
PLENARY MEETING

**Addendum 1 to
Document 34-E
28 February 2014
Original: English/Spanish**

Member States of the Inter-American Telecommunication Commission (CITEL)

INTER-AMERICAN PROPOSALS FOR THE WORK OF THE CONFERENCE

**IAP-1: PROPOSAL ON THE GLOSSARY OF TERMS FOR THE STRATEGIC PLAN OF THE ITU
FOR 2016-2019**

IAP/34A1/1

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

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

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

ANNEX I

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

Term	Glossary in the current SP	Glossary budget 2010-2011	Working Version
Activities	-	Activities are various actions/services of a department, or a Sector Bureau (cost centre) for transforming resources (input) into outputs. They are regular operational tasks performed by the staff members in their daily operations. An activity can stand alone or can be an element of a comprehensive business process. The set of activities of a department should represent the services the department offers inside or outside the organization to its different clients. General activities apply to all ITU. Specific activities apply only to the particular department or Sector Bureau which offers the services in question	Activities are various actions/services for transforming resources (inputs) into outputs.
Expected results	Expected results should reflect the desired outcome of activities (outputs, which are sometimes referred to as "outcomes"). They should be linked, where applicable, to the underlying objectives of the strategic plan.	Expected results should reflect the desired outcome of activities (outputs). They should be linked, where applicable, to the underlying objectives of the strategic plan. Expected results may be expressed as a quantitative standard, value or rate leading to the fulfilment of a certain objective. They can also be expressed in terms of quality and timeliness. From the specification of expected results, key performance indicators can be derived in order to quantify and measure results.	Expected results should reflect the desired outputs leading to the achievement of objectives. They should be evaluated against the actual results. They should be linked, where applicable, to the underlying objectives of the strategic plan.

Term	Glossary in the current SP	Glossary budget 2010-2011	Working Version
Financial Plan	-	The financial plan covers a four-year period	<p>The Financial Plan covers a four-year period and sets up the financial basis from which biennial budgets can be elaborated.</p> <p>The Financial Plan is elaborated within the context of Decision 5 (Revenue and Expenses for the Union) which reflects, inter alia, the amount of the contributory unit approved by the Plenipotentiary Conference.</p> <p>It should be aligned with the Strategic Plan.</p>
Inputs	-	-	Inputs are resources, such as financial, human, material and technological resources, used by activities to produce outputs.
Key Performance Indicators (KPIs)	KPIs are the criteria used to measure the achievement of outputs (or outcomes). These indicators may be qualitative or quantitative.	Key performance indicators (KPIs) are the criteria or features used to measure the achievement of outputs, which in turn serve to fulfil the various objectives defined in the strategic planning process. These indicators can be qualitative, quantitative, or both. They are designed to provide a scale against which to measure and show progress towards producing outputs and achieving objectives.	KPIs are the criteria used to measure the achievement of outputs (or outcomes). These indicators may be qualitative or quantitative.
Mission	Mission refers to the main overall function of the Union, as per the Basic Instruments of ITU.	The mission of a Sector or of the ITU General Secretariat describes its main overall function, as set out in the ITU Constitution and Convention.	Mission refers to the main overall purposes of the Union, as per the Basic Instruments of ITU.
Objectives	Objectives refer to the specific purposes and aims of individual Sectors and of the General Secretariat.	Objectives refer to the specific purposes and aims of individual Sectors and of the General Secretariat. They describe the expected results to be achieved in a given period.	Objectives refer to the specific aims of the Sector and Inter-Sectoral activities in a given period.

Term	Glossary in the current SP	Glossary budget 2010-2011	Working Version
Operational Plan		The operational plans of the three Sectors and the General Secretariat play a critical role in linking the strategic and financial plans of the Union. They are prepared annually, covering the subsequent year and the following three-year period. The Council approves the four-year rolling operational plans.	The Operational Plan is prepared on a yearly basis by each Bureau in consultation with the relevant Advisory Group and by the General Secretariat in accordance with the Strategic and Financial Plans. It contains the detailed plan for the subsequent year and a forecast for the following three-year period for each Sector and the General Secretariat. The Council reviews and approves the four-year rolling operational plans.
Outcomes	-	-	Outcomes provide an indication as to whether the objective is being achieved. Outcomes are usually partly, but not entirely, within the control of the organization.
Outputs	Outputs refer to the final products and services delivered by the ITU (e.g. deliverables of a programme).	Outputs refer to the final products or services delivered by the ITU (e.g. deliverables of a programme). Outputs can be those of individual Sectors or Union-wide intersectoral products and services. Outputs are cost objects and are represented in the SAP cost accounting system by internal orders.	The Outputs are the final tangible results, deliverables, products and services achieved by the Union in the implementation of the operational plans. Outputs are cost objects and are represented in the applicable cost accounting system by internal orders.
Performance indicators (PIs)		-	Performance indicators are the criteria used to measure the achievement of outputs or the objectives in the personal appraisal or activities of work plans. These indicators may be qualitative or quantitative.
Processes	-	-	Set of consistent activities intended to meet an intended objective / goal.
Results-based budgeting (RBB)	-	Results-based budgeting (RBB) is the programme budget process in which (a) the programme is formulated in order to meet a set of predefined objectives and expected results; (b) the expected results justify resource requirements, which are derived from and linked to outputs produced to achieve the expected results; and (c) actual performance in achieving results is measured by key performance indicators.	Results-based budgeting (RBB) is the programme budget process in which (a) the programme is formulated in order to meet a set of predefined objectives and expected results; (b) the expected results justify resource requirements, which are derived from and linked to outputs produced to achieve the expected results; and (c) actual performance in achieving results is measured by key performance indicators.

Term	Glossary in the current SP	Glossary budget 2010-2011	Working Version
Results-based Management (RBM)	-		Results-based Management is a management approach that directs organizational processes, resources, products and services towards the achievement of measurable results. It provides the management frameworks and tools for strategic planning, risk management, performance monitoring and evaluation and financing activities based on targeted results.
Strategic Goals	Goals refer to the Union's high-level targets to which the objectives of the Sectors and the ITU General Secretariat contribute, directly or indirectly.	Goals refer to the Union's high-level targets to which the objectives of the Sectors and the ITU General Secretariat contribute, directly or indirectly. These relate to the whole of ITU.	Strategic Goals refer to the Union's high-level targets to which the objectives contribute, directly or indirectly. These relate to the whole of ITU.
Strategic Plan		The strategic plan of the Union, covering a four-year period, is the main instrument embodying the Union's strategic vision. It is approved by the Plenipotentiary Conference.	The Strategic Plan defines the Strategy of the Union for a four-year period in order to fulfil its Mission. It defines Strategic Goals and Objectives and represents the plan of the Union within that period. It is the main instrument embodying the Union's strategic vision.
Strategic Risks	-	-	Strategic risks refer to the uncertainties and untapped opportunities that affect an organization's strategy and strategy execution.
Strategic Risk Management (SRM)	-	-	Strategic Risk Management is a management practice that identifies and focuses action on uncertainties and untapped opportunities that affect an organizations ability to deliver on its mission.
Strategic Target	-	-	Strategic targets are the expected results during the period of the strategic plan; they provide an indication as to whether the Goal is being achieved. Targets may not always be achieved for reasons that may be beyond the control of the Union.
Values	-	-	ITU's shared and common beliefs that drive its priorities and guide all decision making processes.
Vision	-	-	The better world ITU wants to see.

List of Terms in all 6 Official Languages

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

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

INTRODUCTION:

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

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

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

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

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

PROPOSAL:

IAP/34A1/2

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

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

ANNEX II

Proposed structure of the Strategic Plan

Annex 1 to Resolution 71: Background Information

- Introduction
 - Role of Sectors / Governing Bodies
- Situational Analysis
 - Brief review of the implementation of Strategic Plan for the Union for 2012-2015
 - The telecommunication/ICT environment

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

- ITU Vision, Mission [and Values]
- Strategic Goals and Targets of the Union
- Strategic Risk Management and Mitigation
- Sector and Inter-Sectoral Objectives / Processes / Outcomes
- Implementation and evaluation

Annex 3 to Resolution 71: Glossary

Current Annex 1 of Resolution 71

- 1 Introduction
 - 2 The changing telecommunication/ICT environment and its implications for the Union
 - 3 Strategic orientations and goals
 - 4 Part I – Sectoral Objectives and Outputs
 - 5 Part II – Linking sectoral and GS objectives with the strategic orientations and goals of the Union
 - 6 Part III – General description of terms used in the Resolution 71
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