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**COMMITTEE 4**

**Document 152-E**  
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**COMMITTEE 6**

**SEVENTH SERIES OF TEXTS SUBMITTED BY  
COMMITTEE 6 TO THE EDITORIAL COMMITTEE**

The following texts have been adopted and are submitted to the Editorial Committee for consideration and subsequent transmission to the Plenary Meeting.

<b>Action</b>	<b>Title</b>
MOD	DECISION 5
	RESOLUTION 162

Caroline GREENWAY  
Chairman, Committee 6

**Annex:** 22 pages

MOD COM6/152/1

DECISION 5 (REV. ~~GUADALAJARA, 2010~~ BUSAN, 2014)

**Revenue and Expenses**~~Income and expenditure~~ **for the Union**  
**for the period 2016-2019**~~2016-2019~~

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

*considering*

the strategic plans and goals established for the Union and its Sectors for the period 2016-2019, and the priorities identified therein,

*considering further*

- a) Resolution 91 (Rev. Guadalajara, 2010) of this conference, on general principles for cost recovery;
- b) that, in the consideration of the draft financial plan of the Union for ~~2012-2016-2015~~2019, the challenge to increase revenues in support of increasing programme demands is substantial,

*noting*

that this conference has adopted Resolution 151 (Rev. Guadalajara, 2010) on the implementation of results-based management in ITU, an important component of which relates to planning, programming, budgeting, monitoring and evaluation, and which should lead, *inter alia*, to further strengthening of the financial management system of the Union,

*noting further*

that Resolution 48 (Rev. Guadalajara, 2010) of this conference stresses the importance of the human resources of the Union for the fulfilment of its goals and objectives,

*decides*

1 that the Council is authorized to draw up the two biennial budgets of the Union in such a way that the total expenditure of the General Secretariat and the three Sectors of the Union is balanced by the anticipated ~~income~~revenue, on the basis of Annex 1 to this decision, taking into account the following:

1.1 that the amount of the contributory unit of Member States for the years 2016-2019 shall be CHF 318 000;

1.2 that expenditure on interpretation, translation and text processing in respect of the official languages of the Union shall not exceed CHF85 million for the years 2016-2019;

1.3 that, when adopting the biennial budgets of the Union, the Council may decide to give the Secretary-General the possibility, in order to meet unanticipated demand, to increase the budget for products or services which are subject to cost recovery, within the limit of the ~~income~~revenue from cost recovery for that activity;

1.4 that the Council shall each year review the ~~revenue~~expenditure and ~~expenses~~income in the budget as well as the different activities and the related expenditure;

2 that, if no plenipotentiary conference is held in 2018, the Council shall establish the biennial budgets of the Union for 2016-2017 and 2018-2019 and thereafter, having first obtained approval for the budgeted annual values of the contributory unit from a majority of the Member States of the Union;

3 that the Council may authorize expenditure in excess of the limits for conferences, meetings and seminars if such excess can be compensated by sums within the expenditure limits accrued from previous years or charged to the following year;

4 that the Council shall, during each budgetary period, assess the changes that have taken place and the changes likely to take place in the current and coming budgetary periods under the following items:

4.1 salary scales, pension contributions and allowances, including post adjustments, established by the United Nations common system and applicable to the staff employed by the Union;

4.2 the exchange rate between the Swiss franc and the United States dollar in so far as this affects the staff costs for those staff members on United Nations scales;

4.3 the purchasing power of the Swiss franc in respect of non-staff items of expenditure;

5 that the Council shall have the task of effecting every possible economy, in particular taking into account the options for reducing expenditure contained in Annex 2 to this decision, and considering the application of the concept of unfunded mandatory activities (UMACs)<sup>1</sup>, and, to this end, that it shall establish the lowest possible authorized level of expenditure commensurate with the needs of the Union, within the limits established by *decides* 1 above, if necessary taking into account the provisions of *decides* 7 below; a set of options for reducing expenditure is given in Annex 2 to this decision;

6 that the following minimum guidelines should be applied in relation to any expenditure reductions:

- a) the internal audit function of the Union should be maintained at a strong and effective level;
- b) there should be no expenditure reductions which would affect cost-recovery income;
- c) fixed costs such as those related to the reimbursement of loans or after-service health insurance should not be subject to expenditure reductions;
- d) there should be no expenditure reductions in regular maintenance costs for ITU buildings which would affect the security or the health of staff;
- e) the information services function in the Union should be maintained at an effective level;

7 that the Council, in determining the amount of withdrawals from or allocations to the Reserve Account, should aim under normal circumstances at keeping the Reserve Account at a level above six per cent of total annual expenditure,

*instructs the Secretary-General, with the assistance of the Coordination Committee*

1 to prepare the draft biennial budgets for the years ~~2012~~2016-2013~~2017~~, as well as ~~2014~~2018-~~2015~~2019, on the basis of the associated guidelines in *decides* above, the annexes to this decision and all relevant documents submitted to the Plenipotentiary Conference;

2 to ensure that, in each biennial budget, ~~revenue income~~ and ~~expenses~~expenditure are balanced;

3 to draw up and implement a programme of appropriate revenue increases, cost efficiencies and reductions across all ITU operations so as to ensure a balanced budget;

4 to implement the aforementioned programme as soon as possible,

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<sup>1</sup> The concept of UMACs may be applied, where necessary, as a means of highlighting a number of activities within the overall programme of work mandated by the governing bodies of the Union, as well as those support activities which are deemed essential to implement the mandated activities, which could not be accommodated within the financial limits set by the Plenipotentiary Conference. The Secretary-General would be authorized to incur expenditure on these activities provided that savings are achieved or additional income is generated.

*instructs the Secretary-General*

- 1 to provide to the Council, no less than seven weeks before its ~~2014-2015~~ and ~~2013-2017~~ ordinary sessions, complete and accurate data as needed for the development, consideration and establishment of the biennial budget;
- 2 to undertake studies on the current status of and forecasts regarding financial stability and related reserve accounts of the Union under the changing circumstances after the introduction of the International Public Sector Accounting Standards (IPSAS), with a view to developing strategies for long-term financial stability, and to report annually to the Council;
- 3 to make every effort to achieve balanced biennial budgets, and to bring to the attention of the membership through the CWG-FHR, any of its decisions that may have a financial impact likely to affect the achievement of such a balance,

*instructs the Secretary-General and the Directors of the Bureaux*

- 1 to provide to the Council, on an annual basis, a report outlining expenditure relating to each item in Annex 2 to this decision, and to propose appropriate measures to be undertaken to reduce expenditure in each area;
- 2 to undertake every effort to achieve reductions through a culture of efficiency and economy and to include the savings actually achieved within the overall approved budgets in the above report to Council,

*instructs the Council*

- 1 to authorize the Secretary-General, in accordance with Article 27 of the Financial Regulations and Financial Rules, to allocate to the ASHI Fund, from the Reserve Account, an amount up to that which is actually used to balance the biennium budget from the Reserve Account;
- ~~12~~ to review and approve the biennial budgets for ~~20162-20173~~ and ~~201864-20195~~, giving due consideration to the associated guidelines in *decides* above, the annexes to this decision and all documents submitted to the Plenipotentiary Conference;
- ~~23~~ to ensure that, in each biennial budget, revenue and expenses ~~income and expenditure~~ are balanced;
- ~~34~~ to consider further appropriations in the event that additional sources of revenue are identified or savings achieved;
- ~~45~~ to examine the cost-efficiency and cost-reduction programme drawn up by the Secretary-General;
- ~~56~~ to take account of the impact of any cost-reduction programme on the staff of the Union, including the implementation of a voluntary separation and early retirement scheme, where this can be funded from budgetary savings or through a withdrawal from the Reserve Account;
- ~~67~~ in addition to *instructs the Council* 5 above, in view of an unanticipated reduction of revenue due to the drop in classes of contribution from Member States and Sector Members, to authorize a one-time withdrawal from the Reserve Account, within the limits established in *decides* 7 above, in order to minimize the impact on staffing levels in the ITU biennial budgets for ~~20162-20173~~ and ~~20184-20195~~; any unused funds are to be returned to the Reserve Account at the end of each budgetary period;
- ~~78~~ that the Council, in considering measures that could be adopted to strengthen the control of the finances of the Union, should take into account the financial impact of such issues as ASHI funding, and the medium to long-term maintenance and/or replacement of buildings at the premises of the Union;
- ~~89~~ to invite the Council Working Group on Financial and Human Resources, the External Auditor, and the Independent Management Advisory Committee and the Council Working Group on Financial and Human Resources to develop recommendations to ensure greater financial control on the finances of the

~~Union, on strengthening financial control mechanisms in ITU, outlining specific objectives, as well as timelines and responsibilities for implementation, for the consideration of Council, taking into account, *inter alia*, the issues identified in *instructs 78* above;~~

9710 to consider the report of the Secretary-General relating to the matter referred to in *instructs the Secretary-General 2* above, and report to the next plenipotentiary conference, as appropriate.

ANNEX 1 TO DECISION 5 (Rev. Guadalajara Busan, 2010-2014)

**Financial Plan of the Union for 2016 – 2019: Revenue and Expenses**

*Amounts in thousands of Swiss francs*

	Budget 2012-2013	Budget 2014-2015	Budget 2012-2015 a	Estimates 2016-2017	Estimates 2018-2019	Draft FP 2016-2019 b	Variance c = b-a	% d = c/a
Member States	218,983	225,144	444,127	212,742	212,742	425,484	-18,643	-4.2%
Sector Members	33,127	30,400	63,527	31,750	31,750	63,500	-27	0.0%
Associates	3,409	3,411	6,820	3,910	3,910	7,820	1,000	14.7%
Academia	1,001	400	1,401	400	400	800	-601	-42.9%
Cost recovery	57,100	65,500	122,600	67,250	67,250	134,500	11,900	9.7%
Interest and other revenue	3,600	2,200	5,800	1,800	1,800	3,600	-2,200	-37.9%
Withdrawal: Reserve Account	6,614	4,000	10,614			0	-10,614	-100.0%
<b>Revenue estimates</b>	<b>323,834</b>	<b>331,055</b>	<b>654,889</b>	<b>317,852</b>	<b>317,852</b>	<b>635,704</b>	<b>-19,185</b>	<b>-2.9%</b>
General Secretariat	179,169	184,971	364,140	181,233	184,148	365,381	1,241	0.3%
ITU-R	61,853	62,203	124,056	57,417	60,988	118,405	-5,651	-4.6%
ITU-T	26,200	25,529	51,729	25,658	24,797	50,455	-1,274	-2.5%
ITU-D	56,612	58,352	114,964	55,728	56,735	112,463	-2,502	-2.2%
<b>Total</b>	<b>323,834</b>	<b>331,055</b>	<b>654,889</b>	<b>320,036</b>	<b>326,668</b>	<b>646,704</b>	<b>-8,186</b>	<b>-1.2%</b>
Net Assets funding				1,000	1,000	2,000	2,000	-
Cost savings *				-6,500	-6,500	-13,000	-13,000	-
<b>Total Expense estimates</b>	<b>323,834</b>	<b>331,055</b>	<b>654,889</b>	<b>314,536</b>	<b>321,168</b>	<b>635,704</b>	<b>-19,186</b>	<b>-2.9%</b>
<b>Revenue less Expenses</b>			<b>0</b>	<b>3,316</b>	<b>-3,316</b>	<b>0</b>		

\*Covered by efficiency measures, increase in the number of the contributory units, other revenue, including new financial resources, and possible withdrawal from the Reserve Account upon Council decision

**Draft Financial Plan 2016-2019 by proposed ITU Strategic Goals - RBB format**

	Budget 2012-2013	Budget 2014-2015	Budget 2012-2015 a	Estimates 2016-2017	Estimates 2018-2019	Draft FP 2016-2019 b	Variance c = b-a	% d = c/a
<b>Revenue estimates</b>	<b>323,834</b>	<b>331,055</b>	<b>654,889</b>	<b>317,852</b>	<b>317,852</b>	<b>635,704</b>	<b>-19,185</b>	<b>-2.9%</b>
Goal 1 Growth						226,395		
Goal 2 Inclusiveness						288,543		
Goal 3 Sustainability						70,325		
Goal 4 Innovation & Partnership						50,441		
<b>Total Expense estimates</b>						<b>635,704</b>		
<b>Revenue less Expenses</b>						<b>0</b>		

ANNEX 2 TO DECISION 5 (Rev. ~~Guadalajara~~Busan, ~~2010~~2014)

**Measures for reducing expenditure**

- 1) Identification and elimination of ~~possible~~ duplications (and overlap of functions, activities, workshops, seminars), and centralization of finance and administrative tasks, in order to avoid inefficiencies and to gain from a specialized workforce.
- 2) Coordination and harmonization of all seminars and workshops organized by the General Secretariat or the three Sectors by a centralized intersectoral task force or department in order to avoid duplication of the subjects covered and topics, to optimize management, logistics, co-ordination and secretariat attendancesupport and to take benefit from the synergy between the Sectors and holistic approach to the subjects covered.
- 3) Full involvement of regional offices in the planning and organization of seminars/workshops/meetings/conferences, including their preparatory meetings outside of Geneva, in order to gain from the utilization of local expertise, local contact network and to save on travel costs.
- 34) Maximum cCoordination with regional organizations with a view to organizing collocated events/meetings/conferences, sharing the expenses available resources of the regional organizations and minimizing the costs of participation (workshops, seminars, preparatory meetings for world-conferences).
- 45) Possible Savings from attrition, the redeployment of staff and the review and possible reduction of grades of vacant posts, in particular in non-sensitive parts of the General Secretariat and the three Bureaux to reach optimal levels of productivity, efficiency and effectiveness.
- 56) New or additional activities are to be implemented through-Prioritize staff redeployment for the implementation of new or additional activities. New hirings should be the last option while taking into account gender balance and geographical distribution.
- 7) The use of consultants should only occur when the relevant skills or experience cannot be found among existing staff and after confirmation of this requirement in writing by senior management.
- 8) Upgrade the capacity building policy to qualify the staff for multi-sector proficiency, including staff in regional offices, to improve staff mobility and their flexibility for redeployment to new or additional activities.
- 69) The General Secretariat and the three Sectors of the Union should reduce Reduction in the cost of documentation of conferences and meetings by: conducting paperless/events/meetings/conferences and fostering the adoption of ICTs as viable and most sustainable substitutes for paper.
  - a) requesting at the time of registration whether paper copies are required;
  - b) setting of a maximum number of copies by the Plenipotentiary Conference or by the Council for all Union conferences, assemblies and meetings;
  - c) setting of a maximum of two sets per delegation;
  - d) reducing the number of paper copies sent to administrations from the current five to a maximum of two.

- 10) Reducing, to the absolute minimum necessary, the printing and distribution of ITU promotional/non-revenue generating publications.
- 11) Implementation of initiatives towards making the ITU a completely paperless organization, such as providing sector reports only online, adopting the digital signatures, digital media, digital advertising and promotion, among others.
- ~~7~~12) Consideration of savings in languages (translation, interpretation) for study group meetings and publications, without prejudice to the goals of Resolution 154 (Rev.-Guadalajara, 2010Busan, 2014).
- 13) Evaluation and use of alternative translation procedures that could reduce the cost of translations while maintaining or improving their current quality and the accuracy of telecommunication/ICTs terminology.
- ~~8~~14) Implementation of WSIS activities through the redeployment of staff responsible for such activities within the existing resources and, as appropriate, through cost recovery and voluntary contributions.
- ~~9~~15) Review the number of study group meetings and their duration with the view to reducing their of the costs and that of other relevant groups of study groups and other relevant groups.
- 16) Evaluation of regional study groups on whether their competencies and terms of reference are duplicated or overlap with existing working groups and committees of the six regional organizations.
- ~~10) Limitation of the number of study group meetings and their duration.~~
- ~~11~~17) Limitation of the number of days of meetings for the advisory groups to three days per year maximum with interpretation.
- ~~12~~18) Reduction of the number and duration of physical meetings of working groups of the Council working groups, where possible.
- 19) Reduction of number of Council working groups to the absolute minimum necessary by integrating them into few numbers, terminating their activities if no further development occurred on their scope of activities.
- ~~13) Incorporation of the first preparatory meeting for the [2015] [2016] world radiocommunication-conference within the conference period.~~
- ~~14~~20) Regular assessment Identification of the level of achievement of the different programmes strategic goals, objectives and outputs with a view to utilizing resources for other new activities increasing efficiency by the reallocation of budget, when necessary.
- ~~15~~21) For new programmes activities or those having additional financial resource implications, a "value-added impact statement" should assessment shall be made in order to justify how the proposed programmes activities differ from current and/or similar programmes activities in order and to avoid overlap and duplication.
- ~~16~~22) Sound consideration of the size, location and resources allocated to regional initiatives, programmes outputs and assistance to members, to the regional presence both in the regions and at headquarters, as well as those resulting from the outcome of WTDC and the Hyderabad-Dubai Action Plan, and financed directly as activities from the Sector budget.



- ~~1723~~) Reduction of the cost of travel on duty, by developing and implementing criteria in order to reduce travel costs. The criteria should consider and aim at minimizing business travel, increasing the minimum number of hours in order to fly business class, increasing towards 30-day notice, reducing the extra DSA as possible, prioritizing the allocation of staff from the regional and area offices, by limiting time on mission as well as through joint representation in meetings, rationalizing the number of staff sent to mission from various departments/divisions of the General Secretariat and the three Bureaux and benefiting from reductions in air fares.
- 24) Reduction and/or elimination of travel to meetings the proceedings of which are webcasted and captioned including remote presentation of documents and contributions to these meetings.
- 25) Improve and prioritize internal electronic working methods in order to reduce travel to/from regional offices to Geneva.
- ~~1826~~) Taking into account No. 145 of the Convention, a full range of electronic working methods needs to be explored to possibly reduce the costs, number and duration of the Radio Regulations Board meetings in the future, e.g. reduction of the number of meetings in one calendar year from four to three.
- ~~1927~~) Introduce incentive programmes, such as efficiency taxes, innovation funds and other methods in order to address innovative cross-cutting means of improving the Union's productivity.
- ~~2028~~) Move, to the extent practicable, from Discontinue to the greater extent possible present-communications by fax and traditional postal mail between the Union and Member States and replace with ~~to~~ modern electronic communication methods.
- ~~3029~~) Appeal to the Member States to reduce the number of issues to be considered by the WRCs to the minimum necessary.
- ~~2130~~) Any additional measures adopted by the Council.
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MOD COM6/152/2

RESOLUTION 162 (~~REV. BUSAN, 2014~~~~GUADALAJARA, 2010~~)

### Independent management advisory committee

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

*considering*

~~the recommendation of the Representatives of Internal Audit Services of the United Nations organizations and multilateral financial institutions on the establishment of effective and independent audit committees,~~

*recalling*

a) the report of the Joint Inspection Unit entitled *Oversight Lacunae in the United Nations System (JIU/REP/2006/2)* and in particular recommendation 1 thereof on the establishment of an independent external oversight board;

b) Council Decision 565 (C11) appointing five independent experts as members of the independent management advisory committee (IMAC) to serve for a term of four years;

c) Council Decision 563 (modified 2014), which adds to the Terms of Reference of the Council Working Group on Financial and Human Resources (CWG-FHR) “to undertake on an annual basis, a review of the status of the implementation of the recommendations of the Independent Management Advisory Committee as presented annually to Council, taking into account Resolution 162 (Guadalajara, 2010)”;

*reaffirming*

its commitment to efficient, accountable and transparent management of the Union,

*recognizing*

a) that the establishment of an independent management advisory committee contributes to effective oversight and governance of an organization;

b) that an independent management advisory committee is a governance tool and does not duplicate the financial audit functions of either the internal or the external auditor;

c) that the established practice among international institutions is that an independent management advisory committee serves in an expert advisory capacity and assists the governing body and the ~~head management~~ of the agency in fulfilling their oversight and governance responsibilities;

d) the valuable contribution of the IMAC in assisting ITU Council and the Secretary-General in fulfilling their governance responsibilities, including ensuring the effectiveness of ITU’s internal control systems, risk management, and governance processes,

*considering*

the recommendation of the Representatives of Internal Audit Services of the United Nations organizations and multilateral financial institutions on the establishment of effective and independent audit committees,

*noting*

the Annual Reports of the IMAC to Council including its Recommendations,

the reports by the Chairman of the Council Group on the Financial Regulations and other related financial management issues (Group FINREGS) (Documents C10/28 and WG-RG-18/2),

*noting further*

Annex D to the report by the Chairman of the Standing Committee on administration and management of the Council (Document C10/75), which contains draft terms of reference for the establishment of an independent management advisory committee with the title "Independent audit advisory committee of experts (IAACE)",

*resolves*

to ~~approve the terms of reference for~~establish the ITU Independent Management Advisory Committee (IMAC) on an ongoing basis according to the terms of reference contained in the annex to this resolution, and review and amend, if necessary, its terms of reference,

*instructs the Council*

1 to consider the annual reports and the recommendations of IMAC and take appropriate action; establish IMAC on a trial basis for four years, and to report to the 2014 plenipotentiary conference.

2 to review the status of implementation of the IMAC Recommendations;

3 to appoint the five independent experts as members of the IMAC according to its terms of reference,

*instructs the Secretary-General*

to publish, without delay, and provide public access to the reports of the IMAC as presented to Council, on a publicly accessible website,

*invites the Council*

to report to the 2018 plenipotentiary conference on the activities of IMAC and the implementation of this Resolution.

ANNEX TO RESOLUTION 162 (~~GUADALAJARA, 2010~~ REV. BUSAN, 2014)

**Terms of reference for the ITU  
Independent Management Advisory Committee**

**Purpose**

1 Independent Management Advisory Committee (IMAC), as a subsidiary body of the ITU Council, serves in an expert advisory capacity and assists the Council and the Secretary-General in effectively fulfilling their governance responsibilities, including ensuring the ~~effectiveness-~~ functioning of ITU's internal control systems, risk management and governance processes, including human resources management. IMAC must ~~add value and must~~ assist in enhancing transparency, strengthening accountability and governance functions of the Council and the Secretary-General.

2 IMAC will provide advice to the Council and ITU management, on:

- a) ways of improving the quality and the level of financial reporting, governance, risk management including long term liabilities, monitoring and internal controls in ITU;
- b) how to implement its recommendations ~~the actions taken by ITU management on audit recommendations-~~
- c) ensuring the independence, effectiveness and objectivity of the internal and external audit functions; and
- d) how to strengthen the communication among all stakeholders, the external and internal auditors, the Council and ITU management.

**Responsibilities**

3 The responsibilities of IMAC are:

- a) Internal audit function: to advise the Council on the staffing, resources and performance of the internal audit function and the appropriateness of the independence of the internal audit function.
- b) Risk management and internal controls: to advise the Council on the effectiveness of ITU's internal control systems, including ITU's risk management and governance practices.
- c) Financial statements: to advise the Council on issues arising from the audited financial statements of ITU, and letters to management and other reports produced by the external auditor.
- d) Accounting: to advise the Council on the appropriateness of accounting policies and disclosure practices and assess changes and risks in those policies.
- e) External audit: to advise the Council on the scope and approach of the external auditor's work. IMAC may provide advice on the appointment of the external auditor, including the costs and scope of the services to be provided.
- f) Evaluation: to review and advise the Council on the staffing, resources and performance of ITU's evaluation function.

## **Authority**

4 IMAC shall have all the necessary authority to fulfil its responsibilities, including free and unrestricted access to any information, records or staff (including the internal audit function) and the external auditor, or any business contracted by ITU.

5 The Head of the ITU internal audit function and the external auditor will have unrestricted and confidential access to IMAC, and vice versa.

6 These terms of reference (ToR) are to be reviewed periodically, as appropriate, by IMAC, and any proposed amendment submitted to the Council for approval.

7 IMAC, as an advisory body, has no management powers, executive authority or operational responsibilities.

## **Composition**

8 IMAC shall comprise five independent expert members serving in their personal capacity.

9 Professional competence and integrity shall be of paramount consideration in the selection of members.

10 No more than one member of IMAC shall be a national of the same ITU Member State.

11 To the greatest extent possible:

- a) no more than one member of IMAC shall be from the same geographical region; and
- b) membership of IMAC shall be balanced, with individuals from developed and developing countries, in terms of public- and private-sector experience, and in terms of gender.

12 At least one member shall be selected on the basis of his/her qualifications and experience as a senior oversight professional or senior financial manager, preferably in the United Nations system or in another international organization, to the greatest extent possible.

13 To undertake their role effectively, members of IMAC should collectively possess knowledge, skills and senior-level experience in the following areas:

- a) finance and audit;
- b) organization governance and accountability structure, including risk management;
- c) law;
- d) senior-level management;
- e) the organization, structure and functioning of the United Nations and/or other intergovernmental organizations; and
- f) a general understanding of the telecommunication/ICT industry.

14 Members should ideally have or acquire rapidly a good understanding of ITU's objectives, governance structure, the relevant regulations and rules, and its organizational culture and control environment.

## **Independence**

15 Since the role of IMAC is to provide objective advice, members shall remain independent of the ITU secretariat, the Council and the Plenipotentiary Conference, and shall be free of any real or perceived conflict of interest.

16 Members of IMAC shall:

- a) not hold a position or engage in any activity that could impair their independence from ITU or from companies that maintain a business relationship with ITU;
- b) not currently be, or have been within the ~~three~~five years prior to appointment on IMAC, employed or engaged in any capacity by ITU, a Sector Member, an Associate or a Member State delegation, or have an immediate family member (as defined by the ITU Staff Regulations and Staff Rules) working for or having a contractual relationship with ITU, a Sector Member, an Associate or a Member State delegation;
- c) be independent of the United Nations Panel of External Auditors and the Joint Inspection Unit; and
- d) not be eligible for any employment with ITU for at least ~~three~~five years immediately following the last day of their tenure on IMAC.

17 IMAC members shall serve in their personal capacity and shall not seek or accept instructions in regard to their performance on IMAC from any government or other authority internal or external to ITU.

18 Members of IMAC shall sign an annual declaration and statement of private, financial and other interests (Appendix A to these ToR). The Chairman of IMAC shall provide the completed and signed declaration and statement to the Chairman of the Council promptly after a member commences his/her term on IMAC, and thereafter on an annual basis.

### **Selection, appointment and term**

19 The process for selection of members of IMAC is set out in Appendix B to these ToR. The process shall involve a selection panel comprising representatives of the Council on the basis of equitable geographical distribution.

20 The selection panel shall relay its recommendations to the Council. Members of IMAC shall be appointed by the Council.

21 Members of IMAC are appointed to serve for a term of four years, renewable for a second and final term of four years, which need not be consecutive. To ensure continuity of membership, the initial appointment of two of its five members shall be for one term of four years only, decided by the drawing of lots at IMAC's first meeting. The Chairman shall be selected by IMAC members from amongst their number and shall serve in this capacity for a term of two years.

22 A member of IMAC may resign his/her membership by notice in writing to the Chairman of the Council. A special appointment for the remainder of that member's term shall be made by the Chairman of the Council in accordance with the provisions set out in Appendix B to these ToR to cater for such a vacancy.

23 An appointment to IMAC may only be revoked by the Council, under conditions to be established by the Council.

### **Meetings**

24 IMAC shall meet at least twice in an ITU financial year. The exact number of meetings per year will depend on the agreed workload for IMAC and the most appropriate timing for consideration of specific matters.

25 Subject to these ToR, the IMAC will establish its own rules of procedure to assist its members in executing their responsibilities. The IMAC rules of procedure shall be communicated to the Council for its information.

26 The quorum for the committee is three members. As members serve in a personal capacity, alternates are not allowed.

27 The Secretary-General, the External Auditor, the Chief of the Administration and Finance Department, the Head of the internal audit function and the Ethics Officer, or their representatives, shall attend meetings when invited by IMAC. Other ITU officials with functions relevant to the items on the agenda may likewise be invited.

28 If necessary, IMAC has the ability to obtain independent counsel or have recourse to other outside experts in order to advise the committee.

29 All confidential documents and information submitted to or obtained by IMAC remain confidential.

### **Reporting**

30 The Chairman of IMAC will submit its findings to the Chairman of the Council and the Secretary-General after each meeting, and will present an annual report, both in writing and in person, for consideration by the Council at its annual session.

31 The Chairman of IMAC may inform the Chairman of the Council, in between Council sessions, of a serious governance issue.

32 IMAC will conduct a self-assessment, based on best practice, and report on the results to Council.

### **Administrative arrangements**

~~33~~ 32 Members of IMAC will provide services pro bono. In accordance with the procedures applying to appointed staff of ITU, members of IMAC:

- a) shall receive a daily subsistence allowance; and
- b) those not resident in the Canton of Geneva or neighbouring France shall be entitled to reimbursement of travel expenses, to attend IMAC sessions,

~~34~~ 33 The ITU secretariat will provide secretariat support to IMAC.

APPENDIX A

**International Telecommunication Union (ITU)  
Independent Management Advisory Committee (IMAC)  
Declaration & Statement of Private, Financial  
and Other Interests Form**

<b>1. Details</b>
Name _____
<b>2. Private, financial or other Interests (tick appropriate box)</b>
<input type="checkbox"/> I have <b>no personal, financial or other interests</b> that could or could be seen to influence the decisions or actions I am taking or the advice I am giving in the course of my duties as a member of IMAC.
<input type="checkbox"/> I <b>have personal, financial or other interests</b> that could or could be seen to influence the decisions or actions I am taking or the advice I am giving in the course of my duties as a member of IMAC.
<input type="checkbox"/> I have <b>no personal, financial or other interests</b> that could or could be seen to influence the decisions or actions I am taking or the advice I am giving in the course of my duties as a member of IMAC. <b>However, I have decided to provide my current personal, financial or other interests.</b>
<b>3. Private, financial or other Interests of family members* (tick appropriate box)</b>
<input type="checkbox"/> To my knowledge, <b>no member of my immediate family has personal, financial or other interests</b> that could or could be seen to influence the decisions or actions I am taking or the advice I am giving in the course of my duties as a member of IMAC.
<input type="checkbox"/> <b>A member of my immediate family has personal, financial or other interests</b> that could or could be seen to influence the decisions or actions I am taking or the advice I am giving in the course of my duties as a member of IMAC.
<input type="checkbox"/> To my knowledge, <b>no member of my immediate family has personal, financial or other interests</b> that could or could be seen to influence the decisions or actions I am taking or the advice I am giving in the course of my duties as a member of IMAC. <b>However, I have decided to provide my immediate family's current financial or other interests.</b>
(* NOTE: FOR THE PURPOSES OF THIS DECLARATION, 'FAMILY MEMBER' HAS THE SAME MEANING AS DEFINED IN THE ITU STAFF REGULATIONS AND STAFF RULES).
Signature _____ Name _____ Date _____





**Declaration & Statement of Private,  
Financial and Other Interests Form  
(Appendix A, page 3/4)**

5. Declaration		
<p><b>I declare that:</b></p> <ul style="list-style-type: none"><li>• As a member of the Independent Management Advisory Committee (IMAC), I am aware of my responsibilities under its Terms of Reference:<ul style="list-style-type: none"><li>– to disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with my membership of IMAC; and</li><li>– not to make improper use of (a) inside information or (b) my duties, status, power or authority, in order to gain, or seek to gain, a benefit or advantage for myself or for any other person.</li></ul></li></ul> <p><b>I declare that:</b></p> <ul style="list-style-type: none"><li>• I have read the IMAC Terms of Reference and understood the requirement for me to disclose any private, financial or other interests that could or could be seen to influence the decisions I am taking or the advice I am giving in the course of my duties as a member of IMAC.</li><li>• I undertake to immediately inform the Chairman of IMAC (who shall inform the Chairman of the Council) of any changes to my personal circumstances or work responsibilities that could affect the contents of this disclosure and to provide an amended disclosure/s using this pro forma.</li><li>• I undertake to disclose any private, financial or other interests of my immediate family that I am aware of, should circumstances arise in which I consider that they could or could be seen to influence the decisions I am taking or the advice I am giving in the course of my official duties.</li><li>• I understand that this would require the consent of the family member to the collection by ITU of personal information and a declaration that he/she is aware of the purpose for which the personal information has been collected, the legislative requirements authorizing the collection and the third parties to whom the personal information may be disclosed, and consents.</li></ul>		
<hr/>		
Signature	Name	Date

**Declaration & Statement of Private,  
Financial and Other Interests Form  
(Appendix A, page 4/4)**

<b>6. Declaration of consent by immediate family member to disclosure of their personal, financial and other interests</b>		
If you ticked the first box at Item 3, skip this step and go to Step 7.		
This declaration is to be completed by the immediate family member/s of the IMAC member where the IMAC member considers that the personal, financial and other interests of the family member/s could or could be seen to influence the decisions or actions he/she is taking or the advice he/she is giving in the course of his/her membership of IMAC.		
Family member name _____		
Relationship to IMAC member _____		
IMAC member name _____		
_____	_____	_____
Signature	Name of immediate family member	Date
<b>7. Submit his form</b>		
<b>Once completed and signed, this form should be sent to the Chairman of the ITU Council.</b>		

## APPENDIX B

### Proposed process for selection of members of the Independent Management Advisory Committee (IMAC)

~~When a~~ vacancy on IMAC ~~occurs it (including for its initial membership)~~ shall be filled in accordance with the process set out below:

- a) The Secretary-General ~~shall~~:
- i) ~~shall~~ invite ITU Member States to nominate individuals who are deemed to possess exceptional qualifications and experience;
  - ii) ~~may~~ place in international, reputable magazines and/or newspapers, and on the Internet, a call for expressions of interest from suitably qualified and experienced individuals,

to serve on IMAC.

A Member State nominating an individual under subparagraph a)i) shall provide the same information that the Secretary-General requests of applicants responding to the expression of interest under subparagraph a)ii), and within the same time-frame.

- b) A selection panel shall be formed comprising six Council members representing the Americas, Europe, CIS, Africa, Asia and Australasia and the Arab States.
- c) The selection panel shall, taking into account the IMAC terms of reference (ToR) and the confidential nature of the selection process, review and consider the applications received and create a shortlist of candidates whom it may wish to interview. The selection panel will be assisted, as required, by the ITU secretariat.
- d) The selection panel shall then propose to the Council a list of the best-qualified candidates, equal to the number of vacancies on IMAC. In the event a vote is taken by the selection panel on whether (a) candidate(s) shall be included in the list of candidates to be proposed to the Council and ends in an equal number of votes, the Chairman of the Council shall have the deciding vote.

The information to be provided by the selection panel to the Council shall consist of each candidate's name, gender, nationality, qualifications and professional experience. The selection panel shall provide a report to the Council on the candidates recommended for appointment to IMAC.

- e) The Council shall consider the recommendation to appoint the individuals to IMAC.
- f) The selection panel will also create and retain a pool of suitably qualified candidates for consideration by the Council if required in order to fill a vacancy arising for any reason (e.g. resignation, incapacity) during a term of IMAC.
- g) In order to observe the principle of rotation, ~~and upon expiration of the trial period~~, the positions ~~shall~~ ~~should~~ be re-advertised every four years, if considered appropriate by the Council, using the selection process set out in this appendix. The pool of suitably qualified candidates referred to in subparagraph f) ~~should~~ ~~shall~~ also be refreshed using that same selection process.