue successful careers in the organization; (3) the development of profiles for management and risk positions;
- Contribute to creating a workforce with appropriate high standards of competence, efficiency and integrity through a performance-management framework;

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- Develop a strategy for 'retention' of employees that enhances current methods and practices relevant to staff retention, such as standardized orientation programme, career development and succession planning;
- Design and implementation of a new performance evaluation process, in order to link more closely the work objectives of individual staff with the wider objectives of ITU encompassed in the strategic budgeting process. Its introduction is a key step in strengthening accountability for results, as performance will be measured in relation to attainment of objectives. All work planning will be results-based, and multi-rater feedback could be introduced to provide feedback on staff members' competencies;
- Provide a plan for rotation opportunities for developmental purposes, linked to succession planning. Proactive measures should be taken to address the challenges arising from an aging workforce; and
- Present briefs to the Council on the: (1) internship programme; (2) APO/JPO programme; (3) young professionals programme, together with (4) a tailored recruitment strategy to increase the number of women in the Professional category in ITU.

### **Main planned activities and schedule**

76 The activities related to the accomplishment of Objective 4 are in general executed all around the year, i.e. there is no specific calendar for them.

### **Overall activities relate to all outputs**

77 Some activities relating to the four outputs are:

- Provide the Secretary General, the CoCo and the MCG with support and strategic advice on the proper utilization of ITU's human, financial and physical resources;
- Ensure specific management responsibility in the areas of accounting, budgeting, human resources, policies and administration facilities, management, procurement and security;
- Lead the modernization of administrative and financial policies and procedures; and
- Ensure that ITU policies conform to the standards set by the UN common system.

#### **Output 1: *Budget and accounting guidelines in place***

- Continue to apply measures and consolidate methodologies to ensure sound financial management of the Union and to provide support and advice on financial and budgetary matters to senior management and members of the legislative and supervisory bodies;
- Develop and implement budget and planning, cost analysis and budget control; and
- Manage accounts payable, accounts receivable, general ledger and treasury.

#### **Output 2: *Staff regulations and HR administrative manual in place.***

- implementation of medium-term and long-term human resources management and development plans;
- study of how best practices in human resources management might be applied within the Union; and

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- development a long-term recruitment policy designed to improve geographical and gender representation among appointed staff.

78 An example of activities spread over the planning period is:

### Calendar for the elaboration of the Budget 2014-2015

Budgeting Activities	2012	2013	2014	2015
Preparation of Budget 2014-2015				
Preparation of Financial Plan for 2016-2019				
Preparation of Budget 2016-2017				

### Strategic approach

79 The strategic approach consists of:

- Continuous review and improvement of financial and human resource policies and procedures;
- Establishment of long term financial plans which reflect the future needs of the Union;
- Constant monitoring and environmental scanning to ensure ITU policies and procedures meet the test of “best practices” in management;
- Participation in UN system working groups Networks and task forces;
- Updating of relevant policies and regulations to support efficient effective financial operations, a sound accountability framework for all sources of funds and at all levels of the Organization; and
- Minimize financial risk to the organization by providing accurate and timely financial reporting.

80 Specific to the effective and efficient use of human resources of the Union:

- Ensure internal coherence in HR admin and policies in the ITU, enhancing, streamlining and improving processes;
- Produce the HR manual;
- Ensure continue good collaboration and service provision with and to all the Sectors, Bureaux and Departments in HR planning and all HR matters;
- Increase ITU participation and visibility in UN HR fora and take our place “at the table” in inter-agency matters;
- Respond to Council queries and needs in HR through the various working groups and the ad hoc groups related to HR and admin.;
- Support the management of the ITU in its recruitment strategy and ensure quality, diversity and transparency are privileged;
- Provide a high quality professional, service oriented service to all ITU staff in HR matters;
- Advise in the resolution of conflict and work closely with the Ethics office and the mediators of the Union to positively and constructively tackle disputes;
- Provide full collaboration and information to LAU in the preparation of files to be submitted to the ILO disputes tribunal;

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- Foster a good team spirit and enabling environment in HRB where everyone does their best and feel valued and productive;
- Review of training policy reform the performance appraisal system; and
- By encouraging career development, employees can be motivated to achieve their best work, which in turn may increase their contributions to your organization and help you reach your own goals.

81 Specific to the effective and efficient use of financial and capital resources of the Union:

- Ensure appropriate financial rules and regulations are in place and it's compliance;
- Ensure that the Financial Management system is reliable;
- Implement budget control at RBB level instead of organizational level;
- Using lease versus buy options for efficient Asset Management.
- Better cash-flow management;
- Improve reporting in terms of timing and data quality;
- Improve costs allocation methodology to link resources to the outputs;
- Improve costs estimations and develop effective forecasting model;
- Identify, measure and monitor major risk factors;
- Improve method and find economies through negotiation and consolidation of procurement actions;
- Increase public web based tendering; and
- Use of a self service electronic procurement tool integrated in ITU's Enterprise Resource Management (ERP) system

### Resources required

82 Table below shows the resources required. The figure below shows the total resources breakdown by Output / year, as per the draft budget.

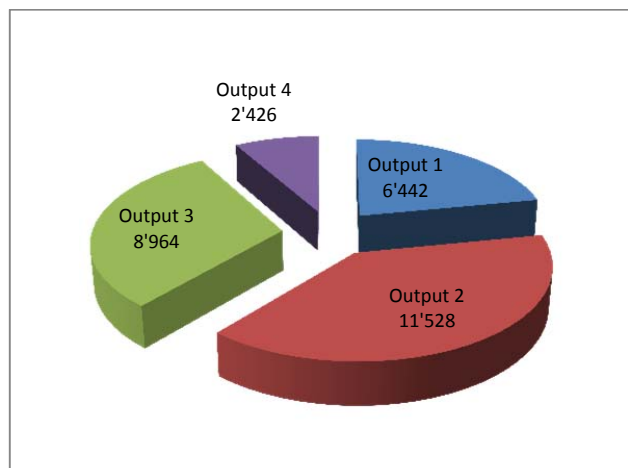
Year	2012	2013	Est. 2014	Est. 2015
Output 1	43 <sup>3</sup>	43	43	43
Outputs 2 to 4	72	72	72	72
Total	115	115	115	115

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<sup>3</sup> Posts planned (EDP=18 posts, and GS=25 Posts)



**Financial resources (thousands of CHF) allocated in 2012 to Objective 4 / per Output**



83 Levels of fixed resources may need to be accommodated by flexing temporary and contractual assistance, as a function of workload variations.

### **Evaluation and control: Performance & Risks**

#### **Performance evaluation**

84 To assess the progress toward Objective 4 and the Strategic Goal of the GS, a system for regularly (e.g. in a yearly basis) evaluating and managing performance and risks is required. The evaluation of performance should be done by implementing a methodology for gathering and analyzing measurements of the relevant KPIs in the SP and others defined in this OP. It should take account of the lessons learnt and help to verify the right implementation of the components of the strategic approach related to control and evaluation. For example, the strategic approach “Constant monitoring and environmental scanning to ensure ITU policies and procedures meet the test of ‘best practices’ in management” is indeed a way of monitoring progress on real time.

#### **Risk assessment and mitigation**

85 The correct achievement of Objective 4 is necessarily subject to some risks. These are key planning parameters, as they can require extra-resources. Some mitigation measures have already been included in the strategic approach section and accounted for in this chapter. In future planning cycles these matters should be fully taken into account in the OP.

## Operational Plan for the General Secretariat 2012-2015

### Assessed risks related to Objective 4

Risk factors	Level
Loss of some institutional memory due to reliance on individuals for certain services	LOW
Unavailability or disruption of supporting ERP/IT system can compromise delivery of services	MEDIUM
Lack of motivation of workforce leading to delays of General administration, coordination of departments	LOW

HRM related Specific to the effective and efficient use of the <u>human resources</u> of the Union	Level
ITU's dependency on external entities for providing critical HR benefits like UN joint pension fund, Staff Health Insurance	MEDIUM
Lack of adequate & sufficient orientation & training as well as career development plan leading to an unmotivated workforce	LOW
Loss of HR records physical or electronic and lack of guidelines for the protection of personal information	MEDIUM
Constraints in legal framework, delegation of authority limiting flexibility in HR management	MEDIUM

Specific to the effective and efficient use of <u>financial and capital</u> resources of the Union	Level
Sector members fails to pay their dues and impact on ITU's activities	MEDIUM

## Operational Plan for the General Secretariat 2012-2015

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### Objective 5 - “*Providing ICT services to support the mission and activities of the Union*”

#### Introduction

86 According to the SP for the Union 2012-2015 (Resolution 71 (rev. Guadalajara, 2010)), the two main outputs in support of this strategic objective are as follows:

- Output 1: *Information services for PP, the Council and CWGs, and world conferences and forums (WCIT and WTPF).*
- Output 2: *Information services for the corporate governance, strategy and communications activities of the Union.*

#### Issues and Challenges for this period

87 The main challenge for the period 2012-2015 will be to maintain and improve the efficiency and effectiveness of ICT services to support the mission and activities of the Union while balancing both budgetary constraints and increasing IT support requests from membership, Sectors and General Secretariat. While Decision 5 (Rev. Guadalajara, 2010) explicitly instructs that “the information services function in the Union should be maintained at an effective level”, there will continue to be pressure to “do-more-with-less” with the requirement to deliver new and enhanced ICT services to:

- Expedite the work of ITU participatory activities: study groups, forums and conferences;
- Maximize the value of ITU information to the membership and the global ICT community;
- Provide ICT services for all ITU Sectors and departments;
- Enhance security (confidentiality, integrity, and availability) and assurance (reliability and stability) of ICT infrastructure and information assets; and
- Ensure adequate maintenance and ongoing enhancements to existing ITU ICT solutions in headquarters and field offices.

88 Moreover, some Resolutions by the PP-10 directly related to the achievement of this Objective, such as Res. 167 ((Guadalajara, 2010), *Strengthening ITU capabilities for electronic meetings and means to advance the work of the Union*), should be efficiently and effectively implemented during this period.

#### Main Aims and Expected Results for 2012-2015

89 According to the SP for the Union for 2012-2015, the main expected results related to Objective 5 of the General Secretariat are:

## Operational Plan for the General Secretariat 2012-2015

### Expected results in the SP related to Objective 5

Expected results
Highly reliable computer systems and network, including reliability, data backup, disaster recovery and archiving
ICT support for conferences and meetings, including rapid access to documents, support for the "paperless office" and remote participation facilities (as stipulated in Resolution 167)
Effective information exchange for participants of ITU study groups, conferences and other collaborative and consultative fora
Effective support to ITU office systems, including training, helpdesk and other support functions
Effective support for core ITU ICT functions, including Sector databases and systems and ERP functional systems

### Main Planned Activities and Schedule

90 The main planned activities are:

- Improve e-working methods and tools for delegates, including remote participation facilities;
- Reduce costs for “commodity services” by harmonizing, standardizing and consolidating services where possible;
- Enhance security of ITU network, systems and services;
- Expand automation of internal administrative processes and services to staff; and
- Introduce Customer Relationship Management (CRM) solution to membership taking into consideration Resolution 165 (Guadalajara, 2010) requesting harmonization of procedures governing registration for conferences and assemblies of the union.

### Strategic Approach

91 The strategic approach consist of:

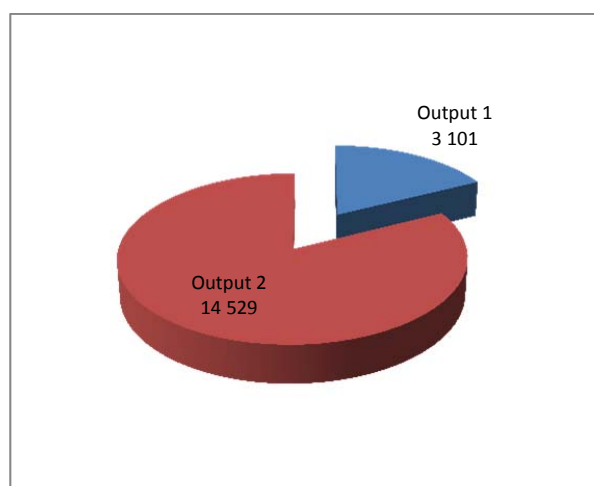
- Seek to minimize budgets and optimize resource utilization;
- Reducing Staff expenditures to cater for new and increasing operational expenses;
- Improve access for delegates and staff to information, tools and services;
- Improve the Organization’s internal information systems required for the effective and efficient management and administration of the Union;
- Promote ITU as a world leader in the area of ICT to promote the Union and strengthen its global presence; and
- Establish an organization-wide governance mechanism to guide and monitor strategic ICT plans with phased development and delivery systems.

## Operational Plan for the General Secretariat 2012-2015

### Resources required

92 Table below shows the resources required. The figure below shows the total resources breakdown by Output / year, as per the draft budget 2012-2013.

Year	2012	2013	Est. 2014	Est. 2015
Outputs 1 and 2	78	74	74	74



**Financial resources (thousands of CHF) allocated in 2012 to Objective 5 / per year / per Output**

93 Levels of fixed resources for 2014-2015 are estimated to be similar to those in 2012-2013 and may need to be accommodated by flexing temporary and contractual assistance, as a function of workload variations.

### Evaluation and control

#### Performance evaluation

94 The Key Performance Indicators (KPIs) that have been included in the budget are as follows:

## Operational Plan for the General Secretariat 2012-2015

### KPIs in the SP related to Objective 5

KPIs in the SP
Network and data availability meet or exceed industry standards
Documents for meetings available 24/7 in paperless mode
Number of users, downloads and website visits increasing
Continual reduction of the total cost of ownership (TCO) for ITU office systems
Systems operational within standards established in ITU service-level agreements (SLAs)
Reduction, to the extent possible, of spam, viruses and botware from the ITU computer system

### Risk assessment and mitigation

95 As part of its initial adoption of the IT Governance Institute's COBIT model for IT governance, an internal risk register has been implemented, based on the processes comprising the four COBIT domains of: Plan and Organize, Acquire and Implement, Deliver and Support, and Monitor and Evaluate. Risks in each of the domains are identified and associated with one of the 34 high-level COBIT processes, assigned a numeric priority value according to an assessed probability of occurrence and impact level, and subsequent mitigation activity is tracked. The risk register is periodically reviewed and provides input for decisions on operational and strategic priorities and investment opportunities.

96 In the operational planning exercise, the risks that may jeopardize the achievement of Objective 5 have been identified, both from an opportunity and a threat perspective. The evaluated responses to identified risks may include a combination of mitigation, acceptance, transfer and avoidance. The principle high-level concerns resulting from this collective risk assessment that can significantly impact Objective 5 are:

Risk factors
Ensuring required levels of availability, reliability and performance for ICT services through best effort staffing
Maintaining cost efficient, competitive ICT services will increasingly involve hosted and external sourcing of commodity services
Ensuring the security of the ICT infrastructure and information assets while maintaining the flexibility to support new paradigms of computing (e.g., cloud, social networking, federated trust models, increased variety of mobile devices, etc.)
Developing staff skill sets, including retraining, to meet changing requirements

### **Possible Scenarios and Foreseen Actions**

97 Moving forward, it is expected that the challenges in meeting Objective 5 will not be predominantly technical ones but rather those arising from the rapid evolution of ICT services in the market and member ship expectations.

98 Consequently, the ITU culture will need to “embrace change”, be ready to re-engineer business processes, and to adapt its policies to respond to the changing ICT landscape. Most certainly, the requirement to reduce costs will involve a shift towards increased use of commodity services, and serious consideration of a hybrid service model incorporating internal and cloud-based service provisioning.

## Operational Plan for the General Secretariat 2012-2015

**Objective 6** - *“Providing a platform where stakeholders from across the ICT industry and operators can connect, debate, share strategies, explore the latest technologies, do business and ultimately address the global challenges”*

### Introduction

99 According to the SP for the Union 2012-2015 (Resolution 71 (rev. Guadalajara, 2010)), the four main outputs in support of this strategic objective are as follows:

- Output 1: *ITU TELECOM World 2013.*
- Output 2: *ITU TELECOM World 2015.*
- Output 3: *Establishing and managing relationships with the broader ICT community to build relevance and momentum towards ITU TELECOM events*
- Output 4: *Leveraging ITU TELECOM assets to strengthen other ITU events, as required.*

### Issues and challenges for this period

100 The main ongoing challenge for the coming period will be to maintain and efficiently enhance the offer of a global ICT community platform that gathers stakeholders from across the telecommunications/ICT sector to connect, collaborate and create the future ICT landscape.

101 Furthermore, it is a challenging task, which requires clear policies, planning and forward looking by the management for the coming years, to have a new and innovative approach to global ICT events, as from ITU TELECOM World 2011, focusing on knowledge sharing, networking, high-level engagement and strategic debates.

### Main aims and expected results for 2012-2015

102 The SP in the Annex Resolution 71 (Rev. Guadalajara, 2010) lists the main expected results for progressing toward the achievement of Objective 6 in the coming period, as follows:

#### Expected results in the SP related to Objective 6

Expected results
Strengthened ITU TELECOM brand
New products and positioning for industry



## Operational Plan for the General Secretariat 2012-2015

New strategic partnerships across the ICT industry
New business model
Improved financial position
Expanded customer portfolio extending into different market sectors (such as e-health or education)

103 Example of other specific expected results are:

- Strengthened ITU TELECOM team;
- Establishment of newly-positioned ITU TELECOM brand within ICT industry; and
- Post-event products and initiatives.

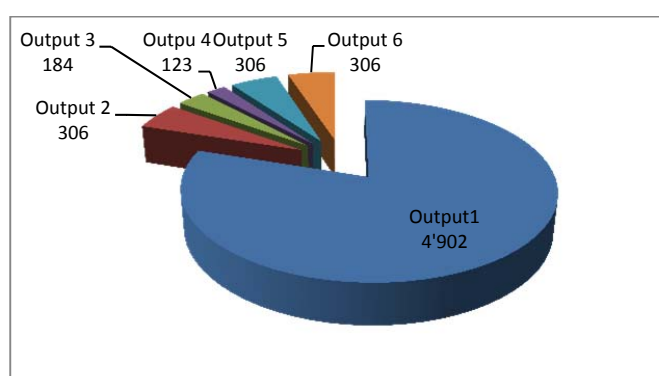
### Main planned activities and schedule

104 The main planned activities for the coming period will be ITU TELECOM World 2013 and 2015. The whole set of organizing, implementing and undertaken activities related to these vents, as well as any other evens/activities following decisions by Council or resulting from the outcomes of ITU TELECOM World 2011, will be distributed all around the period covered by this plan.

### Resources required

105 Table below shows the resources required. The figure below shows the total resources breakdown by Output / year, as per the draft budget 2012-2013.

	2012	2013	Est. 2014	Est. 2015
Total	22	22	22	22



Financial resources (thousands of CHF) allocated in 2012-2013 to Objective 6 / per year / per Output

## Operational Plan for the General Secretariat 2012-2015

### Strategic approach

106 A correct achievement of Objective 6 requires clear policies and planning by the management for the coming years. In light of this, a strategic approach is being established in order to cope with the expected results and having enough flexibility to accommodate any new event going to take place during the period 2012-2015.

### Evaluation and control – Performance evaluation

107 The KPIs in the SP are:

KPI
Candidate venues
Number and satisfaction of delegates
Quality of delegates
VIPs
Quality of speakers
Satisfaction and number of exhibitors
Accredited media
Web traffic to and activity on ITU TELECOM sites
Financial result

### Risk assessment and mitigation

108 Achievement of Objective 6 may be subject to some risks. In this operational plan, the risks that may jeopardize the achievement of this objective have been identified, both as an opportunity and a threat perspective, evaluated and responses to them foreseen in terms of mitigation, acceptance, transfer and avoidance.

Risk factors	Level
Failure of Security at Venue of Event	MEDIUM
Changing physical access to the venue (hall) with no co-ordination with security staff	MEDIUM

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Risk factors	Level
Proposed new CRM tool not implemented and not meeting Telecom needs, thus necessitating additional resources to fund dedicated event management tools	Tbd (To be defined)
Lack of interest from potential clients because the event is not organized in yearly basis	Tbd
Program contents (for sessions in the events) not meeting expectation of clients/ members in fast changing ICT & Telecommunication industry	Tbd

## Operational Plan for the General Secretariat 2012-2015

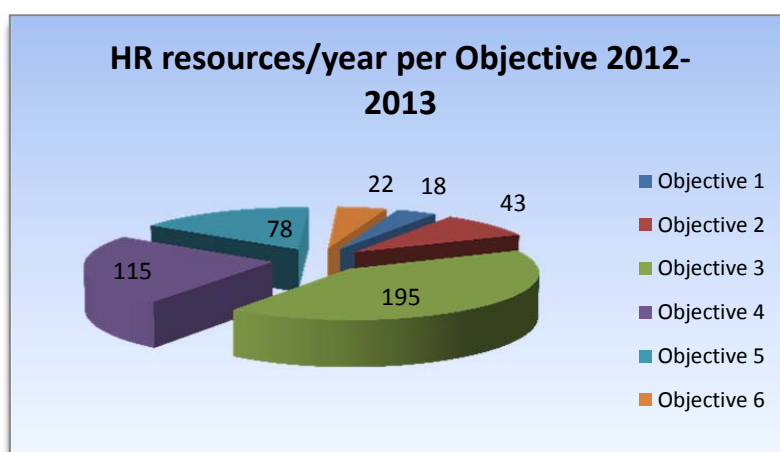
### Part III

#### Summary of resources required

109 Table below shows the total human resources required per Objective to progress toward the Strategic Goal of the General Secretariat. The figures in this table are the result of the planning exercise, taking into account the resources available as per the draft balanced Budget 2012-2013. The values for 2014 and 2015 have been preliminary estimated as the minimum value between 2012 and 2013, workload variations being accommodated primarily by flexing temporary and contractual assistance. These values should be correspondingly updated in the rolling operational plans 2013-2016 and so for.

#### Human resources required to progress toward the Strategic Goal of the GS

	2012	2013	Prelim. estimated 2014	Prelim. estimated 2015
Objective 1	18	18	18	18
Objective 2	43	43	43	43
Objective 3	195	192	192	192
Objective 4	115	115	115	115
Objective 5	78	74	74	74
Objective 6	22	22	22	22



### ANNEX

#### List of abbreviations

BDT	Telecommunication Development Bureau
BR	Radiocommunication Bureau
C&P	Conferences And Publications Department
CEB	Chief Executive Board
COCO	Coordination Committee
CS	Constitution
CSTD	Commission On Science And Technology For Development
CV	Convention
CWGS	Council Working Groups
ECOSOC	Economic And Social Council
HLEG	High-Level Experts Group
HLS	High Level Segment
HR	Human Resources
ICANN	Internet Corporation For Assigned Names And Numbers
ICT	Information Communication Technology
IGF	Internet Governance Forum
IO	International Organization
IS	Information Services
IT	Information Technologies
KPI	Key Performance Indicators
MCG	Management Coordination Group
MS	Member States
NGO	Non-Governmental Organization
PP-10	Plenipotentiary Conference
RA	Radiocommunication Assembly
RBB	Results-Based Budget
RBM	Result-Based Management
RRB	Radio Regulations Board
SGO	Office Of The Secretary-General
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United nations educational, scientific and cultural Organization
UNGIS	United Nations Group On The Information Society
WCIT	World Conference On International Telecommunications
WRC	World Radiocommunication Conference
WSIS	World Summit On The Information Society
WTDC	World Telecommunication Development Conference
WTISD	World Telecommunication Information Society Day
WTPF	World Telecommunication Policy Forum
WTSA	World Telecommunication Standardization Assembly