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| **Agenda item: PL 2** | **Document C24/17-E** |
| **6 May 2024** |
| **Original: English** |
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| Report by the Secretary-General |
| IMPLEMENTATION OF THE “ONE ITU” CONCEPT |
| **Purpose**This report is on the implementation of the concept of "One ITU" which is submitted to the 2024 session of the Council as per the recommendation of the 2022 Plenipotentiary Conference (PP-22).**Action required by the Council**As instructed by PP-22, the Council is invited to **consider** the report and **report** back to the next Plenipotentiary Conference (PP-26) on the implementation of the "One ITU" concept.**Relevant link(s) with the Strategic Plan**The Strategic Plan is the main instrument of the Union to reflect that the three Sectors, Regional Offices and General Secretariat are working together to ensure alignment and coordination within the organization.**Financial implications**Within the allocated budget 2024-2025.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**References**[*Resolution 71*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-071-E.pdf) *(Rev. Bucharest, 2022),* [*Resolution 25*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-025-E.pdf) *(Rev. Bucharest, 2022),* [*Resolution 191*](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-191-E.pdf) *(Rev. Bucharest, 2022),* [*Decision 5*](https://www.itu.int/en/council/Documents/basic-texts-2023/DEC-005-E.pdf) *(Rev. Bucharest, 2022) of the Plenipotentiary Conference* |

**Report on the Implementation of the "One ITU" Concept**

1. **Introduction**

**Background Information**

The Plenipotentiary Conference 2022 (Bucharest, 2022) mandated the Secretary-General, in coordination with the Directors of the Bureaux, to submit a report on the implementation of the concept of “One ITU” to the 2024 session of the Council.

At the same time, Council was instructed to evaluate the report and report back to the next Plenipotentiary Conference (PP-26) on the implementation of the “One ITU” concept.

**Online Consultation and definition of “One ITU”**

Pursuant to the PP-22 recommendation, an online consultation was carried out within the Council Working Group on Financial and Human Resources (CWG-FHR), in August-September 2023. This consultation provided valuable insights on how the membership perceives ITU and the implementation of the “One ITU” concept effectively (document [CWG-FHR-16/13(Add.1](https://www.itu.int/md/S23-CWGFHR16-C-0013/en))).

The definition of “One ITU” which resulted from the consultation is as follows:

“***One ITU*** is a **strategic approach** within the International Telecommunication Union (ITU) that aims to **enhance coordination**, **cooperation**, and **coherence among its three Sectors, Regional Offices,** and the General Secretariat. This concept is **focused on achieving the ITU’s mission more effectively and efficiently** by **avoiding duplication** of efforts, **maximizing synergies**, and **implementing a unified strategic plan** to **advance the organization’s goals and objectives** in the ever-evolving global telecommunications landscape”.

From the online consultation, it is clear that the membership views the “One ITU” way of working as being important in implementing the Strategic Plan of the Union and supporting all members, with the goal of achieving organizational excellence.

1. **Working as One ITU**

From a practical perspective, “One ITU” calls for better coordination across the organization in all areas of ITU’s work.

This includes information sharing, timely responses from one bureau to another including the General Secretariat and working in inter-sectoral teams in Headquarters as well as in the field (regional offices).

Examples of how the secretariat has been working in a “One ITU” approach include:

* 1. Regular meetings of Coordination Committee (CoCo) – for coordination at the strategic level and of Management Coordination Group (MCG) (which include the Regional Directors -MCG+) for coordination at the programmatic level.
1. The Inter-Sectoral Coordination Taskforce (ISC-TF) to enhance the coordination and collaboration among the three Bureaux and the General Secretariat to avoid internal duplication of effort and optimize the use of resources, having identified more than 40 themes that call for inter-Sectoral coordination and convening inter-Sectoral teams to coordinate the work.
2. Inter-sectoral teams supporting all ITU global conferences, ITU’s transformation, financial planning and management, human resource process and procedures, Change Management within the organization, as well as the task forces on gender and youth.
3. Preparation for Council and Council working group meetings where inter-sectoral input is gathered for all contributions prepared by the secretariat for submission by the Secretary-General and Elected Officials.
4. The annual Senior Management Retreat which gathers close to fifty of ITU’s senior management staff from all the Bureaux and the General Secretariat over two to three days to discuss and address key issues such as planning and prioritization, staff welfare - this year, the retreat focused on addressing staff wellbeing and workplace improvements, using the results of the UN Staff Wellbeing Survey (specific to ITU) as the basis for our discussions.
5. Regular Townhalls to keep staff updated on developments in the organization and to listen to their concerns and suggestions for improvement.
6. Staff from the Telecommunication Standardization Bureau (TSB) located at regional offices to assist in the on-ground support to Member States.

**Senior Management Commitments 2024**

As mentioned above, once a year, ITU’s senior management meets to review the progress of our work, identify new challenges, and define the best way to overcome them. In March 2024, the discussion was around “Building a fit-for-future ITU through leadership, accountability and organizational culture”, and, as a result, senior management committed to:

* Prioritize and align resources to priorities;
* Define shared/deliberate values and make them visible across the organization;
* Speak with candor about uncomfortable and difficult topics; and
* empower staff through trust and proper people management, all four within a psychologically safe environment for all.
1. **“One ITU” in action**

The way the organization works to deliver on its mission, goals, and priorities is reflected by the enablers presented in the Strategic Plan. In this way, the secretariat continues to work to deliver in an efficient and timely manner, and to produce reliable standardized data. Some examples are:

* Excellence in human resources and organizational innovation:
	+ ITU’s ChangeMakers Programme, an initiative in response to several diagnostic reviews undertaken by ITU in recent years, identifying areas that should be improved to achieve organizational excellence. In April 2023, staff across the organization volunteered to join the programme and work on 10 change cases with the goal to shape the ITU from within.
	+ A dashboard containing staff-related information, in real time, including gender and geographical distribution, and progress made on staff working for the Sectors in the field (regional offices) is presented every year to the Council (see document [C24/INF/4](https://www.itu.int/md/S24-CL-INF-0004/en)).
	+ Ongoing work on the unification of processes such as recruitment and the management of SSAs, performance management, and on a reviewed functional mobility policy -a change case proposed by the ITU ChangeMakers Programme.
	+ A common approach to Risk Management to update the risk management policy and processes, and the risk register (see document [C24/49](https://www.itu.int/md/S24-CL-C-0049/en)).
	+ A new Transformation Team put in place to support the development and implementation of a transformation roadmap to improve processes, and better employ capacities and resources, with some projects already ongoing (see document [C24/52](https://www.itu.int/md/S24-CL-C-0052/en)):
		- Harmonization of the organization of conferences and events to provide a better and unified experience to the user -a change case proposed by the ITU ChangeMakers Programme.
		- Harmonization and improvements to document-processing, including the user experience -a change case proposed by the ITU ChangeMakers Programme.
		- Digitalization of internal processes -a change case proposed by the ITU ChangeMakers Programme.
	+ Capacity and talent development, having developed ITU-wide guidelines for organizing trainings and using the ITU Academy platform for all trainings delivered by ITU, both for internal and external audiences. Together with the Learning Labs Programme which offers ITU Staff an experiential learning opportunity to stimulate expertise sharing and hands-on training.
	+ Strategy to make the ITU website more secure, searchable, multilingual, harmonized and user-centric, while ensuring business continuity, member- and user-friendliness and cost savings.
* An ITU-wide Resource Mobilization Strategy to improve the financial health of the organization, as being discussed in the Council Working Group on Financial and Human Resources.
* Partnerships and International Cooperation: ITU’s flagship convening platforms, the AI for Good Summit and the WSIS Forum organized every year; as well as the Partner2Connect Digital Coalition and SDG Digital, as instruments to advance the achievement of the strategic goals through new partnerships and investments.
* Commitment to environmental sustainability:
	+ ITU’s Environmental Sustainability Policy and Action Plan to continuously improve the operational footprint in line with the UN Sustainability Strategy Phase 1.
	+ Green Digital Action initiative to scale the impact of climate activities and outputs of the Bureaus and pilot an ITU-wide climate fund.
* Diversity and Inclusion:
	+ As part of the UN family, ITU commits to the [UN Code of Conduct](https://www.un.org/management/sites/www.un.org.management/files/un-system-model-code-conduct.pdf), applying both to Staff and to members, as highlighted for every meeting, event and/or activity organized.
	+ [ITU’s Accessibility Policy](https://www.itu.int/en/action/accessibility/Documents/ITU%20Accessibility%20Policy.pdf) to set up the framework and processes to make ITU an accessible organization for Persons with Disabilities and Persons with Specific Needs including age-related disabilities; and to build-up on the accessibility-related activities, outputs, and outcomes performed by the three Sectors.
	+ [Gender Equality and Mainstreaming](https://www.itu.int/en/action/gender-equality/Pages/default.aspx) and the Network of Women now harmonized ITU-wide (e. g. NoW for ITU-R, ITU-T and ITU-D).
	+ Youth Task Force to give space and voice to young staff from the three Sectors and General Secretariat.
	+ A new unit focusing on gender and youth has been established (see document [C23/125](https://www.itu.int/md/S23-CL-C-0125/en)) to focus on gender mainstreaming and youth empowerment which will also coordinate the Network of Women activities across the organization (see document [C23/76](https://www.itu.int/md/S23-CL-C-0076/)).
* Regional Presence
	+ The implementation of region-specific action plans aligned with the Union’s Strategic Plan, to facilitate the overarching objective of achieving ITU’s strategic goals, while ensuring effective representation of the Union's work by considering geographical diversity and the region’s specific needs (see document [C24/25](https://www.itu.int/md/S24-CL-C-0025/en)).
	+ Coordination in the organization of events to avoid overlapping at the regional level.
* Membership-driven
	+ A sector membership dashboard is available on the [Council website](https://council.itu.int/2024/en/networking/resources/), containing Sector Member participation by category and Sector.
	+ The [Inter-Sector Coordination Group (ISCG)](https://www.itu.int/en/general-secretariat/Pages/ISCG/default.aspx) as the instrument members have to propose ways to optimize coordination and collaboration between the three Sectors and the General Secretariat.
	+ Study Groups efforts to align the work, coordinate internally and optimize the use of resources (e. g. [ITU-R Resolution 75](https://view.officeapps.live.com/op/view.aspx?src=https://www.itu.int/dms_pub/itu-r/opb/res/R-RES-R.75-2023-MSW-E.docx&wdOrigin=BROWSELINK))

**“One ITU” approach to align the financial and operational plans**

Annually, a report on the implementation of ITU's Strategic Plan aligned with the Union's Financial Statements is presented to the Council.

By intertwining these elements – which can only be done through close collaboration among the three Bureaux and the General Secretariat - the ITU ensures transparency and accountability in its financial management while providing a comprehensive overview of progress made in realizing strategic objectives.

1. **Assessment, monitoring progress and next steps**

Council Document [C24/35](https://www.itu.int/md/S24-CL-C-0035/en), which demonstrates the “One ITU” approach of working as one, presents the progress in the implementation of the ITU's Strategic Plan. It highlights achievements, challenges, and areas for improvement linked to the thematic priorities, product and service offerings, and enablers.

Monitoring targets and evaluating outcomes are also essential for steering ITU's activities to reflect the work of the Union and the progress towards achieving ITU’s strategic goals.

1. **Conclusion**

The examples and approaches highlighted in this report demonstrate how the work of the organization is carried out using the “One ITU” approach.

Moving forward, as 2024 marks the beginning of a new strategic cycle (ITU’s Strategic Plan for 2024-2027), it is also an opportunity to focus on prioritization, coordination, and harmonization within the new strategic plan framework. Through the “One ITU” approach which calls for effective planning and reporting mechanisms, ITU can continue to improve alignment, good governance, and work towards a healthy and sustainable budget.

The ITU Council is invited to consider the report and present proposals to improve the implementation process, ensuring the realization of the "One ITU" vision by the Plenipotentiary Conference in 2026.

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