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**COMMITTEE 6**

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**PROPOSED REVISION TO RESOLUTION 72**

MOD COM6/21/1

RESOLUTION 72 (REV. ~~GUADALAJARA, 2010~~BUSAN, 2014)

### Linking strategic, financial and operational planning in ITU

The Plenipotentiary Conference of the International Telecommunication Union  
(~~Guadalajara, 2010~~Busan, 2014),

*considering*

~~a) — the adoption of Recommendation 11 (Valletta, 1998) of the World Telecommunication Development Conference, highlighting the need for financial and operational planning to be considered for implementation on an ITU-wide basis by the Plenipotentiary Conference;~~

~~b) — that, in the strategic plan for the Union for 2004–2007, as one of the priorities of ITU, operational planning was extended to the three Sectors and the General Secretariat as a mechanism for increasing accountability and transparency and enhancing the linkage between this management tool and the strategic, planning and budgeting process,~~

*recognizing*

~~a) — that the process by which progress in achieving the goals and objectives of ITU can be measured ~~could be and~~ considerably enhanced through the linkage of strategic, financial and operational plans which set out the activities planned to be undertaken during ~~any given four-year~~the period of these plans;~~

*recognizing*

~~b) 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;~~

~~eb) that the introduction 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;~~

*dc)* that ~~an~~ effective and specific oversight ~~mechanism is~~ 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;

*ed)* 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;

*fe)* 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 ~~plan~~ 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;

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 eb)* and *dc)* 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 contribute to the transparency of the ITU by publishing details of all costs incurred in the use made of or in the deployment of external human resources in delivering the requirements agreed by the ITU membership;<sup>[1]</sup>

**56** 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 2014-2018 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.

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