RESOLUTION 151 (REV. BUCHAREST, 2022)

Improvement of results-based management in ITU

The Plenipotentiary Conference of the International Telecommunication Union (Bucharest, 2022),

considering

a)   Decision 5 (Rev. Bucharest, 2022) of this conference, which indicates the resource limitations for the period 2024-2027 and specifies goals and objectives in regard to improving the efficiency of ITU activities;

b)   Resolution 48 (Rev. Bucharest, 2022) of this conference, which resolves that human resources management and development in ITU should continue to be compatible with the mission, values, goals and activities of the Union and the United Nations common system;

c)   Resolution 71 (Rev. Bucharest, 2022) of this conference, which sets out strategic goals and objectives for the Union in a results-based management (RBM) framework;

d)   Resolution 191 (Rev. Bucharest, 2022) of this conference, which instructs the Secretary-General to continue enhancing a coordination and cooperation strategy for effective and efficient efforts in areas of mutual interest to the three ITU Sectors and the General Secretariat, in order to avoid duplication of effort and optimize the use of resources of the Union;

e)   resolutions of the United Nations General Assembly (UNGA) and reports of the United Nations Joint Inspection Unit (JIU) setting out the paradigm for and approach to management reform within the United Nations, in particular UNGA Resolution 72/266 B, on shifting the management paradigm in the United Nations, and the United Nations Secretary-General's report (Document A/72/492), on shifting the management paradigm in the United Nations: ensuring a better future for all, which sets the objective of decentralizing by bringing decision-making closer to the point of delivery; trusting and empowering managers; ensuring accountability and transparency; reducing duplicative structures and overlapping mandates; increasing support for the field; and reforming the planning and budget processes,

noting

a)   that ITU must, using accumulated experience, identify and apply the most efficient organizational management methods in the new and constantly changing conditions in the field of telecommunications/information and communication technologies (ICTs) and in society;

b)   that the concept of RBM includes the development of indicators to monitor and assess progress and achievement of expected results of activities as well as to increase transparency and accountability of the Union as a whole,

recognizing

a)   that continued implementation of results-based budgeting (RBB) and RBM at ITU, in connection with the increasing complexity of the content and links between processes carried out within the Union, entails further culture change with the aim of evaluating results achieved, and not only monitoring the performance of functions, and staff involvement at all levels to apply the concepts and terminology of RBM to planning, management and reporting;

b)   that RBM requires a strategy linked to changing the way United Nations system agencies operate, with improving performance (achieving specific results) as the central orientation;

c)   that improvements in the RBM system require a constant process of planning, programming, RBB, contract management, monitoring and evaluation; delegation of authority and accountability; and using staff performance indicators;

d)   that linkage of the strategic, financial and operational plans of the Union is an integral part of RBM and that effective monitoring mechanisms are needed to ensure that the ITU Council can monitor progress in this area,

recognizing further

the need to implement JIU recommendations endorsed by the Council, as contained in JIU Reports 2016/1: Review of management and administration in ITU and 2019/4: Review of change management in United Nations system organizations, and other relevant JIU documents, taking into account the value of RBM in the United Nations system,

emphasizing

a)   that the purpose of RBM and RBB is to increase the effectiveness of activities, both of individual staff members and of the Union as a whole; and to carry out more effective monitoring of decision-making and use of resources;

b)   that RBM and RBB help to ensure that high-priority ITU activities are adequately resourced in order to efficiently achieve planned results,

resolves to instruct the Secretary-General and the Directors of the three Bureaux

1   to continue to improve processes and methodologies associated with the full implementation of RBM and RBB at the levels of processing and implementation, including improvements in the presentation of the biennial budgets on an ongoing basis;

2   to continue to develop a comprehensive ITU results framework to support implementation of the strategic, financial and operational plans and budget and increase the capability of the Union's membership to assess progress in the achievement of ITU goals, and for this purpose to:

i)   set out the activities of the Union, the objectives of those activities and the associated resources and results;

ii)   monitor implementation of the interlinked plans using a comprehensive performance-monitoring framework to enable ITU to evaluate progress;

iii)   continually improve the efficiency of all activities by eliminating duplication, taking into account complementarity between the activities of ITU and those of other relevant international and regional telecommunication/ICT organizations in accordance with the mandate of ITU;

iv)   ensure transparency of reporting by publishing detailed information, including all costs incurred in the use or deployment of financial and human resources (external or internal);

v)   further develop the risk-management system at the ITU level, in the context of RBM, including continuing to work on mitigation measures to ensure that contributions from the ITU membership and other financial resources are used to best advantage;

vi)   monitor the status of the components of the new ITU Accountability Framework, endorsed by the Council at its 2022 session, and evaluate their efficiency and efficacy with a view to further improving the framework; and identify improved accountability methods and incorporate them into the framework if they are approved by the Council;

3   to prepare their coordinated and consolidated operational plans reflecting their linkages with the strategic and financial plans of the Union as set out, respectively, in Resolution 71 (Rev. Bucharest, 2022) and Decision 5 (Rev. Bucharest, 2022), for annual review by the Council Working Group on financial and human resources and the Sector advisory groups and for approval by the Council;

4   to provide to conferences and assemblies the necessary information from all new financial and planning mechanisms available so as to enable them to estimate the financial implications of decisions taken at conferences and assemblies, and to assist Member States in preparing 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;

5   to make steady progress in increasing the capacity, skill level and participation of ITU staff in RBM in accordance with Resolution 48 (Rev. Bucharest, 2022), and reflect the relevant results in the report on staff issues;

6   to make appropriate proposals relating to RBM and RBB for consideration by the Council, with a view to introducing changes in the ITU Financial Regulations and Financial Rules, taking into account the views of Member States and the recommendations of the Sector advisory groups, as well as of the internal and external auditors and the Independent Management Advisory Committee;

7   to ensure, as part of the Coordination Committee's standing activities, coherence and avoidance of duplication among the operational plans and biennial budgets, for review by the Council, while identifying particular measures and elements to be included;

8   to monitor on a yearly basis implementation of resolutions of the Plenipotentiary Conference following the 2022 plenipotentiary conference and to prepare an annual report to the Council, within the framework of the annual report on implementation of the strategic plan and activities of the Union (ITU Annual Progress Report),

instructs the Secretary-General

to report annually to the Council on the implementation of this resolution,

instructs the ITU Council

1   to continue to take appropriate action to ensure further development and appropriate implementation of RBM and RBB at ITU;

2   to examine and, if necessary, approve the improved accountability methods identified pursuant to *resolves to instruct the Secretary-General and the Directors of the three Bureaux* 2 vi) above for incorporation into the new ITU Accountability Framework, endorsed by the Council at its 2022 session, with a view to further improving the framework;

3   to monitor the implementation of this resolution at each subsequent session of the Council and to report to the next plenipotentiary conference,

encourages Member States

to liaise with the secretariat at an early stage in developing proposals that have 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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(Antalya, 2006) – (Rev. Guadalajara, 2010) – (Rev. Busan, 2014) – (Rev. Dubai, 2018) – (Rev. Bucharest, 2022)