



**PLENIPOTENTIARY  
CONFERENCE (PP-02)**

**Addendum 1 to  
Document 6-E  
30 July 2002  
Original: French**

MARRAKESH, 23 SEPTEMBER - 18 OCTOBER 2002

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**PLENARY MEETING**

**Note by the Secretary-General**

**CANDIDACY FOR THE POST OF DEPUTY SECRETARY-GENERAL**

Further to the information contained in Document 3, I have pleasure in transmitting to the conference, in annex, the following candidacy for the post of Deputy Secretary-General:

Mr Abdelkrim BOUSSAID (People's Democratic Republic of Algeria)

Yoshio UTSUMI  
Secretary-General

**Annex: 1**

**PEOPLE'S DEMOCRATIC REPUBLIC OF ALGERIA**

MINISTRY OF POSTS, INFORMATION  
TECHNOLOGY AND COMMUNICATION

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The Minister

Ref: 0318/M.PTIC/02

Algiers, 27 July 2002

To: The Secretary-General of ITU

Subject: Candidature of Mr A. Boussaid for the post of Deputy Secretary-General of ITU

Annexes: Mr Boussaid's programme and curriculum vitae

In reply to your letter ref. DM-1218 of 9 October 2001, I have the honour to inform you that the Government of Algeria has decided to submit the candidature of Mr A. Boussaid for the post of Deputy Secretary-General of ITU.

Please accept, Mr Secretary-General, the assurances of my highest consideration.

(signed)

Zine Eddine YOUBI  
Minister of Posts, Information  
Technology and Communication

(official seal of the Ministry)

I joined ITU in 1990, after serving in the Algerian Administration in a variety of senior posts.

From my years of service in Algeria, first in the Ministry of Information and Culture and then in the Ministry of Posts and Telecommunications, I came to understand the breadth and diversity of development issues in concrete terms.

I learned that such issues must be approached with considerable humility and a healthy scepticism with regard to accepted notions and preconceived structures.



In 1989, I faced the problems of reforming the telecommunication sector in my own country; and then later that same year, I had the privilege of serving as Vice-Chairman of the High Level Committee appointed to carry out an in-depth review of the structures and functioning of ITU.

What I learned from that experience was that implementing a series of reforms demands a combination of vision, pragmatism and determination.

During a decade of service to ITU, I have held a variety of posts and played a part in most of the major events that have marked the Union's institutional life: the establishment of the World Telecommunication Policy Forum, GMPCS arrangements, world and regional radiocommunication and development conferences for which I served as executive secretary or coordinator, relations with the World Trade Organization, and relations with the United Nations, particularly in connection with the Inter-Agency Project on Universal Access to Basic Communications and Information Services, and so on.

These experiences have taught me respect for my colleagues and the conviction that there are no major or minor areas of responsibility: on the contrary, they all contribute to the attainment of our objectives.

One of the staff evaluation reports prepared on my performance contains the following comment: " Mr Boussaïd has an in-depth knowledge of the ITU's structure, working methods and "organizational culture", a thorough understanding of our Member States' and Sector Members' interests and objectives, sound judgement on policy and political matters, and a comprehensive acquaintance with other international and regional organizations. He is very effective at developing and maintaining working relations within and outside the organization, and very dedicated to pursuing the goals of the Union".

With your confidence, and drawing on my experience within ITU, I would continue my commitment to the organization with the same dedication so that, together, we can develop solutions and transform the constraints of today into long-term opportunities.

A. B.

## ***"Transforming the constraints of today into long-term opportunities"***

The purpose of the HLC<sup>1</sup> was not to anchor ITU down within a new working framework regardless of how appropriate it might be. The Committee's aim was to develop a state of mind that would enable ITU to adapt continuously to its changing environment and the needs of its members.

Within an environment that is uncertain, and even unpredictable, institutions must ponder the risks of altering the organic relationship they have with their members. That is true of ITU. To assure the Union's future, we must unite our energies and once again place the Member States and Sector Members at the centre of the Union's activities.

### **1 Adapting our organization**

ITU seems to be facing structural problems. To an even greater degree, it suffers from a problem of its institutional culture. What is needed is a change in behaviours. The Union's present hierarchical system is better suited to conveying orders than communicating objectives.

The Union's organizational structure needs to be enriched and enhanced by decompartmentalizing functions, by eliminating ambiguities that impede the activities of the regional offices and by adopting a process approach (a cross-functional approach) so as to utilize the intelligence and expertise of its staff to the fullest.

### **2 Focusing on our missions**

To ensure that it remains the pre-eminent telecommunication forum, ITU must begin by focusing on the core missions that its members want it to carry out, as described in its basic texts.

- Radiocommunication: As radiocommunication lies at the heart of ITU's essential activities, it is a sector that must be given ongoing attention by the secretariat and Member States alike, with particular emphasis on three priority areas: the allocation of resources, the streamlining of procedures and rationalization of working methods, and strategic planning and forecasting capabilities. Beyond resolving problems, we have to develop solutions that respect the legitimate rights of all Member States.
- Standardization: Major progress has been made in the standardization sector. Cooperation has to be pursued with standardization forums and the necessary strategic bridges with regional standardization organizations have to be built. ITU must focus on excellence in order to secure its position as the pre-eminent forum for the development of standards worldwide.
- Development: The World Telecommunication Development Conference held in Istanbul (WTDC-02) laid the foundations for ITU's contribution to narrowing the digital divide. BDT possesses the experience and expertise necessary in order to bring that about.

Beyond that, however, ITU as a whole must commit itself in order to guarantee the success of the undertaking. ITU must work actively to seek out and mobilize resources in furtherance of development.

The Union must strengthen its partnerships: With international organizations it must reconcile the worlds of law and of economic efficiency. With the private sector, it must find the common ground between competition and cooperation.

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<sup>1</sup> The High Level Committee that was appointed to carry out an in-depth review of the structures and functioning of ITU.

### **3 Improving our products and services**

ITU is capable of giving its members greater value for the same amount of money spent. Work is needed to identify and correct functional problems by winnowing out those items of expenditure that produce no value in return, thereby improving efficiency.

ITU must implement a strategy that is focused on quality.

- Conferences and meetings: There is no question but that ITU has expertise in the area of conference organization and management. The administrative staff, professional staff, translators and interpreters all have acknowledged capabilities in this field. However, these activities are not always documented or systematized. In many instances, the institution's expertise is held in the individual memory of one person or another, which encourages the creation of functional fiefdoms.

As a first step, a manual of operating procedures and methods should be compiled and made available to everyone concerned. Breaking activities down into their component parts and planning them out makes it possible for corrections to be made if need be.

In addition, those efforts already begun to rationalize the schedule of conferences and meetings must be pursued systematically. Instances of duplication must be identified and eliminated so as to ensure that the same people are not discussing the same issues at different meetings.

- Publications: ITU has to stand as a centre of excellence in the area of information and communication technologies.

We should develop case studies and pursue other research efforts geared towards putting specific measures into action, using procedures and terms of reference that reflect the Union's medium-term strategy in order to guide this process.

Ways and means should be systematized for disseminating publications more widely at a lower cost. If a publication serves no purpose, or is needlessly complex, or is already out of date when it is issued, this increases the costs of preparation and distribution, and gives rise to unnecessary additional requests for information.

- TELECOM: In an environment of globalization and competition, which leads to heightened demands on the part of customers, TELECOM has to meet the requirement of quality.

The preparation of TELECOM activities and the transparency of its costs have to be improved.

### **4 Maintaining a dialogue with the agents of change**

- The Coordination Committee

The High Level Committee conceived the Coordination Committee as an internal management team. Experience has shown that the Coordination Committee is not fulfilling that function. It has been reduced to a constitutionally-ordained appendage which has no clear responsibilities and does not act effectively.

As technologies converge, efforts and energies must do so too. The Coordination Committee has to be made an effective force and be strengthened. It needs to review its working methods so that it can take effective charge of overseeing coordination between the Sectors and focus on processes that have an impact on ITU's relations with its members. It has to be a leader of change.

– The Council

Listen. Maintain dialogue. Better coordination and ongoing communication with Council members is an absolute necessity. This is essential in preparing to meet the expectations of our members and minimizing uncertainties which may be harmful. Transparency must no longer be seen as an end in itself. It must be seen as a framework for the relationships that the secretariat must have with Council members. The Coordination Committee must involve the Council more closely in the life of the organization.

At the same time, the Council must become more effective. As an alternative to sharply reducing the number of Council members, which would not find favour in the present circumstances, and lengthening the Council's yearly sessions, which would be costly, emphasis should be placed on improving the preparations for the work of the Council.

– The staff

It is often said, and rightly so, that the staff of ITU are its chief asset. And so the sword of Damocles should no longer be allowed to hang over their heads, regardless of the stakes or deadlines that might be involved.

On the contrary, we have to give our staff some room to manoeuvre so as to foster their initiative. The quality of our products and services depends in large measure on their motivation.

In general terms, we have to move away from a classic hierarchical structure and reintroduce the principle of inverse delegation, entrusting certain decisions to the most basic level so that a decision is not referred up to a higher level unless the original basic level is unable to make it.

Algiers, 1 August 2002

## Curriculum Vitae

**Name and first name:** Boussaïd Abdelkrim  
**Date and place of birth:** Sidi-Aïch (Algeria), 18 November 1951  
**Marital status:** Married, one child  
**Education:** Degree in Law  
**Languages:** Arabic, French, English

### Professional experience

**1981-1982:** National Agricultural Equipment Agency (Ministry of Agriculture), Algeria. Officer in the Technical Department and subsequently Secretary to the Contracts Committee. Assisted in centralizing requirements and drawing up annual and pluriannual purchasing plans; drew up national and international invitations to tender; engaged in contract negotiations and supervised contract execution.

**1982-1984:** Ministry of Information and Culture, Algeria. Administrative Officer (Planning Department). Participated in studies and reporting on the development and organization of the communication sector; also participated in planning and programming of the work of central services and establishments under government supervision.

**1985-1986:** National Documentation, Press and Information Centre, Algeria. Director of Research and Development. Participated in the implementation of projects on documentary work; initiated studies for the political, economic and financial database project; also participated in the development of training plans related to documentation, press and information activities.

**1986-1987:** Ministry of Communication, Algeria. Deputy Director of Plans and Projects. Launched studies relating to development, organization and regulation of the written press; helped to coordinate activities associated with teleprinting projects; rapporteur of the inter-ministerial commission on social communication.

**1988-1991:** Ministry of Posts and Telecommunications, Algeria. Adviser to the Minister. Participated in the PTT restructuring project; participated in work on reform of the PTT code (1975 Ordinance); responsible for briefs relating to the Minister's participation in government activities, and for preparing and organizing the Minister's activities in relation to press bodies and associations; organized and coordinated international activities and relationships with intergovernmental organizations (INTELSAT, Inmarsat, PATU, ATU, ITU).

**12/1991-1993:** International Telecommunication Union (ITU). Legal Officer. Drafted texts and analyses on legal aspects of the structure, functions and activities of ITU; drew up legal opinions, views and advice for the various organs of ITU; reviewed and revised contracts, conventions, agreements and other texts submitted to the Legal Service; participated in conferences, providing legal advice on any issues raised; contributed to the work of the Voluntary Group of Experts on simplification of the Radio Regulations international treaty.

**04/1993-1996:** International Telecommunication Union (ITU). Expert in telecommunication policy regulation, Strategic Planning Unit. Responsible for developing strategies for establishing the World Telecommunication Policy Forum; responsible for management and follow-up of regulatory colloquia; focal point for all telecommunication policy and regulatory issues; conducted analyses and assessments of the interplay between trends in telecommunication policy and policy in other areas such as trade, investment, human rights, etc.; responsible for work on the Right to Communicate and liaison with the Telecommunication Development Sector (ITU-D) and the United Nations Human Rights secretariat.

**1996-1998:** International Telecommunication Union (ITU). Head, External Affairs Unit. Responsible for relations with Member States, Sector Members and international organizations; Executive Secretary at world conferences and meetings of the ITU Council; participated in work of the organization committee responsible for preparing the UN Administrative Committee on Coordination (ACC); responsible for the UN inter-agency project on the Right to Communicate; participated in the special follow-up group for the Copenhagen Summit; participated in the WTO negotiations on the liberalization of basic telecommunications.

**08/1998-03/1999:** International Telecommunication Union (ITU). ITU representative to the United Nations at New York on development issues.

**04/1999 to date:** International Telecommunication Union (ITU). Head of the Sector Strategies and Conferences Unit in the Telecommunication Development Bureau (BDT). Responsible for analysing the communication environment and relations with international organizations; in charge of planning, organizing and conducting world and regional telecommunication development conferences and the Telecommunication Development Advisory Group (TDAG).

#### **Participation in recent developments within ITU**

- Vice-Chairman of the High Level Committee (H.L.C.) to review the structure and functioning of ITU.
- Member of the secretariat of the drafting group set up to elaborate draft texts for revision of the basic instruments of the Union.
- Participated in the work of the Voluntary Group of Experts (VGE) on simplification of the Radio Regulations.
- Participated in the work of the International Radio Consultative Committee (CCIR) on Resolution 106 ad hoc group.
- Participated in the work of the CCIR Plenary Assembly on restructuring of the study groups (Resolution 107) and the corresponding CCITT group (Resolution 18).
- Establishment of the World Telecommunication Policy Forum (WTPF).
- Executive Secretary, WRC-95 and 97.
- Responsible for the inter-agency project on the right to universal access to basic communication and information infrastructures and services.
- Coordination of regional preparatory meetings (RPM) for the World Telecommunication Development Conference (WTDC-02).



**Various**

- Former member of the International Communication Institute (ICI).
  - Member of the International Bar Association (IBA).
  - Numerous lectures/papers delivered at universities (Nice, Toulouse), colloquia and seminars.
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