

**EFFECTIVENESS OF THE INTERNATIONAL
TELECOMMUNICATION UNION REGIONAL
PRESENCE**

Prepared by

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Joint Inspection Unit

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EXECUTIVE SUMMARY

Effectiveness of the International Telecommunication Union regional presence JIU/REP/2009/3

The Plenipotentiary Conference of the International Telecommunication Union (ITU) in its Resolution 25 (Rev. Antalya 2006) instructed the Secretary-General of ITU to propose the inclusion of an evaluation of the effectiveness of the ITU regional presence in the 2009 work programme of the Joint Inspection Unit (JIU). The JIU reviewed the level of implementation of the main provisions of Resolution 25, identified areas where efficiency improvements could be made in the operation of the ITU regional presence, and conducted a survey to assess the level of satisfaction with the regional presence among ITU Member States, Sector Members and regional telecommunications organizations.

Main findings and conclusions

Some progress has been made in implementing Resolution 25, including better identification of regional priorities, improved information dissemination at regional and national levels, increased assistance to countries in implementing the Doha Action Plan and enhanced cooperation between ITU field offices and relevant regional and international organizations in the areas of telecommunications, development and finance. Despite this progress, more efforts are needed to fulfil the provisions of Resolution 25, particularly as regards the empowerment of the regional offices to make decisions on certain administrative matters and the decentralization of certain responsibilities to facilitate greater autonomy for the regional presence.

The results of the satisfaction survey and the extensive interviews undertaken by the Inspectors in connection with this report revealed that the ITU regional presence continues to be an essential part of the Union, contributing substantively to its activities at the regional level and bringing its activities closer to its Members. The network and activities of the regional and area offices have developed significantly during the last decade, and Members have expressed appreciation for the work of the offices, especially in the areas of human resources capacity building, direct country assistance, dissemination of information, the preparation of major ITU events, and the formulation of regional positions concerning major issues and trends in the field of telecommunications. However, the human and financial resources allocated to the offices are not commensurate with the increasing number of activities that they are expected to undertake.

While the geographical location of the ITU regional and area offices generally meets the needs of ITU Members, there is a need to streamline and strengthen the existing network of area offices by merging some of them and/or providing sufficient human resources. In doing so, due attention should be given to the needs of the subregions involved.

Measures are needed in the area of human resources management to: (a) rationalize staffing of the field offices, in terms of numbers, grade structure and expertise; (b) facilitate staff mobility between duty stations including headquarters; and (c) facilitate training opportunities for staff working in the field.

The mandate of the ITU regional presence is currently dispersed in various ITU resolutions and other documents. There is a need to consolidate into one comprehensive text an updated and clearly articulated mandate for the regional presence, and to ensure that this mandate is widely disseminated within ITU and among its Members.

Additionally, the Radiocommunication and Standardization Bureaux should clarify the contribution that the regional offices are expected to make in support of their work, and allocate commensurate human and financial resources.

The ITU legislative bodies have, through various resolutions, repeatedly called for the strengthening of the regional presence. However, appropriate resources have not been allocated, and decision-making remains largely centralized at headquarters. The Inspectors found that little progress has been made in delegating authority to the regional offices. ITU should consider delegating the formulation and approval of projects up to a certain ceiling; full planning and organization of certain events; approval for country assistance programmes; funding for the implementation of the Regional Initiatives; approval for the recruitment of experts for country assistance programmes; travel authorization; procurement, with a threshold to be determined in consultation with headquarters; petty cash up to a higher amount; and issuance of press releases on the activities of the regional offices. The internal document regulating the working methods and procedures of the Telecommunication Development Bureau (BDT) should be revisited and streamlined.

Recommendations for consideration by legislative organs

Recommendation 1

The ITU Council should rationalize and streamline the existing network of area offices, based on objective criteria, with a view to concentrating human resources in the regional offices, particularly given the financial constraints of the Union.

Recommendation 2

The ITU Council should periodically review the network of the area offices on the basis of objective criteria and in the light of the changing priorities of the regions and the conditions of operation.

Recommendation 3

The ITU Council should approve a consolidated and clearly formulated mandate for the ITU regional presence with specific objectives for the regional offices.

Recommendation 9

The ITU Council should ensure that any of its resolutions requesting an increase in the activities of the regional presence are matched with commensurate human and financial resources.

Recommendation 17

The ITU Council, in the framework of the adoption of the next strategic plan, should assess and articulate a clear vision of the development activities of ITU, including the content, form and volume of activities. The assessment should take into account the prevailing global trends of decentralization in development activities carried out by other United Nations system organizations operating at country and regional levels.

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ABBREVIATIONS

BDT	Telecommunication Development Bureau (ITU)
CIS	Commonwealth of Independent States
DSA	Daily subsistence allowance
ECA	United Nations Economic Commission for Africa
ERP	Enterprise Resource Planning
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
FAO	Food and Agricultural Organization of the United Nations
ICT	information and communication technologies
JPO	Junior Professional Officers
KPIs	key performance indicators
LDCs	Least Developed Countries
NPO	National Professional Officers
PBA	Planning, Budget and Administration Department (ITU)
PRJ	Projects and Initiatives Department (ITU)
RBM	Results-based management
RCC	Committee of the Regional Commonwealth in the Field of Communication
RPMs	Regional Preparatory Meetings (ITU)
SIDS	Small Island Developing States
SPM	Strategic Planning and Membership Department (ITU)
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organization
WSIS	World Summit on the Information Society
WTDC	World Telecommunication Development Conference

I. INTRODUCTION

1. Resolution 25 of the Plenipotentiary Conference of the International Telecommunication Union (ITU) (Rev. Antalya 2006) entitled “Strengthening the regional presence” instructed the Secretary-General of ITU to suggest the inclusion of an evaluation of the effectiveness of the ITU regional presence in the work programme of the Joint Inspection Unit (JIU). The JIU accepted this proposal and included the item, as a mandated project, in its programme of work for 2009, and this review was conducted from January to July 2009.
2. The main objective of the review was to evaluate the effectiveness of the ITU regional presence on the basis of Resolution 25 (Rev. Antalya 2006) and its annex. This involved an assessment of the efficiency of the decentralization process carried out in ITU. The review examined the present structure, operation and effectiveness of the network of ITU regional and area offices, including their activities, interactions and the extent of duplication of functions with ITU headquarters, the degree of autonomy in their decision-making, their contribution to reducing the digital divide, their involvement in implementing the World Summit on the Information Society (WSIS) Plan of Action, and their collaboration with regional telecommunications organizations, as well as with international and regional development and financial organizations. Finally, the review examined the role of the regional presence in providing support to ITU-related events and actions organized within the regions by other ITU Sectors and the General Secretariat.
3. The review covered operations in the Telecommunication Development Bureau (BDT), which has the main responsibility for the regional presence, as well as all regional and area offices. In accordance with the internal standards and guidelines of JIU and its internal working procedures, the methodology followed in preparing this report included a review of the basic documents, questionnaires, interviews and in-depth analysis. Separate detailed questionnaires were sent to BDT and to all regional and area offices.
4. On the basis of the responses received from the questionnaires and the basic documents studied in the context of the review, the Inspectors also conducted interviews with representatives at various levels in the General Secretariat and from all ITU Sectors, including BDT. Interviews were also held with all ITU regional offices and with some of the area offices as well as with their respective host countries. In addition, the Inspectors met with some Member States as well as with representatives of regional telecommunication organizations and other regional and international organizations working in close cooperation with the ITU regional offices.
5. As requested in Resolution 25 of the Plenipotentiary Conference of ITU (Rev. Antalya 2006), the JIU conducted a survey to assess the level of satisfaction with the ITU regional presence of Member States, Sector Members and regional telecommunications organizations. The electronic survey was sent to all ITU Members, that is, 191 Member States, 302 Sector Members and 11 regional telecommunication organizations.
6. There were 71 responses from Member States (approximately 37 per cent). The distribution of responses among the regions was very close to the proportion of countries in Africa, the Americas and the Asia-Pacific region within the overall number of Member States. The responses from the Commonwealth of Independent States (CIS) and Europe region were slightly overrepresented in the sample, and the responses from the Arab States were somewhat underrepresented.
7. The survey results from Member States against this marginal difference can therefore be considered a representative statistical sample and have been used in the analysis for this

review. An assessment of the responses from Member States to the satisfaction survey is outlined at annex I.

8. Regrettably, the response rate from the Sector Members and the regional telecommunication organizations was too low to be considered representative (only 7 and 5 responses respectively). As such the data provided with respect to these categories was not used in this analysis.

9. Comments from ITU on the draft report have been sought and taken into account in finalizing the report. In accordance with article 11.2 of the JIU statute, this report has been finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.

10. To facilitate the handling of the report and the implementation of its recommendations and the monitoring thereof, annex IV contains a table indicating whether the recommendations submitted require a decision by the legislative or governing body of the organization or can be acted upon by the executive head.

11. The Inspectors wish to express their appreciation to all who assisted them in the preparation of this report, and particularly to those who participated in the interviews and the satisfaction survey and so willingly shared their knowledge and expertise.

II. BACKGROUND

Structure of the regional presence

12. ITU has a network of field offices consisting of four Regional Offices (Addis Ababa, Bangkok, Brasilia, and Cairo) and one Area Office (Moscow), which report directly to BDT, and seven Area Offices (Africa: Dakar, Harare and Yaounde; Americas: Bridgetown, Santiago and Tegucigalpa; and Asia-Pacific: Jakarta) monitored and supervised by the respective Regional Offices. It is noted that there is no Regional Office covering the European Region and CIS. The Area Office covering CIS reports directly to BDT. An officer based at headquarters covers the non-CIS European States, as a regional grouping.

Establishment of the regional presence

13. The ITU Plenipotentiary Conference established the regional presence in 1982 to fulfil the technical cooperation initiatives of the Union in developing countries.¹ The Plenipotentiary Conference held in Nice in 1989 recognized the important role of ITU in the promotion and development of telecommunications networks and services, especially in developing countries, and resolved that a stronger presence was required in the regions to increase efficiency and enhance assistance to developing States.² The Resolution further called on the Secretary-General to carry out studies to strengthen the ITU regional presence.

14. The widening of the network of regional and area offices came in response to the decentralization needs of the organization, without any obvious criteria, through ad hoc and sometimes politically motivated decisions. In its 1994 report entitled “Regional Presence of the International Telecommunication Union”³ the JIU questioned the efficiency of the structure and coverage of the ITU field offices and at that time called for further clarification of their functions.

15. The 1994 JIU report, while recognizing the benefits of the ongoing decentralization in ITU, also emphasized the need for the Union to focus its evolution to ensure a more coherent decentralized model to form an integral part of the ITU programme management system, and to sustain mutually reinforcing complementarity between headquarters and the field.

Mandate of the regional presence

16. At the Plenipotentiary Conference held in Kyoto in 1994, ITU Members adopted Resolution 25 (Kyoto, 1994) with a view to making more explicit the mandate for the ITU regional presence. According to the Resolution, the main aim of the regional presence was to enable the Union to be as close as possible to its Members, particularly the developing countries, and to be able to satisfy as far as possible the growing and diversified telecommunication needs of those countries by means of actions in the field.

17. While the regional offices are a part of BDT, with the primary aim of promoting and supporting the programmes and activities of the Telecommunication Development Sector, there is a formal mandate for the offices to represent and provide necessary support to the ITU as a whole. In practice, the regional offices primarily provide technical, representational, logistical and other support to BDT, and to a lesser extent, representational and logistical support to the General Secretariat and to the Radiocommunication and Standardization

¹ Resolution 26 (Plenipotentiary Conference, 1982).

² Resolution 17 (Plenipotentiary Conference, Nice, 1989).

³ JIU/REP/94/2.

Bureaux. Keeping in mind the specific requirements of each region, the regional presence covers the basic functions of BDT as a specialized agency, executing agency, mechanism for resource mobilization, and centre for information dissemination.

Strengthening the regional presence

18. In recent years, there have been a number of calls by ITU Members to strengthen the regional presence and to empower regional offices with more decision-making authority.⁴ The Secretary-General has regularly reported to Member States on the progress toward a more strengthened and empowered regional presence.⁵ Despite the established mandate, numerous resolutions calling for the enhancement of the regional presence, and regular reports from the Secretary-General, there has been insufficient progress in strengthening the regional presence and implementing the related resolutions. To assess the gaps and better understand the reasons for the slow progress in strengthening the regional presence, the Inspectors closely studied the activities of the regional and area offices; their existing network with Member States, Sector Members, regional telecommunication and United Nations organizations; and their support for events and actions organized within the regions by other ITU Sectors and/or the General Secretariat.

⁴ See also: Resolution 17 (Plenipotentiary Conference, Nice, 1989), Resolution 25 (Plenipotentiary Conference, Kyoto, 1994), Resolution 25 Rev. (Plenipotentiary Conference, Minneapolis, 1998), Resolution 25 Rev. (Plenipotentiary Conference, Marrakesh, 2002), Resolution 17 Rev. (World Telecommunication Development Conference, Doha, 2006), Resolution 25 Rev. (Plenipotentiary Conference, Antalya, 2006), Resolution 1114 adopted by the Council in 1997, Resolution 1143 adopted by the Council in 1999, and Resolution 1183 adopted by the Council in 2001.

⁵ Most recently in document C08/28 (Rev.1).

III. FULFILMENT OF THE MAIN PROVISIONS OF RESOLUTION 25 (Rev. Antalya 2006)

19. The regional presence has received a high profile in the Plenipotentiary Conferences and Council meetings during the last decade. Issues concerning the strengthening of the regional presence have been consistently on the agenda of these policy-making organs and a number of resolutions have been adopted in this regard.⁶

20. The basic message of these resolutions includes calls to: (a) further strengthen the regional presence to enable the Union to be as close as possible to its Members; (b) achieve a better balance of work between headquarters and the regional offices; (c) broaden the information dissemination function of the regional presence; (d) establish the priorities of the regions; (e) identify functions which can be decentralized; (f) provide the regional offices with greater autonomy; (g) facilitate better collaboration with relevant Sectors in organizing regional meetings; and (h) keep the Council informed on the implementation of these efforts.

21. The annex to Resolution 25 (Rev. Antalya, 2006) outlined the elements to be considered by the JIU in its evaluation of the ITU regional presence and, in this context, specifically requested an assessment of the fulfilment of the provisions of Resolution 25 by BDT, the General Secretariat and the other two Bureaux, as appropriate. The Inspectors found that some progress had been made in the implementation of this Resolution but that there is a need for additional progress in this regard.

Positive results in implementing Resolution 25 (Rev. Antalya, 2006)

22. The regional activities of the ITU, the operation of the regional and area offices, networking with stakeholders in the regions, and the identification and articulation of needs and priorities for the regions have all been strengthened during the last years to the benefit of ITU members and in keeping with the implementation of Resolution 25 (Rev. Antalya, 2006).

23. Based on the information received, there now appears to be better identification of the regional priorities (Resolution 25, “resolves” paragraph 2) and a review of the consolidated Regional Initiatives has been undertaken in accordance with Resolution 25 (“resolves” paragraph 5, iv)). The Regional Initiatives were identified through systematic consultations between the Member States and the regional offices and are being implemented, with varying levels of success, through projects and activities. The Inspectors noted that the formulation of the projects related to Regional Initiatives and their implementation in general were slow. An assessment of the implementation of the Regional Initiatives is being conducted by BDT and the results will be submitted to the regional preparatory meetings (RPMs) scheduled to take place in 2009 and in early 2010, prior to the next World Telecommunication Development Conference (WTDC).

24. According to BDT and regional stakeholders, the role of the regional presence in conducting information dissemination functions and organizing regional events has improved and widened in recent years, in accordance with Resolution 25 (“resolves” paragraph 3). Regional and area offices have themselves indicated that the amount of time that they spend on the organization of regional meetings and working groups, and on tasks related to projects, has either increased or remained at a relatively high level during 2007 and 2008.⁷ The results of the satisfaction survey among Members confirm this development.

⁶ See footnote 4 above.

⁷ See annex II.

25. As requested in Resolution 25 (“resolves” paragraph 5 iii)), the regional and area offices are more involved in assisting countries to implement Resolution 17 (Rev. Doha, 2006), the Doha Action Plan. The BDT operational plan includes the implementation of the Doha Action Plan and the projects defined under Resolution 17 are implemented by BDT with the support of the regional presence. Their input is based on region-specific concerns that could shape or affect the implementation of the Plan. The regional offices have generally responded well to this initiative.

26. The cooperation between the ITU regional and area offices, relevant regional organizations and other international organizations dealing with development and financial matters has become regular and has improved (Resolution 25, “resolves” paragraph 6). During interviews with regional partners, the Inspectors learned that there was good cooperation with the regional telecommunication and other organizations, and that efforts had been made to avoid the duplication of activities and to ensure complementarity.

27. Regional and area offices, in coordination with ITU headquarters, have supported pilot projects to create mechanisms to assist Member States in their efforts to narrow the telecommunication gap (Resolution 25, “resolves” paragraph 8). Initiatives to bridge the digital divide received high priority in the BDT operational plan; the relevant programmes and projects to facilitate this process are funded by the regular budget. The Regional Initiatives, identified in accordance with Resolution 17 (Rev. Doha, 2006), also aim to reduce the digital divide, especially those projects for rural communication, infrastructure development and capacity-building.

Areas where additional progress is needed to implement Resolution 25 (Rev. Antalya, 2006)

28. In spite of the above positive assessment there are areas where additional progress is needed to fulfil Resolution 25 (Rev. Antalya, 2006).

29. Contrary to the provisions of Resolution 25 (Rev. Antalya, 2006), no new functions have been assigned to empower the regional offices to make decisions within their mandate in order to achieve a better balance of work between headquarters and the regional offices (Resolution 25, “resolves” paragraph 4). This is evident in the limited efforts made to involve the regional offices in the implementation of the WSIS Action Plan, which remains for the most part driven by headquarters.

30. Decision-making continues to be centralized despite the fact that some offices are willing and able to accept more responsibilities in areas such as direct country assistance, the recruitment of experts for specific short-term actions, ad hoc actions, procurement of smaller items/services and administration of tasks to be carried out locally. More efforts are needed to strengthen the regional presence by identifying functions, which could be decentralized (“resolves” paragraph 5 i)), including with regard to programmatic and administrative functions.

31. The Inspectors note that some efforts have been made to review the internal administrative procedures pertaining to the work of the regional offices, with a view to their simplification and transparency, and to the enhancement of work efficiency (“resolves” paragraph 5 ii)). In September 2007, BDT developed a comprehensive document entitled “Working Methods and Procedures” with a view to improving procedures and processes supporting the implementation of the operational plan. BDT has advised that successive updates of the procedures have been circulated via e-mail. However, regional and area offices have indicated that they are not systematically informed of all updates to administrative procedures. The Inspectors are of the view that more effort is needed from headquarters in

this regard. BDT is reviewing the working methods and procedures as a whole and measures are also underway to reform the outdated parts of the financial procedures.

32. Insufficient measures have been taken to provide the regional and area offices with greater autonomy in terms of both decision-making and addressing the crucial needs of the Member States in the regions (“resolves” paragraph 5 v)). Additional efforts are needed to ensure that the regional and area offices are given more autonomy in: (a) the provision of expert advice, hosting meetings and seminars, conducting courses and other capacity-building initiatives; (b) the preparation and implementation of their own budget; and (c) discussions on the future of the Union and on strategic issues concerning the field of information and communication technologies (ICT). The Inspectors note that decision-making regarding these activities remains centralized at ITU headquarters.

33. The Inspectors call upon ITU to undertake measures to fully implement Resolution 25 (Rev. Antalya, 2006), particularly given the significant contradiction between the widening scope of activities in the regions and the financial and human resources allocated for regional offices.

IV. DETAILED FINDINGS AND RECOMMENDATIONS

A. Optimal structure of the ITU regional presence

34. In general the geographical location of the four Regional Offices (Africa, the Americas, the Arab and Asia-Pacific regions) meet the needs of the Member States and their scope of activities corresponds to the coverage by the major regional organizations operating in the field of telecommunications/ICT. The CIS Area Office in Moscow is considered in this evaluation as a “quasi-regional office” having similar reporting lines to the other regional offices, and a relatively high number of countries as well as a strong regional telecommunications organization operating in the region. It is the view of the Inspectors that the present number of regional offices and their locations provide adequate coverage for ITU activities in the regions.

35. In Resolution 1114 (1997),⁸ the ITU Council outlined the structure of the regional presence. However, the resolution does not specifically indicate, and the Inspectors were not able to get a clear understanding about the rationale or strategy used in determining the structure of the regional presence or the location of the regional and, in particular, area offices.

36. The present network of regional and area offices appears to have been established without clearly articulated criteria. The number and geographical location of the area offices should be based on objective criteria, such as the number and volume of projects, number of events and services organized for the countries of the subregion, the level of ICT development, travel connections, Internet connectivity and security. The continuing relevance, cost efficiency, and effectiveness of the network should be periodically reviewed (possibly every four years prior to the Plenipotentiary Conference).

37. Taking into account the limited availability of human and financial resources the number of area offices is high – three in Africa, three in the Americas, and one in Asia and the Pacific. The significant number of area offices results in the fragmentation of human resources and in a limitation of the type and level of support provided to Member States and regional stakeholders.

38. Most of these area offices function as “one-man operations” with only one Professional staff member. A high proportion of the work concerns administrative matters, representational activities and self-organizing activities between the regional office and ITU headquarters. Given these limitations, it has been difficult to create technical knowledge-based offices to fully represent ITU and to provide the necessary assistance at country and regional levels.

39. The justification for establishing separate area offices was to allow ITU to be closer to its Members, especially for project implementation, and to save costs in terms of travel. The Inspectors question just how much support a one-man operation can truly provide to a subregional area, and whether a limited ITU physical presence in all these duty stations is an absolute necessity. The Inspectors are of the view that such an evolved structure cannot be justified in all geographical regions, particularly in the light of changes in the portfolio of activities of the regional presence and the improved conditions of transportation and telecommunications/ICT globally.

⁸ See C97/134.

40. The current structure of the regional presence should be rationalized and streamlined in order to make the operation more cost-effective, to provide better technical support to Member States and Sector Members and to better utilize the limited human and financial resources available to ITU. The restructuring of the network should result in a concentration of human resources in the regional office in order to ensure the presence of a critical mass of knowledge and expertise, and to offer the possibility of a wider professional profile in the regions. Within these overriding principles, the specificities of the regions should also be taken into account when a final decision is made on the number and location of area offices.

41. Particular focus should be given to Africa in terms of technical assistance for ICT development and capacity-building. Given the obvious needs at country level and the high number of Least Developed Countries (LDCs) in the region, consideration should be given to maintaining, on an exceptional basis, multiple area offices. Although the Africa region currently has the highest number of Professional staff allocated to it, the needs of the region are great, and therefore in the view of the Inspectors, the number of Professional staff should be further enhanced. It is important that staff members with the relevant skills and expertise are assigned. The Africa Area Offices should have at least two Professional staff, with the necessary administrative support, to more realistically fulfil their mandate. Should an increase in the number of Professional staff for the Africa Area Offices not be possible, the consolidation of human resources in the Regional Offices should be followed in Africa as well.

42. The Inspectors were informed that due to security reasons the Professional staff of the Southern Africa Area Office (Harare) have been moved to the Addis Ababa Regional Office. The Inspectors recognize that the biggest difficulty in servicing southern Africa from Addis Ababa is the issue of travel, which presents a real challenge in terms of distance, limited flight connections and cost. In the opinion of the Inspectors, the reopening of a separate southern Africa Area Office, and its location, should be determined based on the analysis of objective criteria, such as travel costs, security and the availability of resources. If it is decided to retain a separate Southern Africa Area Office, at least two Professional staff should be posted there.

43. The number of area offices in the Americas region should be reduced. Given the close geographical proximity of the Santiago Area Office to the Brasilia Regional Office, and the level and type of support needed in that subregion, the Inspectors see no legitimate reason why a separate Office should be maintained in Santiago. Consolidation of this Office into the Regional Office would provide an opportunity to strengthen the human resources capacity of the Regional Office to provide better services to the same group of countries.

44. In the case of the Area Offices in Bridgetown and Tegucigalpa, the issues are more complex. The countries covered by these two Area Offices are remote from the Brasilia Regional Office and, particularly in the case of the Caribbean, the countries covered are quite distinct. A strong case could therefore be made to maintain an area office for the countries currently covered by Bridgetown and Tegucigalpa. However, the Inspectors propose that these two Offices, each with one Professional staff member only, should be merged with a view to creating a stronger, more cost-efficient and effective office which is properly staffed with the relevant expertise required to support the countries in those subregions.

45. Both Bridgetown and Tegucigalpa have arguments that due to the cultural and linguistic differences of these two groups of countries, it would not be feasible to consolidate these Offices. However, the Inspectors maintain that if the recruitment of the staff were done in accordance with the particular needs of both groups of countries, the concerns raised would be addressed. While cultural and linguistic specificities are important, multiculturalism is a common feature of United Nations system organizations. Regarding the eventual venue for

such a combined Area Office, the experiences of other United Nations system organizations in establishing similar offices (for example in Panama) should also be taken into account.

46. The Jakarta Area Office has only one Professional staff member and works in very close contact with the Bangkok Regional Office. Due to the close integration with the Regional Office and the geographical proximity of Jakarta to Bangkok, the Area Office could be merged with the Regional Office without significant loss or damage to the activities carried out presently from Jakarta. It would enhance the concentration of human resources in the Asia-Pacific region and further diversify the profile of the staff in Bangkok.

47. At the same time, taking into account the growing attention to the development needs of the Pacific Small Island Developing States (SIDS) in the field of telecommunications/ICT, and their significant geographical distance from Bangkok, the Inspectors strongly support the establishment of an Area Office for the Pacific. With regard to the possible location of the proposed Pacific Area Office, the Inspectors suggest that consideration could be given to: (a) establishing an office in one of the Pacific islands or in Australia, or (b) setting up a unit within the Bangkok Regional Office to deal specifically with the Pacific SIDS. Any decision taken in this regard should be based on a careful analysis of the professional, financial and practical conditions for an efficient operation including costs and convenience of travel, communications, security and other factors. This could be done in cooperation with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and the European Union, which currently has a project for ICT development in the Pacific.

48. The implementation of the following recommendations is expected to enhance the efficiency and effectiveness of the ITU regional presence.

Recommendation 1

The ITU Council should rationalize and streamline the existing network of area offices, based on objective criteria, with a view to concentrating the human resources in the regional offices, particularly given the financial constraints of the Union.

Recommendation 2

The ITU Council should periodically review the network of the area offices on the basis of objective criteria and in the light of the changing priorities of the regions and the conditions of operation.

B. Mandate and objectives of the regional offices

49. The mandate of the regional offices is derived primarily from Plenipotentiary Conference Resolutions 17 (Nice, 1989) and 25 (Kyoto, 1994), as well as subsequent revisions to Resolution 25, and Council Resolution 1143 (Geneva, 1999).⁹ Since then, and in keeping with changes in the telecommunications environment and the needs of the ITU membership, the activities of the regional presence have evolved and the portfolio of services has become more diverse. However, no efforts have been made to consolidate into one comprehensive text an updated and clearly articulated mandate for the regional presence.

50. According to various ITU resolutions and other documents, the regional offices are supposed to represent ITU as a whole and not only BDT. However, the Inspectors found that there is no uniform interpretation across the organization regarding the role of the regional presence vis-à-vis the Radiocommunication and Standardization Sectors. The Radiocommunication and Standardization Bureaux could not clearly articulate the expected contribution of the regional offices to the work of their respective Sectors. These Sectors generally rely only on the logistical support of the regional offices for events organized in the regions. The regional stakeholders would like to see a more meaningful participation of the regional offices in the activities of these two Sectors.

51. At the same time the regional offices, especially those with limited human resources, have also not been able to provide meaningful input on issues related to these two Sectors. Efforts are needed from both sides to improve the situation: regional offices should take a more proactive approach in requesting guidance and assistance from the Sectors, to increase their knowledge and expertise in these fields, and the Sectors should assist the regional offices in these endeavours. These efforts should be reinforced with better information sharing and strengthening of the field offices with specialized knowledge and professional expertise from the Sectors. Given resource limitations, specialized knowledge and professional expertise could be provided to the field on a temporary basis. For example, during low periods of activity at headquarters, Sector-specific Professional staff could go to the regional offices on short-term assignments (one to three months) to update them and build up their knowledge and expertise in an area requested and/or identified by the regions.

52. Regional offices are not always and systematically informed of activities undertaken in their regions by the other Sectors. This has resulted in the duplication of events and activities in the same region, and raises questions about the efficient use of resources. Regional offices should, as a matter of course, be informed of all ITU activities taking place at the regional level, including those organized by the other Sectors as well as the General Secretariat.

53. Given the developments in ICT and the changes in the activities of the regional offices, there is a need to review the mandate for the ITU regional presence with a view to updating it and ensuring its consistency with current realities. In this context, the tasks of the regional offices in relation to other Sectors should also be reviewed and reformulated without ambiguities, to ensure that the activities of other Sectors receive adequate attention at field level. The mandate should ensure that the regional offices are adequately resourced and empowered to carry out their responsibilities in the planning, programming and organization of events in their regions. This empowerment and increased responsibility should be balanced with appropriate accountability.

⁹ See C99/118.

54. The mandate should be understood and shared at all levels and with all Sectors of the organization to facilitate the work of the regional offices and ensure adequate support to achieve results.

55. The implementation of the following recommendations is expected to enhance the effectiveness and efficiency of the regional presence.

Recommendation 3

The ITU Council should approve a consolidated and clearly formulated mandate for the ITU regional presence with specific objectives for the regional offices.

Recommendation 4

To ensure that the regional offices efficiently and effectively represent ITU as a whole, the Directors of the Radiocommunication and Standardization Bureaux should:

- (a) Formulate and clearly articulate the expected contributions from the regional offices;**
- (b) Improve information sharing on the activities and concerns of their Sectors;**
- (c) Contribute to the enhancement of the human and financial resource capabilities of the regional offices.**

C. Continuing relevance of the regional presence

56. The results of the satisfaction survey reveal that the ITU regional presence continues to be an essential part of the Union, contributing in substance to its activities at the regional level.¹⁰ The regional offices constitute the fundamental elements of the ITU regional presence through their network and activities, and their operations bring the activities of the ITU closer to the Members and contribute to its positive image at country and regional levels. The offices also assist in disseminating information on behalf of ITU, particularly with regard to development activities. The activities of the regional offices are appreciated by ITU Members and supported by the countries in their respective regions. Indeed, there is a strong desire within the regions to see a strengthened and empowered regional presence that more effectively delivers at country and regional levels.

57. During interviews, Members States indicated that they are pleased with the activities of the regional offices in human resources capacity-building, direct country assistance, dissemination of information, the preparation of major ITU events, and the formulation of regional positions concerning major issues and trends in the field of telecommunications/ICT. The expectations of Member States differed between regions, but generally they all saw a need for more active assistance in the field of regulatory activities, interconnectivity, cyber security and new technology applications. The need for more flexibility and responsiveness from the regional offices was also emphasized.¹¹

¹⁰ See annex I, Assessment of the responses of Member States to the satisfaction survey.

¹¹ See footnote 10.

D. The changing nature of the programmes and activities of ITU regional and area offices

58. The interviews carried out by the JIU reflect a shift in the nature of work done by the regional and area offices. In the past, the focus was more on project implementation and the volume of projects was much higher, with a significant number coming from the United Nations Development Programme (UNDP). In recent years, UNDP has started working more as an executing agency and established a much more substantive presence at country and regional levels, enabling them to carry out their own projects. This has meant fewer projects for ITU execution.

59. In addition, the nature of projects has changed considerably over the years. In the past, many ITU projects were networking projects with strong infrastructure development components and ITU partners at country and regional levels were primarily government agencies. With the liberalization and privatization of telecommunications the number of partners has multiplied and the issues have become more technical. These developments have expanded the size and scope of development activities.

60. The nature of the work of the regional and area offices has changed to some extent to reflect the realities in the area of development. With the decline in project implementation in most regions, regional and area offices have become more involved in the planning and implementation of regional events, including meetings, seminars and workshops. The offices are also more engaged in representational matters as well as to a limited extent in the activities of the other ITU Sectors. There has also been a shift, in most regions, from the execution of national technical cooperation and big infrastructure development programmes to the implementation of the activities of the regular programme budget, including the BDT action and operational plans.

61. The evolution of activities has led to (a) an increasing number of seminars and conferences conducted at regional level; (b) more Study Group meetings organized in the regions; (c) regional preparatory events for ITU world conferences, including with regard to the Radiocommunication and Standardization Sectors; and (d) the formulation of the Regional Initiatives based on the priorities of the various regions.¹²

62. The proportion of working time spent on different types of activities in the regional offices indicate that, in general, 20 to 25 per cent is spent on project development and implementation; 25 to 40 per cent on preparation of workshops, seminars and preparatory meetings; 10 to 15 per cent on organizing training courses; 10 to 15 per cent for representation and the activities of other Sectors; and 10 to 20 per cent for coordination, reporting, promotion and administrative activities.

Development-related activities

63. The regional offices play a strong role in the implementation of ITU development activities. However, interviews revealed that their ability to impact on the formulation of programmes and planning is weak. The planning, programming and budgeting for development-related activities are highly centralized. The process is strongly driven by headquarters, even on issues where the relevant information, knowledge and expertise are available on the spot within the regions and the related decisions could be made more quickly at regional level with fewer bureaucratic procedures.

¹² See annex II for an overview of the recent activities of the regional offices.

64. The Inspectors are also of the view that even within the current centralized framework, there is a need, and a possibility, to improve the way in which planning is undertaken to better include the input of the regions. Regional offices should be more proactive in presenting their proposals based on the needs assessment undertaken at regional level. This should be accompanied by increased dialogue and consultations with the relevant units at headquarters. Equally, headquarters should be more supportive in facilitating the involvement of regional offices in the prioritization of activities in their respective regions.

65. The programme proposals for input into the operational plan have often been made with little or no proper indication from headquarters of the financial resources available. As no clear financial framework is given to the regional and area offices, their proposals are frequently rejected, usually on the basis of a lack of available resources, or are refused without explanation. Apart from the extra workload that this creates for the regional offices, it also challenges their credibility in terms of future cooperation with stakeholders and regional partners. The basic parameters of planning should be made clear in advance for regional and area offices, in order for them to participate meaningfully in planning.

Bridging the digital divide

66. The annex to Resolution 25 (Rev. Antalya, 2006), which outlines the elements for the evaluation of the ITU regional presence, expressly requested an assessment of the resources currently made available to the regional offices for reducing the digital divide.

67. The main aim of the BDT action plan and the subsequent operational plan is to bridge the digital divide. After analysing the activities of the regional presence it is clear that the reduction of the digital divide is indeed at the forefront of ITU development activities. Moreover, it is an important consideration in the setting of regional priorities and most of the activities are intended, directly or indirectly, to reduce the digital divide.

68. The Inspectors were informed that financial resources were not specifically allocated for bridging the digital divide, despite the relative importance of this objective in the overall development programme. The argument put forward here is that the entire BDT operational plan can be regarded as an effort to reduce the digital divide, and therefore specific earmarking for this initiative is not reasonable or necessary, particularly given the overarching and pervasive character of this task.

69. The Inspectors note that the overall allocation of resources for activities and programmes in BDT has decreased in the last two bienniums (see annex III for the recent allocation of resources to BDT as a whole, and in relation to the regional presence). The Inspectors recognize the difficulty of undertaking more initiatives to reduce the digital divide with current resource limitations.

70. More than the specific allocation of resources, what is required to bridge the digital divide more effectively is a more cooperative attitude and culture on the part of BDT in the way that it plans and identifies targeted development programmes and/or activities to overcome the digital divide. A more collaborative and inclusive approach that allows fuller participation by the regional offices should be adopted. It is also important to highlight the need to improve the internal procedures of BDT with the aim of facilitating partnership development and/or resource mobilization with external parties. In this context, more efforts are needed, for example, to reduce the time needed to conclude agreements, and allow in-kind cooperation, such as non-monetary agreements.

Representational responsibilities

71. In the light of their development-related focus, the regional offices are part of BDT in the chain of command. While they are mandated to represent ITU as a whole, the Inspectors found that in practice, this was not the case. Representational responsibilities and substantive tasks assigned to the regional offices from the other Bureaux and the General Secretariat are very limited. There is a need to rectify this consideration and to have a shared vision on the mandate and responsibilities of the regional offices. The Inspectors are of the opinion that a clearly articulated and well-disseminated mandate for the regional presence would facilitate the required change in attitude, culture and perception among ITU staff members regarding the role and responsibilities of the regional offices.

72. The respective host countries have generously provided office space for each regional and area office. The working conditions provided by the hosts are generally good, in some cases excellent. However, the Inspectors found that the facilities in some of the African offices should be improved.

73. There were no problems in terms of cooperation with the host countries. The host country agreements are not identical; the more recent agreements provide a more detailed scope of application of the Convention on the Privileges and Immunities of the United Nations. Despite the differences in the agreements, no major operational problems were reported regarding the provision of privileges, immunities and facilities for any of the field offices.

74. The Inspectors found that the accreditation process for the heads of some of the regional and area offices had not been completed. The lack of accreditation for the Head of Office is not conducive to the effective functioning of the field offices. Official recognition by the host government through accreditation would facilitate the Head of Office in establishing official contacts with the relevant parties at country and regional levels. The normal practice for United Nations organizations is to send an official letter to the host country presenting the designated representative and his/her credentials for operating in that country. The Secretary-General should systematically issue a letter of accreditation to the host country for the appointment of each Head of Office, following the practice of other United Nations system organizations. The Member States of the regions should also be informed of all accreditations.

E. Human resources management issues

Addressing the resource limitations

75. The ITU field offices are generally understaffed.¹³ The human resources allocated to these offices are not commensurate with the widening scope and complexity of their tasks and responsibilities. There is also a concern regarding the level and diversity of professional skills and expertise assigned to the offices. The strengthening of the regional presence should involve an increase in the number and diversity of human resources allocated.

76. The type and level of expertise needed should be decided based upon the work envisaged to be carried out by the offices generally and specifically within each region. To facilitate this decision, a needs assessment should be undertaken for each region, with

¹³ See annex II.

particular focus on issues such as: (a) the size of the region (number of countries); (b) the number of LDCs and SIDS; (c) the need for technical assistance; (d) the level of ICT development within the region; and (e) the envisaged volume of work to be implemented by the office.

77. In the light of existing financial constraints, an increase in the number and diversity of human resources to the field offices could be accomplished through the reassignment of existing staff. As previously discussed, the staff from some of the area offices could be merged with the regional offices to better rationalize the regional presence and facilitate the concentration of a diversity of skills into one office. In addition, in reallocating human resources to strengthen the regional presence, consideration could be given to a modest regrouping of staff from headquarters to the regional offices, including through temporary short-term assignments from all the Sectors. (Please refer to Recommendation 1.)

78. In strengthening the human resources in the field offices consideration could also be given to the use of other cost-effective, temporary methods, such as the National Professional Officers (NPO) programme, Junior Professional Officers (JPO) programme, and the Internship programme. These programmes are well known in the United Nations system organizations for boosting human resources in various areas, including project-related activities. The Inspectors are aware that the Asia-Pacific Regional Office, with the assistance of a Member State within that region, has recently recruited an NPO. The Human Resources Division of the General Secretariat should assist the field offices in applying these methods, which are still not widely used in ITU. The Inspectors strongly encourage the use of these human resources management mechanisms to increase the capacity of the regional offices.

The level of staff and structure of the regional offices

79. The grade structure in field offices is too top-heavy. The limited number of professionals at mid- and lower-grade levels results in a lack of technical expertise in telecommunications and overrepresentation of management/representational skills. For example, in the 2008-2009 BDT position planning table, the staffing budget for the Cairo Regional Office envisages one Director (D-1), three high-level Professionals (P-5), and no mid- or lower-level Professional officers. In the Dakar Area Office there is also a concern that currently all the Professional staff are at the same grade level. As there is no hierarchy among the staff, all three of the Professional officers report directly to the head of the Regional Office. This situation does not encourage the output of coherent, well-planned and coordinated activities and should be corrected.

80. The implementation of the following recommendation is expected to enhance efficiency.

Recommendation 5

The Secretary-General and the Director of BDT should review the staffing table of the regional presence, including the rationalization of the grade structure.

Vacancies

81. There is a concern that in some regions posts often remain vacant for very long periods. Due to the small size of the field offices, this practice of having continuous vacancies directly affects the operational capability of the field offices and hinders performance. This has been a particular concern for the Cairo Regional Office. The approved staffing table for senior level

staff in that Office includes one Director (D1) and three Professionals (P-5s). The D1 position was only filled in December 2008 after having been vacant for five months. One P-5 position was filled in February 2009, having been vacant for 11 months. The two additional P-5s are still vacant (one since October 2008 and the other since December 2008). The Inspectors were informed that the remaining two vacant P-5 posts were advertised only in March 2009 and that the selection process would likely take some more time. In July 2009, a selection was made for one of the P-5 posts; the other post was cancelled.

82. The Yaounde Area Office has also experienced concerns in this regard. The previous head of the Yaounde Office has recently retired and a Professional staff member from the Addis Ababa Regional Office has been temporarily assigned to work in Yaounde. The Inspectors were not able to get a definitive answer on when this post might be filled. This situation is particularly disconcerting, as another Professional level post in Yaounde has been frozen for quite some time. Measures should be taken to urgently address the staffing and recruitment concerns in the field offices.

83. The management practice of keeping posts that are vacant due to retirement open for at least nine months should be abolished, particularly for the already understaffed field offices. The practice was temporarily introduced to save costs for the Union, but its impact in terms of knowledge transfer and the continuity of work at field level is a concern and should be addressed. This issue is of particular importance in the light of the upcoming retirements in the area offices. Further, the Inspectors are of the opinion that a succession planning policy should be institutionalized to ensure continuity of work and transfer of knowledge, particularly in the understaffed field offices.

84. The implementation of the following recommendation should improve effectiveness.

Recommendation 6

The Secretary-General should abolish the existing practice of delaying the announcement of vacancies due to retirement, particularly in the field offices, and institutionalize a succession planning policy.

Training

85. There is a policy and a budget for training in ITU. However, in practice, the policy is not sufficiently applied to the regional and area offices and the training budget, in general, is underutilized. The regional and area offices indicated that although they have been asked by headquarters to indicate their training needs, no specific training opportunities have been made available to them.

86. The ITU training budget should be more effectively utilized and more training opportunities should be made available for staff working in the field offices. Training is important to ensure that staff members in the field offices have relevant, updated knowledge in telecommunications/ICT policy and regulations, as well as new technologies. Training and refresher courses in resource mobilization, project management and in maintaining and upgrading IT systems at regional offices would also facilitate the officers in their work. In keeping with other United Nations system organizations, training could also be offered in more general subject areas such as languages, ethics, sexual harassment, and safety and security in the field. Induction and other types of training for staff members in the field offices could also serve to develop a unified corporate culture, commonly shared throughout ITU. A needs assessment to determine the continuing learning requirements of both

Professional and General Service staff members should be undertaken with a view to addressing the current training needs of field staff members.

87. The implementation of the following recommendation should enhance effectiveness.

Recommendation 7

The Secretary-General and the Director of BDT should conduct a training needs assessment for field personnel to enhance their skills and facilitate continuous learning and career development opportunities. Induction training should also be provided for all new recruits (Professional and General Service staff) to the ITU field offices.

Mobility and multiculturalism

88. A staff mobility policy is currently being drafted by the Administration and Finance Department and a proposal in this regard should be submitted to the upcoming Council in October 2009. In BDT, preliminary steps have already been taken in the spirit of mobility, with a few staff redeployed on a voluntary basis from the regions to headquarters. Mobility in the opposite direction (from headquarters to the regions) or between regions has been very limited. The Inspectors were informed that one staff member has been in the same post for close to 18 years in the same area office.

89. ITU seems not to have embraced the concept of mobility, which is not in line with the current thinking on best practices in human resources management in United Nations system organizations. This has already been noted by the JIU in its 2001 "Review of management and administration in the International Telecommunication Union (ITU)".¹⁴

90. The main concern raised in opposition to mobility between regions is that staff in the regional offices should have the relevant political and cultural sensitivities and linguistic knowledge to effectively operate within the region. Another concern raised in this context is financial limitations. In the view of the Inspectors, even with financial concerns, there are benefits to be gained from mobility, including the cross-fertilization of ideas, skills and expertise to promote best practices.

91. The Professional staff of the field offices are recruited almost exclusively from the regions concerned. Only in the Asia-Pacific Regional Office is there a Professional staff member employed who is not originally from that region. Multiculturalism is a common practice in the United Nations system organizations and should be encouraged in the ITU field offices.

92. The Inspectors expect that the staff mobility policy currently in preparation should adequately address mobility of staff between the regions as well as between headquarters and the regions. The policy should adopt a two-pronged approach, to cover both existing and future staff, taking into consideration both voluntary and managed mobility.

93. The implementation of the following recommendation is expected to enhance the effectiveness of the organization as a whole.

¹⁴ JIU/REP/2001/3.

Recommendation 8

The Secretary-General should ensure that the ITU staff mobility policy will address both mobility between field offices, and between headquarters and the field offices.

Revision of the title for heads of regional offices

94. For the heads of the regional offices, regional cooperation means regular interaction with different regional telecommunication and other organizations, including United Nations system organizations. The title and grade level of the head of office has a special importance in the duty stations where a number of organizations are represented. The professional knowledge, the financial and human resources for such cooperation are decisive but the formal equality of the players is an important political and physiological condition for negotiations and successful cooperation.

95. Currently, the official title of the persons leading the ITU regional offices is Head of Office. This title is quite different from those of the other representatives or heads of United Nations organizations operating at field level, despite the fact that these officers may have the same grade level in the United Nations common system. It is the view of the Inspectors that the title Regional Representative would indicate more precisely the expected and real content of the activities of the heads of the ITU regional offices and would be in conformity with the established practice of other United Nations system organizations.

F. Activities of the regional offices and delegation of authority

96. While there has been a steady increase in the number and type of activities undertaken by these offices, the human and financial resources allocated to them have not changed very much in recent years. A review of the last two bienniums showed a decrease in nominal terms (5.4 per cent) in the financial allocations to the regional offices: US\$ 11,718,661 for 2006-2007 and US\$ 11,115,586 for 2008-2009.¹⁵ It is to be noted that the total budget of BDT suffered a more significant decrease (10 per cent) during the same period. Moreover, despite repeated calls from the ITU governing bodies, very little has been done to empower the regional offices to more effectively carry out their responsibilities.¹⁶

97. The implementation of the following recommendation is expected to enhance efficiency in the use of resources.

¹⁵ See annex III.

¹⁶ See for example: Resolution 25 Rev. (Plenipotentiary Conference, Minneapolis, 1998), Resolution 25 Rev. (Plenipotentiary Conference, Marrakesh, 2002), Resolution 25 Rev. (Plenipotentiary Conference, Antalya, 2006).

Recommendation 9

The ITU Council should ensure that any of its resolutions requesting an increase in the activities of the regional presence are matched with commensurate human and financial resources.

98. The activities, programmes and budget management of ITU, including those of BDT, are highly centralized. This approach is partly related to the global nature of the mandate of the Union, including international standard-setting and radio regulatory activities, which often need global responses; partly to the small size of the Union; and partly to efforts to avoid fragmentation of its limited financial resources. While these concerns are legitimate and real, the Inspectors are of the view that the desire to maintain this centralized management approach is also a reflection of managerial perspective. In many respects this perspective is not in conformity with the resolutions of the Council through which it has endeavoured to strengthen the regional presence. While recognizing the global nature of the Union with its centralized approach, the nature and mandate of development activities could be more decentralized in the field, especially for the actual implementation of BDT programmes and initiatives (see also paragraph 138 below).

99. Decision-making is also highly centralized, and with no real delegation of authority to the regional offices. This slows down their responsiveness to the needs and concerns of Members and regional partners. Given that the heads of regional offices are Professional staff with senior grade levels (Directors and P-5s), they should be given the commensurate authority to take decisions.

100. The Inspectors note that only a few, very limited, steps have been taken by BDT management in recent years to promote and facilitate the decentralization of decision-making, including for example:

- (a) Abolishing the regional coordinating unit in BDT, which used to be an additional reporting layer between the regional offices and headquarters' units;
- (b) Delegating the management of the ITU Centres of Excellence to the regional offices; and
- (c) Providing the possibility, through the Working Methods and Procedures Manual (2007), for regional offices to submit proposals in close coordination with the Projects and Initiatives Department (PRJ) at headquarters, although much of the operative decision-making in this regard remains at headquarters.

101. The regional offices themselves strongly support a more decentralized decision-making process in ITU. During interviews, the Inspectors also received positive responses from several staff members at headquarters regarding the issue of decentralization. Moreover, those regional offices where there is a critical mass of human resources and expertise have already demonstrated that they can manage such empowerment in a reasonable manner. Although the Inspectors are aware of the differences between United Nations system organizations, they are of the view that there are some lessons to be learned from organizations such as UNDP, the United Nations Children's Fund (UNICEF), the Food and Agricultural Organization of the United Nations (FAO) and the World Food Programme (WFP), with large field presences that

have made progress in terms of decentralizing decision-making, particularly with regard to administrative issues.¹⁷

102. The delegation of authority should be accompanied by clear rules for implementation, quality control, internal administrative controls, accountability, monitoring and evaluation. As such, the related administrative and financial rules and regulations should be reviewed and, where necessary, amended to allow the heads of regional offices the authority to make decisions with accountability.

103. The increase in responsibilities engendered by the delegation of authority should encourage the regional offices to be more proactive and willing to take the initiative in the conduct of their activities. Enhanced decision-making at the regional level would also mean that decisions taken would better take into account local conditions and encourage efficiency gains.

104. The delegation of authority to the regional offices would also reduce the workload at headquarters regarding the oversight and approval of relatively small administrative matters.

105. The Inspectors encourage ITU to take more meaningful steps toward decentralization by, inter alia, delegating to the regional offices:

- (a) Approval of projects up to a certain amount (the project proposal, assessment and management should be properly documented, archived and copied to headquarters for post review and auditing);
- (b) Full planning and organization of certain events, workshops and seminars;
- (c) Approval for country assistance programmes within the amount established in the budget;
- (d) Funding for the implementation of the Regional Initiatives (seed funds should be given to the regional offices and, thereafter, they could be asked to undertake additional resource mobilization);
- (e) Approval for the recruitment of experts with a threshold for the country assistance programme;
- (f) Procurement responsibilities with a ceiling to be determined in consultation with the Procurement Division;
- (g) Travel authorization (with the exception of the heads of regional offices);
- (h) Issuance of press releases on the activities of the regional offices and events organized in the regions; and
- (i) Use of petty cash up to a higher amount, particularly in cases where it may mean financial benefits for the organization (i.e. small office purchases, daily subsistence allowance (DSA) and travel ticket purchases).

106. The implementation of the following recommendation is expected to enhance the effectiveness of the regional offices.

Recommendation 10

The Secretary-General and the Director of BDT should submit to the Council for its approval an action plan, with clear timelines, on the specific measures to be taken toward the delegation of authority and the empowerment of the regional offices.

¹⁷ See for example FAO document, C 2007/7A.1.

107. The delegation of authority should not be limited to the above-mentioned responsibilities. The introduction of changes in this regard should be gradual and could start with those regional offices with a larger number of Professional staff already on-board. The delegation of authority should be carefully monitored and regularly evaluated for effective application in the regional offices.

108. With the decentralization and delegation of authority, the regional offices should be considered a separate accountable unit in ITU and should be subject to regular performance assessments and auditing. There should be key performance indicators (KPIs) in the context of results-based management (RBM) to assess the overall performance of these offices. These indicators should be determined with the involvement of the regional offices.

109. The implementation of the following recommendations is expected to enhance accountability, controls and compliance.

Recommendation 11

The Secretary-General and the Director of BDT should review the existing financial and administrative rules and regulations, including the monitoring and accountability systems, with a view to ensuring adequate regulation of delegated authority.

Recommendation 12

The Secretary-General should ensure that the activities of the regional offices are included in the work programme of the Internal Audit Unit.

**G. Relationship between ITU headquarters and the regional offices:
streamlining administrative procedures**

Evaluating the performance of the regional and area offices

110. There are no major conflicts in the managerial relationship between the staff at headquarters and those in the regional offices. Operational contacts between staff are primarily via email and teleconferences. Quarterly and annual reports are submitted to BDT outlining the progress of implementation of activities. The regional offices have indicated that there is generally no written feedback from BDT to their reports. Heads of the regional offices have had their annual performance appraisals but there has been no systematic evaluation of the activities of the offices.

111. The regional offices have stated that they are generally pleased with the support received from the various departments at headquarters. The main concerns raised by them regarding their relationship with headquarters were: (a) the lack of delegated authority; (b) time-consuming and bureaucratic administrative procedures; (c) inadequacy of communication and insufficiency of consultation on issues related to their region; and (d) marginalization of their proposals.

112. From the perspective of headquarters, the regional offices are not proactive enough in terms of resource mobilization and in the building of partnerships with the private sector, as well as with other regional organizations dealing with development, financing for development and telecommunications. Headquarters has pointed out the need for regional offices to improve the implementation of programmes, Regional Initiatives and projects, and the dissemination of information. Concern was also expressed that the regional offices are not sufficiently knowledgeable about administrative methods and procedures.

113. The present operational plan covers the activities of BDT in their entirety. The programme document does not, however, delineate the distribution of tasks and responsibilities between headquarters and the field. In reviewing and updating the mandate of the regional presence, BDT should take the opportunity to clarify the distinct roles of headquarters and the regional offices in the implementation of the operational plan. A similar delineation should be made as regards other activities too.

114. As proposed above by the Inspectors,¹⁸ ITU should clearly formulate performance indicators to objectively assess the activities currently carried out by the regional offices. The performance appraisal of field personnel is an important separate assessment, which should also be maintained.

115. The implementation of the following recommendations is expected to enhance the efficiency and effectiveness of the ITU regional presence.

Recommendation 13

The Director of BDT, in consultation with the heads of the regional offices, should delineate the distribution of work between headquarters and the regional offices.

Recommendation 14

The Director of BDT should:

- (a) Determine, in consultation with the heads of the regional offices, a set of performance indicators that will be the basis for the evaluation of the regional offices;**
- (b) Conduct systematic performance evaluations of the activities of the regional offices.**

Working methods and procedures

116. The BDT Working Methods and Procedures Manual (2007) was introduced in consultation with the regional offices. The manual outlines the procedures to be followed by regional offices in making proposals to headquarters for consideration, and describes the required process of consultation with different departments or focal points for specific programmes. The document also addresses the procedures for decision-making and implementation of projects.

117. The regional offices have all indicated a need for the procedures to be reviewed with a view to simplifying and streamlining them. In some aspects of the procedures the practice has moved beyond the written text but regional offices are not regularly updated on these changes

¹⁸ See paragraph 108.

in practice. As indicated in paragraph 31 above, BDT is currently updating the manual. In this context, the Inspectors encourage BDT to also consider developing the procedures into a more user-friendly electronic manual that can be easily updated and posted online for easy access by all field offices. This would avoid miscommunication and ensure that decisions are made based on updated relevant procedures.

118. The Inspectors note that the budget, as well as financial and administrative regulations and procedures, are managed centrally, and that often regional offices do not have direct access to the information (tracking) system at headquarters. As noted in paragraph 105 above, some elements of the budget as well as the financial and administrative procedures should be delegated to the regional offices. Those elements remaining with headquarters should be accessible online for the information of field offices.

Reporting

119. Several regional offices expressed concern about excessive and duplicative reporting. Reports are requested by different departments at headquarters on various activities, including the Doha Action Plan, Regional Initiatives, and country assistance. One event, project or action can produce more than one request for a report. A single reporting mechanism should be incorporated into the computerized information system, and its use enforced, to avoid repetitive reporting practices and ease the burden of regional offices in this regard.

120. Area offices are subordinate to the regional offices but they are also entitled to have direct contact with all units at headquarters. There have been cases in which the area offices have submitted proposals for decisions directly to headquarters, circumventing the regional offices. BDT should regulate the reporting lines through the regional offices and ensure consistency in this regard.

Implementation of the Regional Initiatives

121. In several geographical regions the implementation of the Regional Initiatives has been slow. This is mainly due to delays in the formulation of projects and to difficulties in securing financing. The current managerial practice and financial regulations do not sufficiently facilitate the regional offices in taking the lead in implementing these Initiatives and directly accessing the initial (seed) funds for them from Member States.

122. ITU requires that the funds for Regional Initiatives must be submitted to Geneva and then transferred back to the region of origin for use by the regional offices. A number of States apply a very rigid currency transfer regulation and do not allow international transfers of currency. The regional offices do not have the authority or administrative financial capacity to receive the funds locally and the procedures are not sufficiently flexible to allow contributions in kind from Member States with currency transfer limitations. Some Member States are ready to provide resources to cover the local costs related to the implementation of Regional Initiatives but the financial procedures do not make this easy. In order to encourage the increased participation of Member States and to mobilize additional resources for the Regional Initiatives, ITU must incorporate more flexible financial procedures. The regional offices should be given the lead role, with the necessary authority and financial capacity, to directly access seed funds from ITU Members and implement the Regional Initiatives (see also paragraph 105 above). In this context, measures could be put in place to limit the risks and ensure adequate accountability.

Centre of Excellence projects

123. Member States as well as Sector Members have expressed appreciation for the human resource capacity-building carried out in the framework of the Centre of Excellence projects in the regions. The continuation of the work of the Centres is strongly recommended for policymakers, staff of national administrations or regulatory authorities. However, concerns have been expressed regarding the sustainability of the financing for the projects. The Centres of Excellence are expected to become self-sustaining with payments from participants for the training offered by them. However, the above-mentioned issue regarding the restrictions on the transfer of funds internationally is again a concern. Participants are required to pay their fees directly to Geneva rather than to the regional offices or specific Nodes. Due to the difficulties in transferring funds outside the country and the high fees involved in so doing, there is a concern about the self-sustainability of the Centres. Additional thought should be given to solving these administrative challenges that limit the contributions of Members and the participation of interested individuals.

Procurement

124. The procedures for procurement need to be updated and made more distinct. Procurement was consolidated and centralized under the General Secretariat four years ago. Prior to that BDT had its own procurement mechanism, which, to some extent, made it faster and easier to respond to procurement requests from the field offices. Procurement requests currently require multiple layers of approval and the process is extremely slow. One regional office gave an example of the extent of delay in procurement noting that it took nine months to procure a scanner valued at US\$ 200. There are also delays in the procurement of services for conferences and other events organized in the regions as well as in the payment of vendors for services rendered. ITU should introduce more flexible procurement procedures that allow greater efficiency in the procurement of goods and services. Any amendments to the procedures should be published online for easy access by all field staff.

125. As recommended in paragraph 105 above, procurement responsibilities, with a threshold to be determined in consultation with the Procurement Division, should be decentralized and delegated to the regional offices. The Inspectors are of the view that the delegation of certain elements of procurement to the field would result in efficiency gains for the organization.

Travel

126. The travel approval process is cumbersome and involves layers of approval, primarily from headquarters. For area offices, the first level of authorization is the regional office. Approval is thereupon required from the department of Planning, Budget and Administration (PBA), the Deputy Director of BDT and then the Director of BDT. This process often takes too long for the officer travelling to be able to purchase the cheapest ticket. This bureaucratic process of approval is not conducive to the efficient and effective operation of the regional offices and should be modified. This need for modification is evident especially as most of the travel undertaken by field officers would have already been indirectly approved in the context of the prior approved project, or is related to the standard participation of regional staff in certain meetings and events. Staff members should still be required to complete their travel form for archiving and future periodic review and auditing.

Recruitment and the roster of experts

127. The same recruitment procedure is used for all types of recruitment. It complicates and unnecessarily prolongs the process for short-term recruitment. There should be differentiated procedures for the recruitment of short-term consultants and the recruitment of experts for longer-term employment.

128. The roster, which is used in the recruitment of experts at headquarters, needs to be revised with a view to updating it. At present the regional offices cannot rely on the outdated, practically non-operational roster. Since in many cases the regional offices have to initiate expert recruitment, they have tried to build their own database of regional experts. This database is particularly important for them in recruiting for country assistance and the Regional Initiatives, as well as other programmes. The efficiency and transparency of the recruitment process requires an updated roster or database of experts both at headquarters and in the regions. It is desirable that the roster or database be developed according to common agreed standards.

129. The implementation of the following recommendation is expected to enhance efficiency.

Recommendation 15

The Secretary-General and the Director of BDT should:

- (a) Review the internal working and operational procedures with a view to streamlining and simplifying them - particular emphasis should be placed on financial procedures, procurement, travel and recruitment;**
- (b) Ensure the involvement of heads of regional offices in the review process;**
- (c) Inform the Council of the outcome of the review.**

Cooperation between the regional offices and the Projects and Initiatives Department

130. The Inspectors are aware that project management guidelines were drawn up by BDT in April 2008, which take into account the RBM best practices, methodologies and tools of other United Nations system organizations, as well as the specific nature of the ITU Development Sector project portfolio. However, based on interviews with staff members from the regional offices as well as headquarters, there are concerns in the areas of project formulation and approval. To address these concerns, the Inspectors consider that the mandate, functions and responsibilities of the Projects and Initiatives Department (PRJ) should be clarified in the context of distribution of work between the PRJ and the regional offices. A lack of understanding of the mandate and clear division of work between the PRJ and the regions has resulted in micromanagement by headquarters and the slow approval of projects. Regional offices are of the view that the procedure is too bureaucratic while the PRJ considers that the offices do not follow the agreed procedure and often present incomplete documents. The Inspectors are of the opinion that clarification of the mandate of the PRJ, along with the definitive distribution of work would facilitate the project approval process.

131. The implementation of the following recommendation is expected to enhance coordination and cooperation between headquarters and the field.

Recommendation 16

The Director of BDT should review the mandate and functions of the Projects and Initiatives Department with a view to securing a shared vision of project development with the regional offices.

Information systems

132. The information services for the regional offices have improved significantly in recent years. The regional and area offices are well-equipped with adequately functioning hardware. For most of the offices, Internet connectivity is good and reliable. However, some of the offices in the Africa region continue to face challenges with reliable connectivity, which results in operational concerns for the staff.

133. Actions for the implementation of the Doha Action Plan can now be followed from the field offices through the information system established at headquarters. The system does not yet have the possibility to review progress in the implementation of other types of activities and projects conducted at field level. In order to effectively monitor progress in these other areas, an activity report must be requested from headquarters on a case-by-case basis.

134. The recently introduced electronic approval system is a significant step toward making the decision-making procedures faster and more transparent for the regional offices. The system can show where the operational actions are in the approval process, which can help to identify and address bottlenecks.

135. Staff members at the regional offices have indicated that they are not systematically updated on changes to the information system software. Changes in this regard should be carefully documented and communicated to the regional and area offices. Training in the operation of the system should be improved and periodically provided to all staff concerned.

136. The Inspectors were informed that the ongoing development of enterprise resource planning (ERP) tools in the ITU information system would significantly enhance the information provided to the management and staff. It is important that access to these new tools for the regional offices be secured in the framework of these ICT developments.

H. Cooperation for development with regional partners

137. ITU should review its development activities and clearly define its future development role in each region, including its role as project implementer and its vision for further cooperation with regional partners in the area of ICT development. The resources allocated in this regard should be commensurate with the role to be undertaken by the regional presence.

138. The general trend is that development-oriented organizations are trying to decentralize and move their staff to the field to operate at country and regional levels. United Nations organizations working in the field of development, in cooperation with UNDP, are actively pursuing their participation in country development programmes, often with the involvement of regional financial and development institutions. When considering its development activities, ITU should take into account the ongoing efforts to improve coordination and coherence among the United Nations system organizations (see also paragraph 98 above).

139. Although it is difficult to define the core business of ITU as development, the Union has recently become a member of the United Nations Development Group (UNDG). While continuing in its lead role in telecommunications development, ITU should carefully assess its long-term capabilities in promoting, developing and implementing regional and country-specific programmes. Any decision on the future role of ITU in development must also include a realistic review of the available human and financial resources.

140. The implementation of the following recommendation is expected to enhance the effectiveness of the ITU regional presence in the broader context of United Nations system-wide coherence.

Recommendation 17

The ITU Council, in the framework of the adoption of the next strategic plan, should assess and articulate a clear vision of the development activities of ITU, including the content, form and volume of activities. The assessment should take into account the prevailing global trends of decentralization in development activities carried out by other United Nations system organizations operating at country and regional levels.

Cooperation with regional telecommunications organizations

141. The Inspectors found that there is strong cooperation between the regional offices and the regional telecommunications organizations within their respective regions. Efforts are made to avoid duplication and to ensure complementarity in the work plans of the regional offices and telecommunications organizations. In the context of this report, the Inspectors held meetings with representatives of a number of regional telecommunications and other organizations. These organizations expressed support for a strengthened ITU regional presence and indicated that they would favour the provision of additional financial and human resources for the regional offices.

142. The regional telecommunications and other organizations, including the League of Arab States, Committee of the Regional Commonwealth in the Field of Communication (RCC), Asia Pacific Telecommunity (APT), African Union Commission and Anatel Brazil, expressed appreciation for the regional offices and considered them major players in establishing the regional agenda for telecommunications cooperation. Through their cooperation with the regional telecommunications and other organizations the regional offices have enhanced the professional and political network of ITU and contributed a deeper understanding and knowledge of the regional needs and priorities in their respective regions. These contacts with the regional telecommunication and other organizations are also important in promoting a positive profile for ITU and encouraging support for it among Member States.

143. The regional organizations welcomed the role of the ITU regional offices in planning and facilitating regional preparatory meetings for major world telecommunications events. These preparatory meetings are considered important and useful for the formulation of regional positions and priorities for the major world telecommunications events. Such preparatory work helps to improve the effectiveness of the work of the policy-making organs of ITU.

Cooperation with regional development and financial institutions

144. The Inspectors found that there is a need to strengthen the cooperation between the ITU regional offices and the regional development and financial institutions. The existing good cooperation between the Asia-Pacific Regional Office and the Asian Development Bank shows the positive impact of such common work on the implementation of ICT development in the region. In the context of this cooperation, the Asian Development Bank provides significant financial support for the implementation of the regional initiative to improve the

legal and regulatory framework for rural ICT development. Such cooperation can enhance the ability of ITU to provide a broader range of activities for the benefit of Member States.

Cooperation with United Nations system organizations

145. The cooperation between regional offices and United Nations system organizations varies from one duty station to another. There is an expectation from the duty stations of the United Nations system organizations that the ITU regional offices will be active members of the United Nations country team (UNCT) or its operating structures.

146. Given the limited human resources of the regional and area offices and the high volume of UNCT meetings, the participation of ITU in country teams is often restricted to security-related matters and, on a case-by-case basis, specific telecommunications projects and/or activities. Moreover, as the geographical coverage of the United Nations structure is different in some regions from that of the ITU regional and area offices, it is sometimes difficult, or indeed impossible, to coordinate projects. For example, the Bangkok Regional Office does not cover the CIS States while ESCAP, which is also headquartered in Bangkok, does. It should be noted that, although the cooperation between ESCAP and the ITU Asia-Pacific Regional Office is generally good regarding Asia and the Pacific, cooperation in the context of the CIS States presents a challenge.

147. There are further possibilities for ITU cooperation with United Nations system organizations in Bangkok and Addis Ababa due to the presence of ESCAP and the Economic Commission for Africa (ECA) in those capitals. For example, the Asia-Pacific Regional Office received additional resources from ESCAP for its telecommunications initiative in the Pacific SIDS and continues to enjoy good cooperation with the Commission on special initiatives for persons with disabilities and the establishment of community E-centres. This is an illustration of the possible future cooperation envisaged in the United Nations “Delivering as One” initiative.

148. There are areas where the cooperation could be strengthened with other United Nations system organizations such as the World Health Organization (WHO) in terms of E-health; United Nations Educational, Scientific and Cultural Organization (UNESCO) in terms of E-education; and UNDP in terms of broader telecommunications development issues. This need for enhanced cooperation with other United Nations system organizations was pointed out to the Inspectors during their discussions with telecommunications partners in Africa and the Americas.

149. The implementation of the following recommendation is expected to enhance coordination and cooperation with United Nations system organizations.

Recommendation 18

The regional offices should cooperate closely with United Nations development organizations in the field to elaborate and implement action plans to incorporate information and communication technologies into development programmes with a view to enhancing development cooperation and coordination.

Cooperation with the private sector

150. Regional offices are aware of the increasingly important need to build partnerships with the private sector, particularly given the significant role that the private sector is currently

playing in ICT. While regional offices have made some progress in increasing the membership of ITU Sector Members, they need more support from headquarters on this issue. The Inspectors found from interviews that the interests of Sector Members lie mainly in the technical, rather than development, aspects of the work of ITU. The low response rate from Sector Members to the satisfaction survey may reflect this lack of interest, and certainly reflects the necessity to improve communication with the private sector. It is apparent that communication and genuine cooperation must be improved to realistically attract private sector members to ITU.

151. The private sector tends to view ITU as: (a) impartial experts in ICT related issues, and (b) a catalyst to promote and establish technical norms and standards. Efforts should be made by ITU to interest the private sector, taking into account their priorities and needs, in the development aspects of its work and offer incentives to encourage private sector membership. The Strategic Planning and Membership Department (SPM) has a lead role to play in these areas, and should assist the regional offices in the elaboration of region-specific strategic action plans to promote a more proactive dialogue with the private sector.

152. The implementation of the following recommendation is expected to enhance coordination and cooperation with ITU Sector Members.

Recommendation 19

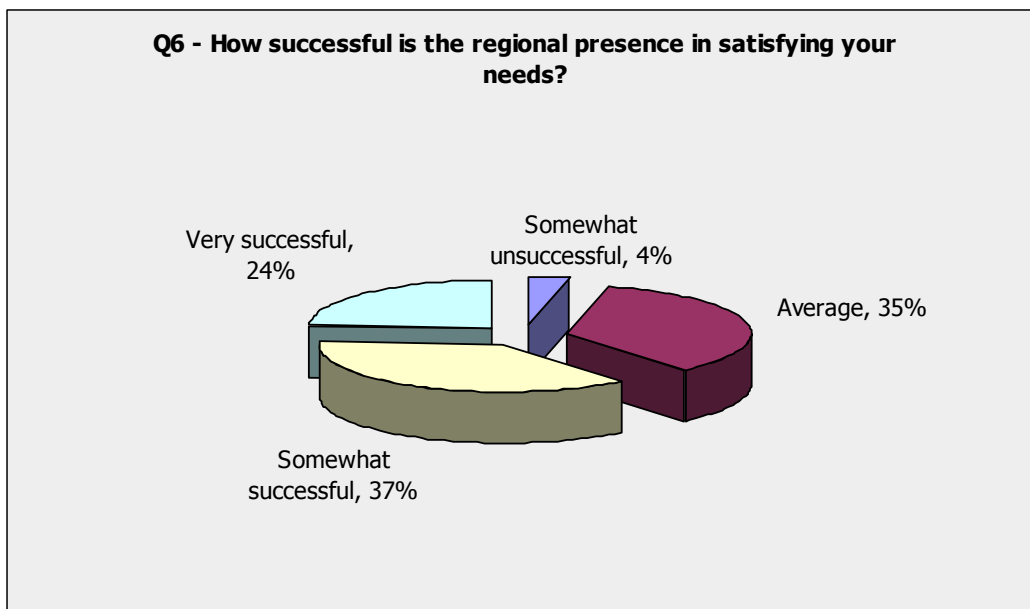
The regional offices, in cooperation with the Strategic Planning and Membership Department, should elaborate and implement region-specific strategic action plans to strengthen partnerships with the private sector.

Annex I

Assessment of the responses from Member States to the satisfaction survey

1. In keeping with the request made in Resolution 25 (Rev. Antalya, 2006), the Joint Inspection Unit conducted an electronic survey to assess the level of satisfaction of Member States, Sector Members and regional telecommunications organizations with the ITU regional presence. The survey was sent to 191 Member States, 302 Sector Members and 11 regional telecommunication organizations.
2. Responses were received from 71 Member States, 7 Sector Members and 5 regional telecommunications organizations. Given the small number of responses for the Sector Members and the regional telecommunications organizations, the following assessment relates only to the responses received from Member States.
3. Based on the results of the satisfaction survey, Member States are generally well informed on the overall activities of regional and area offices. Only 12 per cent of the respondents declared that they were somewhat unfamiliar with the network of the offices while 84 per cent indicated that they were either familiar or somewhat familiar.
4. Sixty-one per cent of respondents confirmed that the ITU regional presence was somewhat or very successful in satisfying their needs. The remaining responses gave an average or below average rating.

Question 6: ITU regional presence satisfaction survey

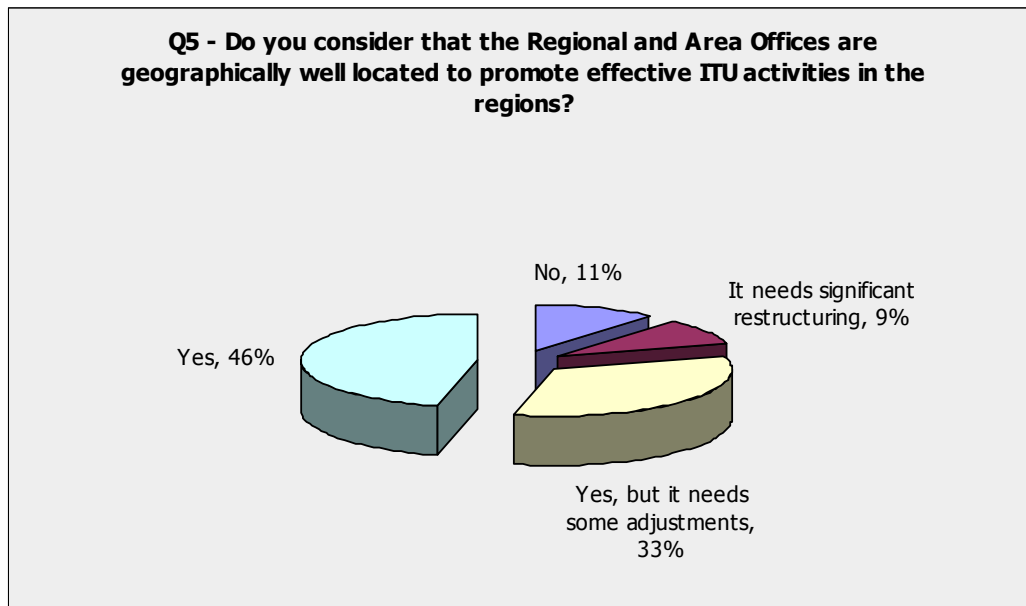


5. Seventy-eight per cent of respondents considered that the regional and area offices kept them adequately or very well informed about the implementation of the BDT programmes and the Regional Initiatives. Forty-five per cent of respondents indicated that the activities of the regional and area offices were very good or excellent in the field of development. About half of the respondents rated cooperation with regional

telecommunication organizations as very good or excellent. Despite their high opinion of the regional and area offices, Members States apparently expect more from these offices. Some 68 per cent of Members indicated that at present the regional and area offices only partly meet their expectations.

6. Fifty-four per cent of the respondents considered that the present network of regional and area offices was not geographically well located or that the present structure needed some or significant adjustment.

Question 5: ITU regional presence satisfaction survey



Source: *JIU May 2009*

7. The rating of the different types of activities undertaken by the regional and area offices was balanced, with responses varying between 2.4 and 2.6 on a 5-point grade scale. The lowest rate of satisfaction was with the participation of regional and area offices in the activities of the Radiocommunication and Standardization Sectors.
8. Information dissemination on ITU activities, interaction with Member States, and the contribution of Professionals and experts were rated as the most important key factors in making the ITU regional presence successful.
9. Concerning the possible ways of improving the activities of the ITU regional presence, the following ideas received the highest grading in the survey: (a) a more active needs assessment initiative; (b) the strengthening of cooperation with regional stakeholders; (c) capacity-building; and (d) better articulated cooperation with the ITU Sectors.

Annex II

Activities carried out by the five regional offices

(Data from statistics supplied to JIU by each office)

Table 1

	Number of regional/sub-regional meetings organized by regional offices		Number of working groups organized by regional offices		Number of meetings partially assisted by regional offices	
	2007	2008	2007	2008	2007	2008
Arab region	14	7	1	2	13	16
Americas	5	4	-	1	5	8
CIS	5	12	-	-	-	1
Africa	7	10	11	6	6	15
Asia-Pacific	21	17	-	-	4	9

Table 2

	Number of projects developed by regional offices		Number of projects implemented by regional offices		Number of trips made to countries in the region by regional offices	
	2007	2008	2007	2008	2007	2008
Arab region	3	3	3	1	23	21
Americas	2	3	5	6	21	20
CIS	6	-	-	4	8	9
Africa	20	15	12	11	31	35
Asia-Pacific	4	6	5	10	47	54

Annex III

Human and financial resources allocated to the regional and area offices

Field Offices	Human Resources ¹⁹			Financial Resources Allocated ²⁰	
	<i>Actual Staff Members</i> <i>(As of 31 March 2009)</i>			<i>2006-07</i>	<i>2008-09</i>
	D	P	G	<i>Local, travel and staff costs in US\$</i>	<i>Local, travel and staff costs in US\$</i>
<i>AFRICA</i>					
RO Addis Ababa	1	4	4	1,555,628	1,489,817
AO Dakar		3	2	1,374,332	1,259,112
AO Harare		-	1	970,026	866,236
AO Yaounde		1	1	510,336	337,868
				Africa total	Africa total
				4,410,322	3,953,034
<i>AMERICAS</i>					
RO Brasilia	1	1	2	1,323,359	1,256,474
AO Bridgetown		1	1	593,883	530,437
AO Santiago		1	1	412,231	468,915
AO Tegucigalpa		1	1	515,848	431,898
				Americas total	Americas total
				2,845,321	2,687,723
<i>ARAB STATES</i>					
RO Cairo	1	1	2	1,902,308	1,502,711
				Arab States total	Arab States total
				1,902,308	1,502,711
<i>ASIA & PACIFIC</i>					
RO Bangkok	1	5 ²¹	3	1,107,330	1,528,628
AO Jakarta		1	1	526,529	461,075
				Asia-Pacific total	Asia-Pacific total
				1,633,859	1,989,703
<i>CIS</i>					
AO Moscow		2	1	926,850	982,416
				CIS total	CIS total
				926,850	982,416
TOTAL	4	21	20	11,718,661	11,115,586
BDT total budget (US\$)				40,205,857	36,039,601

¹⁹ Statistics supplied to JIU by the regional offices (March 2009).

²⁰ Excel spreadsheet sent under title "RegPresFinancialResourceAllocation06-09" from ITU.

²¹ This figure includes the P-2 NPO for ITU TELECOM, whose term ends 30 September 2009.

		Intended impact	United Nations, its funds and programmes																									
			United Nations*	UNCTAD	UNODC	UNEP	UN-HABITAT	UNHCR	UNRWA	UNDP	UNFPA	UNICEF	WFP	OTHERS	ILO	FAO	UNESCO	ICAO	WHO	UPU	ITU	WMO	IMO	WIPO	UNIDO	UNWTO	IAEA	
Report	For action		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	For information		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	<input type="checkbox"/>	X	X	X	X	X	X	
Recommendation 12		d																										
Recommendation 13		g																										
Recommendation 14		e																										
Recommendation 15		g																										
Recommendation 16		c																										
Recommendation 17		e																										
Recommendation 18		c																										
Recommendation 19		c																										

Legend: L: Recommendation for decision by legislative organ
E: Recommendation for action by executive head
: Recommendation does not require action by this organization

Intended impact: a: enhanced accountability b: dissemination of best practices c: enhanced coordination and cooperation d: enhanced controls and compliance
e: enhanced effectiveness f: significant financial savings g: enhanced efficiency o: other

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-HABITAT, UNHCR, UNRWA.