

Council 2014
Geneva, 6-15 May 2014



Agenda item: PL 3.2

Addendum 1 to
Document C14/43(Rev.1)-E
5 May 2014
Original: English

**Chairman of the Council Working Group for the elaboration of the
Strategic Plan and the Financial Plan for the Union 2016-2019**

DRAFT RESOLUTIONS 71, 72 AND 151

RESOLUTION 71 (Rev. [Busan, 2014](#))

Strategic plan for the Union for [2016-2019](#)

The Plenipotentiary Conference of the International Telecommunication Union ([Busan, 2014](#)),

considering

- a) the provisions of the ITU Constitution and ITU Convention relating to strategic policies and plans;
- b) Article 19 of the Convention on the participation of Sector Members in the Union's activities,

noting

the challenges faced by the Union in achieving its purposes in the constantly changing telecommunication/information and communication technology (ICT) environment [as well as the context for the development and implementation of the strategic plan, as outlined in Annex 1 to this resolution](#),

recognizing

- a) [the experience of implementing the strategic plan for the Union for 2012-2015](#);
- b) [the recommendations of the report by the Joint Inspection Unit of the UN \(JIU\) on Strategic Planning in the UN system published in 2012](#),

resolves

to adopt the strategic plan for [2016-2019](#), contained in [Annex 2](#) to this resolution,

instructs the Secretary-General

[1](#) [in coordination with the Directors of the three Bureaux, to develop and implement an ITU results framework for the strategic plan of the Union for 2016-2019 \(Annex 2\), following the principles of results-based budgeting \(RBB\) and result-based management \(RBM\).](#)

[2](#) [in coordination with the Directors of the three Bureaux, when reporting annually to the ITU Council, to present annual progress reports on the implementation of the strategic plan for \[2016-2019\]\(#\) and on the performance of the Union towards the achievement of its \[goals and objectives\]\(#\), including recommendations to adjust the plan in the light of changes in the telecommunication/ICT environment and/or as a result of the performance evaluation, in particular by:](#)

- [i\)](#) [updating the sections of the strategic plan related to the \[objectives, outcomes and outputs\]\(#\);](#)
- [ii\)](#) [making all modifications necessary to ensure that the strategic plan facilitates the accomplishment of ITU's mission, taking account of proposals by the competent Sector advisory groups, decisions by conferences and by assemblies of the Sectors and changes in the \[strategic focus of the Union's activities, within the context of the financial \\[limits established by the plenipotentiary conference\\]\\(#\\);\]\(#\)](#)
- [iii\)](#) [ensuring the linkage between the strategic, financial and operational plans in ITU, and developing the corresponding human resources \[strategic plan\]\(#\);](#)

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3 to distribute these reports to all Member States, after consideration by the Council, urging them to circulate them to Sector Members, as well as to those entities and organizations referred to in No. 235 of the Convention which have participated in these activities,

instructs the Council

1 to oversee further development and implementation of the [JTU results framework for the implementation of the strategic plan of the Union for 2016-2019 \(Annex 2\)](#);

2 to oversee further development and implementation of the strategic plan for 2016-2019 in Annex 2 to this resolution, and when necessary adjust the strategic plan, on the basis of the Secretary-General's reports;

3 to present an assessment of the results of the strategic plan for [2016-2019](#) to the next plenipotentiary conference, along with a proposed strategic plan for the period [2020-2023](#),

invites the Member States

to contribute national and regional insights on policy, regulatory and operational matters to the strategic planning process undertaken by the Union in the period before the next plenipotentiary conference, in order to:

- strengthen the effectiveness of the Union in fulfilling its purposes as set out in the instruments of the Union by cooperating in the implementation of the strategic plan;
- assist the Union in meeting the changing expectations of all its constituents as national structures for the provision of telecommunication/ICT services continue to evolve,

invites Sector Members

to communicate their views on the strategic plan of the Union through their relevant Sectors and the corresponding advisory groups.

(Minneapolis, 1998) – (Rev. Marrakesh, 2002) – (Rev. Antalya, 2006) – (Rev. Guadalajara, 2010) – (Rev. Busan, 2014)

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RESOLUTION 72 (Rev. [Busan, 2014](#))

Linking strategic, financial and operational planning in ITU

The Plenipotentiary Conference of the International Telecommunication Union ([Busan, 2014](#)),

considering

that the process by which progress in achieving the [goals and objectives](#) of ITU can be measured [and](#) considerably enhanced through the linkage of strategic, financial and operational plans which set out the activities planned to be undertaken during [the period of these plans](#),

recognizing

p) that operational and financial plans for ITU should set out the activities of the Union, the objectives of those activities and the associated resources, and could be effectively utilized, *inter alia*:

- to monitor progress in the implementation of the programmes of the Union;
- to enhance the capacity of the membership to evaluate, using performance indicators, progress in the achievement of programme activities;
- to improve the efficiency of these activities;
- to ensure transparency, particularly in the application of cost recovery;
- to promote complementarity between the activities of ITU and those of other relevant international and regional telecommunication organizations;

b) that the [ongoing implementation](#) of operational planning and its effective linkage to strategic and financial planning may make changes in the Financial Regulations necessary in order to elaborate the relationships between the corresponding documents and to harmonize presentation of the information they contain;

e) that [effective and specific oversight mechanisms are](#) required in order to enable the ITU Council adequately to audit progress in linking the strategic, operational and financial functions and to assess the implementation of operational plans;

d) that, in order to assist Member States in developing proposals to conferences, the secretariat should be invited to prepare guidelines for identifying the criteria to be applied in assessing the financial implications, and to distribute the guidelines in a form of circular letters by the Secretary-General or the Directors of the Bureaux;

e) that Member States, in taking into account the guidelines prepared by the secretariat, should, to the extent practicable, include relevant information in an annex to their proposals, in order to allow the Secretary-General/Directors of the Bureaux to identify the probable financial implications of such proposals,

resolves to instruct the Secretary-General and the Directors of the three Bureaux

1 to identify particular measures and elements, which should be considered indicative and not exclusive, to be included in the operational [plans of the Sectors and the General Secretariat, to ensure coherence between them](#), that will assist the Union in implementing the strategic and financial plans and enable the Council to review their implementation;

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2 to review the Financial Regulations of the Union, taking into account the views of Member States and the advice of the Sector advisory groups, and to make appropriate proposals for consideration by the Council in the light of recognizing [b](#)) and [c](#)) above;

3 to each prepare their [coordinated and](#) consolidated plans reflecting the linkages between strategic, financial and operational planning, for annual review by the Council;

4 to assist Member States in preparing estimates of the costs of their proposals to all conferences and assemblies of the Union [if so requested](#);

5 to provide to conferences and assemblies the necessary information from the full range of new financial and planning mechanisms available in order to allow a reasonable estimate of the financial implications of their decisions to be made, including, to the extent practicable, cost "estimates" for any proposals to all conferences and assemblies of the Union, taking into account the provisions of Article 34 of the ITU Convention,

instructs the Council

1 to evaluate progress in linking the strategic, financial and operational functions and in implementing operational planning, and to take steps as appropriate to achieve the objectives of this resolution;

2 to take the necessary action to ensure that the future strategic, financial and operational plans will be prepared in line with this resolution;

3 to prepare a report, with any appropriate recommendations, for consideration by the 2014 plenipotentiary conference,

urges Member States

to liaise with the secretariat at an early stage in developing proposals with financial implications so that the work plan and associated resource requirements can be identified, and to the greatest extent practicable, included in such proposals.

(Minneapolis, 1998) – (Rev. Marrakesh, 2002) – (Rev. Antalya, 2006) – (Rev. Guadalajara, 2010) – (Rev. Busan, 2014)

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RESOLUTION 151 (Rev. [Busan, 2014](#))

Implementation of results-based management in ITU

The Plenipotentiary Conference of the International Telecommunication Union ([Busan, 2014](#)),

considering

a) Resolution 72 (Rev. Guadalajara, 2010) of this conference, which notes that the process by which progress in achieving the objectives of ITU can be measured and considerably enhanced through the linkage of strategic, financial and operational plans which set out the activities planned to be undertaken during the period of these plans;

b) Resolution 151 ([Guadalajara, 2010](#)) of the Plenipotentiary Conference, which further instructed the Secretary-General to continue to improve methodologies associated with the full implementation of RBB and RBM, including the presentation of biennial budgets,

recognizing

a) that bringing the implementation of RBB and RBM to the next level at ITU will entail challenges and steps, including the need for a significant culture change and for staff at all levels to become familiar with the concepts and terms of results-based management (RBM);

b) that a comprehensive strategy aimed at changing the way agencies operate, with improving performance (achieving results) as the central orientation, was identified by JIU as an essential step towards RBM in a report issued in 2004 entitled "Implementation of Results-Based Management in the United Nations Organizations";

c) that JIU identified the process of planning, programming, budgeting, monitoring and evaluation; delegation of authority and accountability; and staff performance and contract management, as the main pillars for the development of a solid RBM system,

emphasizing

that the purpose of RBB and RBM is to ensure that high-priority activities are adequately resourced in order to achieve planned results,

resolves to instruct the Secretary-General and the Directors of the three Bureaux

1 to continue to improve methodologies associated with the full implementation of RBB and RBM, including improvements in the presentation of the biennial budgets on an ongoing basis;

2 to continue to develop a comprehensive ITU results framework to support implementation of the strategic plan and linkage of strategic, financial and operational plans;

3 to develop a comprehensive performance monitoring and evaluation framework to support the ITU results framework;

4 to further integrate the risk management framework at the ITU level, in the context of RBM, to ensure that contributions from Member States are used to best advantage,

instructs the Council

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1 to continue to review the proposed measures and take appropriate action to ensure [further development and appropriate](#) implementation of RBB and RBM at ITU;

2 to monitor the implementation of this resolution at each subsequent session of the Council and to report to the next plenipotentiary conference.

(Antalya, 2006) – (Rev. Guadalajara, 2010) – (Rev. Busan, 2014)

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;

2 to complement this strategic plan with the Sector objectives and outputs and those of the General Secretariat from the plan for 2008-2011