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ITU NEWS

Plenipotentiary Conference 2006

PP 06

Antalya
6-24 November 2006

Communication has always been a human need.

We believe it is also a human right.

At the International Telecommunication Union (ITU), we believe that no human right, including the right to communicate, can survive unless it is made real and relevant. As the United Nations specialized agency for telecommunications, it is our mission to bring the benefits of information and communication technologies to as many of the world's people as possible. This is why our 190 Member States and 660 private sector members work together to set universal telecommunication standards, establish international agreements and promote global development. Everyone has the right to communicate. We help give them the means. www.itu.int

Helping the world communicate

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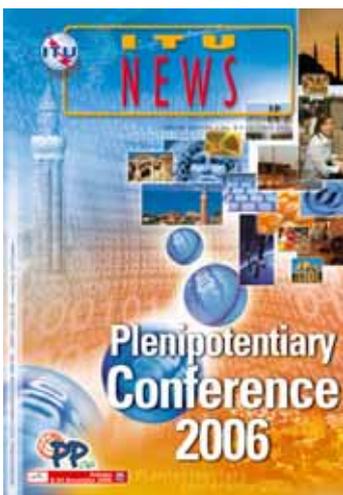
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C O N T E N T S

No. 8   OCTOBER 2006

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Antalya
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Editor's note: This special edition of *ITU News* does not include the regular columns "Pioneers' Page" and "Eye on development." These will return in a future issue of the magazine.

Borge Bjelland

Murat Cokal

Tuger Akkaya

Murat Cokal

Malina

Host Country Agreement signed for ITU TELECOM WORLD 2006

ITU TELECOM WORLD
2006
Hong Kong
4-8 December

ITU TELECOM WORLD 2006 will be held in Hong Kong, China, on 4–8 December. A Host Country Agreement was signed at ITU's headquarters on 28 September between ITU and the Chinese Government. Signing the agreement, ITU Secretary-General Yoshio Utsumi said that, for the first time, the flagship global event would be held away from its usual home in Geneva. "I hope that the Asian region, and especially China, will demonstrate just how fast markets there are developing," Mr Utsumi said. Today's information and communication technologies (ICT) are brimming with potential — helped by a healthy growth in such areas as broadband and wireless. "These exciting prospects have created a very positive industry climate in which to hold our TELECOM WORLD event," Mr Utsumi added, thanking the Chinese Government for taking on the task of host.

The agreement was co-signed by Sha Zukang, Ambassador and Permanent Representative of the People's Republic of China to the United Nations Office at Geneva and other international organizations in Switzerland. Years of effort had come to fruition, Mr Sha said, commenting that China had filed its application to host the event in 2002. "I have no doubt that the event will be a success, because China takes its role of host as a great honour," he said. Commending Mr Utsumi for his work while ITU

Secretary-General, Mr Sha added "you have done a lot for the world and for the ICT industry, and history will remember you well."

A Memorandum of Administrative Arrangements relating to ITU TELECOM WORLD was signed by John Anthony Miller, Permanent Representative of the Hong Kong Special Administrative Region of China to the World Trade Organization (WTO). Mr Miller said that he was sure the event in Hong Kong would be a great success, crowning Mr Utsumi's tenure as ITU Secretary-General. "We want to see you go out on a high, so we will not let you down," he said.

Under the theme, "Living the Digital World," the event will explore the concept of shared digital resources for access to the vast wealth of the world's knowledge, culture, education and learning. It will focus on the technologies, companies and organizations that are driving this concept forward.

The event will encompass an Exhibition; a business-centred TELECOM VILLAGE; a content-rich Forum, including a Youth Forum; a Telecommunication Development Symposium, and many networking opportunities.

Reflecting the global scope of TELECOM WORLD, some 600 exhibitors from every continent are expected to take part, along with up to 50 000 trade visitors from some 160 countries and 2000 VIPs (including industry CEOs, government ministers and regulators) from 150 countries. ■

ITU/S. Acharya

John Anthony Miller and Yoshio Utsumi

ITU/S. Acharya

Sha Zukang and Yoshio Utsumi

Plenipotentiary Conference under way

The seventeenth ITU Plenipotentiary Conference (PP-06) will take place in Antalya, Turkey, on 6–24 November 2006. The event is expected to attract some 2000 participants from around the world, representing both governments and the private sector, as well as regional and international organizations. During a three-week period, a great amount of work has to be done.

The first task will be to set up a structure to carry out the work of PP-06. According to ITU's statutes, the conference must have four committees that deal with the smooth running of the conference itself and the production of documents. It is proposed that two further committees be formed, on policy, reform and legal matters, and on administration and management, as well as a Working Group on ITU's Strategic Plan.

What is the Plenipotentiary?

The Plenipotentiary Conference is ITU's top policy-making body. Normally held every four years, it sets the Union's general policies, adopts four-year strategic and financial plans and elects the senior management of the organization, the Council (the Union's governing body) and the Radio Regulations Board. It is the key event at which ITU's strategy is decided, thereby determining the Union's ability to influence the development of information and communication technologies (ICT) worldwide.

In addition to representatives of Member States, the conference is attended by observers from members of ITU's three Sectors that deal with radiocommunications, standardization and development. Such members include telecommunication companies, scientific or industrial organizations, financial or development institutions, and international organizations.

Antalya
6-24 November 2006

These last three will examine reports and proposals and recommend decisions to the conference.

What topics are going to be discussed? As well as individual Member States of ITU, regional groups of countries have put forward proposals that *ITU News* will look at in our November issue. Areas that are likely to feature on the conference agenda include:

- Organizational reform, including a possible review of ITU's structure.
- ITU's role in implementing the action lines resulting from the World Summit on the Information Society (WSIS).
- Enlarging the participation of new stakeholders in ITU's work, including civil society organizations, given the expectations raised by the WSIS process.
- Reflecting the broader mandate given to ITU by WSIS, while maintaining the Union's central role in global ICT issues.

Antalya

On the Mediterranean coast of Turkey, the province and city of Antalya will host the ITU Plenipotentiary Conference at the Vega Convention Centre, Sungate Port Royal Hotel, from 6 to 24 November 2006. The region is now known as the "Turkish Riviera," but it has a very long history. Situated on a cliff, the city of Antalya has been continuously inhabited for more than two thousand years. Nearby, the remains of the city of Perge date back to around 3500 years ago.

Many sites of natural beauty are also to be found, including mountain streams and waterfalls. The Gulf of Antalya is backed by the Toros Mountains, with forests stretching down to the sea. Traces of Neolithic habitation have been found at Beldibi, a resort with "Blue Flag" beach and the venue of the Plenipotentiary Conference.

- Balancing the Union's budget within a general framework of zero-growth, despite the need to respond to the challenges of a changing ICT environment which call for additional resources to carry out an ever-increasing number of activities.

Strategic plan, under new management

The conference will also consider the draft 2008–2011 Strategic Plan for ITU. This recommends a strategy (with its financial implications) that will allow ITU to respond to the constantly changing environment for ICT. It says that ITU activities should take into account the outcomes of WSIS, especially the action lines in which it plays a leadership role. Another important task for the Plenipotentiary Conference is to elect a new ITU Secretary-General, as well as other senior posts (see interviews on pages 10–27). ■
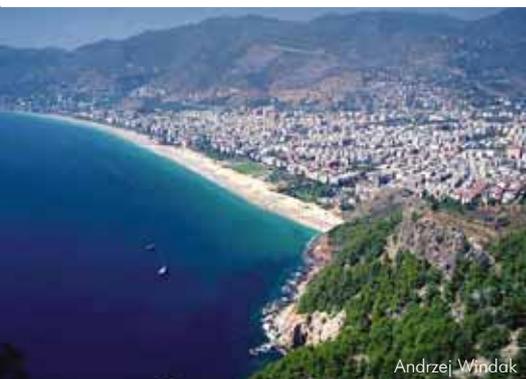
Andrzej Windak

Sungate Port Royal hotel

Sungate Port Royal hotel

The conference venue

ITU in perspective

The goals and achievements

Yoshio Utsumi,
ITU Secretary-General

The past eight years, 1998–2006, have been a seminal period in the history of ITU. This period has been marked by some major achievements, notably in the successful organization of the World Summit on the Information Society (WSIS), but also by some challenges. This article reviews what has been achieved since 1998.

At the time of the elections for the 1998 Plenipotentiary Conference, five pledges were made concerning the ITU's future:

- Creating a global information society for all humanity.
- Making ITU more efficient and effective.
- Coordinating policy issues on new services.
- Encouraging participation by the private sector.
- Strengthening ITU's public presence.

These goals remain relevant today and significant progress has been made over the last eight years in achieving them.

Creating a global information society for all humanity

Through the successful planning, preparation and implementation of WSIS, we have together established a sound basis for building an inclusive, people-centred and development-oriented information society. The summit recognized the fundamental role of ICT in shaping our common future and we have successfully positioned ITU as the leader in this new world, especially in its role as one of the lead facilitating agencies in WSIS implementation.

Making ITU more efficient and effective

During the past eight years, ITU has successfully implemented operational planning, results-based budgeting and time-tracking. We have improved the efficiency of our work, for instance by eliminating the backlogs in the processing of satellite notifications, and in reforming the business model of TELECOM. We have also succeeded in absorbing additional requirements from the membership, for instance in the fields of language support and enhanced security, without any significant increase in the size of the contributory unit. In total, efficiency measures of more than CHF 70 million have been implemented since 1998, making it possible to undertake more work with fewer resources.

Coordinating policy issues on new services

If ITU is to succeed in the new market environment, it must demonstrate its effectiveness as a place to do business. ITU has reasserted its relevance in a number of significant areas. For instance:

- ITU's support for the content team at WSIS enabled stakeholders to reach a historic agreement in a number of areas, including Internet Governance. ITU's role was recognized in its selection as one of the three lead agencies, along with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Development Programme (UNDP), for the multi-stakeholder implementation of the WSIS outcomes. ITU also has specific responsibilities for action lines C2 and C5 on infrastructure and security (including countering spam) respectively.
- ITU played a key role in the adoption of the IMT-2000 family of standards for 3G mobile as well as in the development and spread of IP Telephony.
- ITU has also been developing standards that traverse the full range of consumer and business applications: from next-generation broadband and web services, to encoding standards for video and music compression, from digital television to next-generation network (NGN) management. Work has also been initiated in new areas such as networked radio-frequency identification (RFID) and internet protocol television (IPTV), which shows that ITU continues to be at the cutting edge of technological change.
- The 2006 Regional Radiocommunication Conference brokered a treaty-level agreement that will see the transition to digital terrestrial broadcasting (radio and television) by 2015 throughout Europe, Africa, the Middle East and the Islamic Republic of Iran.

Encouraging participation by the private sector

One mark of this success is the fact that ITU's membership is growing, with some 150 or so new Sector Members and more than 60 Associates added to the Union since the start of 2004. Since the time of the 1998 Plenipotentiary Conference, Sector membership has increased by around 20 per cent.

Strengthening ITU's public presence

ITU has demonstrated that it can organize a successful World Summit. During November 2005, traffic to ITU's website was around 15 million pageviews per day, and this has brought the Union to a much wider audience. Thanks to the WSIS process, many Heads of State and Government have become aware of the importance of ITU. There has been an increase in the number of VIPs visiting ITU, including Heads of State, as well as many more stories in the media.

Looking to the future

In December 2004, Booz Allen Hamilton nominated ITU among the world's ten most enduring institutions that "have reinvented themselves time and again — and remained market leaders — as the unique circumstances of their founding have given way to changing conditions." ITU is proud to have been honoured in this way.

Now it is the Union's job to carry forward and strengthen its role in creating a future in which we can all share information and knowledge, and in which everyone has a voice. It will be a challenging task, but one that is extremely worthwhile. ■

Interviews with candidates for the post of Secretary-General

ITU headquarters in Geneva

One of the most important decisions to be taken by the Plenipotentiary Conference in Antalya will be the election of a new leader to the post of ITU Secretary-General to succeed Yoshio Utsumi early next year.

There has been a lot of interest from ITU constituents in the Union's elections for the top job. In response, *ITU News* invited all six people who had put forward their candidatures for this post to participate in an interview. We asked them to respond to the same four questions (see page 9) on how they propose to lead the Union, if elected. Five candidates gave us their answers. These are reproduced here in full, in alphabetical order of the candidates' surnames. ■
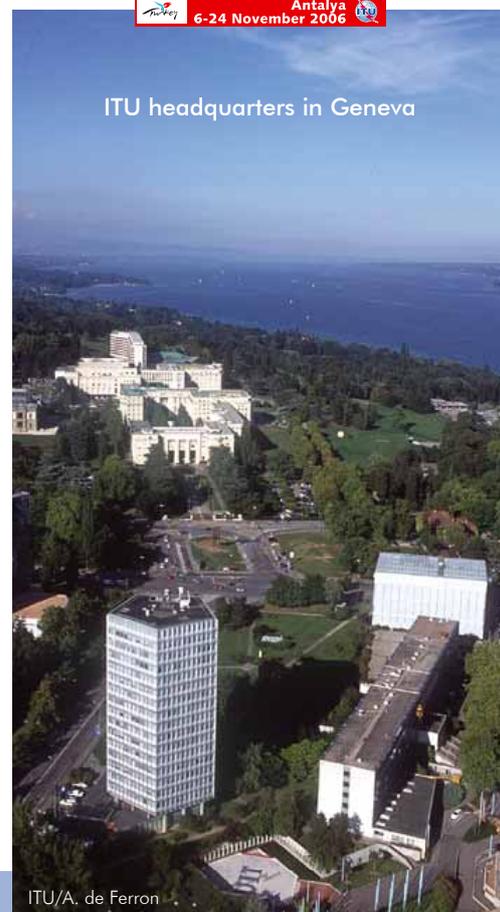
ITU/A. de Ferron

Elections at PP-06

Apart from filling the top post, the conference will also have the task of electing the Deputy Secretary-General, the Directors of the three Bureaux, and the 12-member Radio Regulations Board (RRB), which is the guardian of the Radio Regulations. The Board's foremost task is to approve Rules of Procedure, which are then used by the Radiocommunication Bureau (BR) and its Director in applying the Radio Regulations. In addition, the conference will vote on which countries will serve on the Council (ITU's governing body). Page 28 provides a list of official candidatures received by ITU as of 4 October 2006.

Interview questions

Q.1 The World Summit on the Information Society (WSIS) has put ITU in the spotlight of the world community. For the first time, ITU's leading role in information and communication technologies (ICT) was recognized at the political and grassroots levels; it is now generally seen as much more than a purely technical organization. This recognition has not only created enormous potential for ITU, but also great expectations of what it can and should do to connect the world by 2015 as prescribed in the WSIS Plan of Action.

Given that most of the activities to bridge the digital divide fall within the mandate of the ITU Telecommunication Development Sector, how would you reconcile the world's expectations and the current role of Secretary-General, which is constrained by the Constitution and the Convention to general management with no specific authority over Sector policies or programmes?
What would you do in the first 100 days of your mandate to leverage the visibility and leadership gained by ITU through the WSIS process? And how would you maintain the momentum? Please provide specific examples.

Q.2 The nominal role of the Secretary-General is to manage the Union and act as its legal representative, with most of the substantive work carried out in the Sectors. This creates a situation whereby the Secretary-General is accountable to the membership without having the required authority to decide or to implement members' decisions across the Union. At the same time, Directors of the Union's three Bureaux are vested with *de facto* authority which they derive from their responsibilities, but for which they are not answerable. This puts the Secretary-General in a position where he or she can exercise his or her authority only through a veto of the proposals that he or she receives.

As Secretary-General, how would you lead the organization on behalf of the members without the required authority over what the Sectors do, taking into account the fact that irrespective of personalities, this divorced principle of accountability and responsibility has led to difficult working conditions with other elected officials and ultimately their staff?

Q.3 Since 1999, cost efficiencies of the order of 25 per cent have been achieved against a background of requests for increased output and cost increases. At the same time, members are not willing to increase resources to meet the spiralling demands placed on the Union for new activities, more deliverables and faster turnover.

With little room for any further cost efficiencies, how do you plan to deal with the problem of shortage of resources?
In concrete terms, how would you tackle the CHF 50 million shortfall in the next financial plan for 2008–2011?

Q.4 The ITU staff have been measured as having above-average productivity levels. However, several years of financial constraints, which resulted in higher demands placed on them together with a deep reduction in career opportunities for professional development, has led to low staff morale with an unwillingness to shoulder more work without any hope of improvements.

What immediate measures would you take in order to improve the situation?
What steps do you plan to take in the next four years to reverse this trend of having to do more with less?

Interview with Roberto Blois
(Brazil)

Q.1 The World Summit on the Information Society (WSIS) has put ITU in the spotlight of the world community. For the first time, ITU's leading role in information and communication technologies (ICT) was recognized at the political and grassroots levels; it is now generally seen as much more than a purely technical organization. This recognition has not only created enormous potential for ITU, but also great expectations of what it can and should do to connect the world by 2015 as prescribed in the WSIS Plan of Action.

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What would you do in the first 100 days of your mandate to leverage the visibility and leadership gained by ITU through the WSIS process? And how would you maintain the momentum? Please provide specific examples.

R.B. At the World Summit on the Information Society, world leaders clearly recognized the vital importance of information and communication technologies as key tools for economic and social development in the 21st century. As a result, the mandate of ITU has taken on added importance on the global agenda and the WSIS outcomes place the Union at the centre in building the information society and bridging the digital divide.

Now is the time to take concrete actions to turn "principles into actions".

An urgent task is to develop a **"Roadmap 2015"**, a dynamic plan for ITU to meet the expectations set forth in the summit outcomes.

Roadmap 2015 will demonstrate how ITU intends to meet the key 2015 connectivity targets in the Geneva Plan of Action and its many responsibilities under the Tunis Agenda. It will describe how present ITU activities contribute to meeting the WSIS expectations and what new activities are required of the Union. Roadmap 2015 will include clear responsibilities, concrete actions, costs, specific deadlines and regular evaluation to measure progress. It will reflect the decisions taken by the membership at Doha and in Antalya, and will be submitted to the ITU Council for its consideration.

To strengthen secretariat efforts, consideration will be given to the creation of a small Unit dedicated to work on the information society. This unit could initially be composed of a mix of staff from the General Secretariat and the Bureaux, to avoid duplication of efforts.

It is vital that the membership be fully involved in this process. A survey will be conducted of the entire membership to identify their expectations of the WSIS implementation, and seek indications of how each can contribute to the success of implementation efforts.

A number of measures will be taken to raise the visibility of ITU in WSIS implementation.

ITU will convene a second meeting of WSIS Action Line facilitators/moderators early in 2007. This meeting will take a critical look at what has been done so far and what needs to be improved, in order to get the "action line" process on the right track.

ITU will strengthen its efforts for those Action Lines, namely C2 (infrastructure) and C5 (cybersecurity), where it is taking a lead role and which are directly related to its core competencies.

The information society is fast taking hold throughout the world, reshaping our lives, our societies and our economies. ITU must act now so that the hopes and dreams of the information society become a reality for all.

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As Secretary-General, how would you lead the organization on behalf of the members without the required authority over what the Sectors do, taking into account the fact that irrespective of personalities, this divorced principle of accountability and responsibility has led to difficult working conditions with other elected officials and ultimately their staff?

R.B. My management philosophy will be to instill a culture called **"One ITU"**.

To achieve our common objectives, it is imperative that the next four years see an improvement in the cohesiveness and morale at all levels of the secretariat.

With its present structure, ITU has achieved great things in the past few years, including WSIS, the Regional Radiocommunication Conference (RRC), the Global Symposium for Regulators, and the development of key industry standards. ITU's historic record of achievement has never been linked to a particular structure and a number of other options have already been tried.

It is my firm belief that the Secretary-General must lead the organization and set the example. Leadership does not depend solely on the words in the Constitution and the Convention, but springs as well from the initiatives and tone set by the Secretary-General, from the moral authority of the office holder, and from the efforts that he or she makes to engage the membership, the other elected officials and the staff in an open, transparent, respectful and cooperative working environment.

The culture of **"One ITU"** will be instilled through the following actions:

The elected officials will meet regularly, through the Coordination Committee and other channels, to work together to plan the major conferences and assemblies of the Union and guide the strategic mission of ITU. There will be regular exchanges of information so that all are informed on what the others are doing. We will move away from the notion that each conference belongs to its respective Sector, to a spirit of shared responsibility, and will consider more carefully the impact of each major meeting on the overall work of the Union.

We will focus on the overall product that we provide to the membership, to provide Member States and Sector Members with comprehensive solutions to challenges in the industry and we will focus on the needs of developing countries.

Work by the secretariat will increasingly use a multidisciplinary approach, especially in areas such as regulatory policy, statistics and enabling environment, where the skills of different parts of the secretariat come into play.

The website will be an important tool in creating **"One ITU"**. Immediate steps will be taken to vastly improve the current website and use it as a means to show ITU as a unified agency, while respecting its different constituent elements.

Q.3 Since 1999, cost efficiencies of the order of 25 per cent have been achieved against a background of requests for increased output and cost increases. At the same time, members are not willing to increase resources to meet the spiralling demands placed on the Union for new activities, more deliverables and faster turnover.

With little room for any further cost efficiencies, how do you plan to deal with the problem of shortage of resources?
In concrete terms, how would you tackle the CHF 50 million shortfall in the next financial plan for 2008–2011?

R.B. Following the most recent meeting of the Working Group of the Council for elaboration of the draft financial plan, and taking into account the additional efforts made to cut down on expenditure in the period 2008–2011, the "shortfall" in the forthcoming financial plan is expected to be in the order of CHF 34 million, or CHF 13 million if the Member States agree to increase, from one-fifth to one quarter, the ratio used for establishing the amount of the contributory unit for Sector Members.

Bearing in mind that 80 per cent of our expenditure is on staffing, we would need to do away with a significant number of posts in order to achieve a balanced financial plan.

My commitment is to preserving our staff to the extent possible and guaranteeing a high-quality service.
Together with the Member States, we now have to set priorities and, as necessary, reduce or eliminate activities; and we, the secretariat, must continue to strive for greater efficiency, even if the opportunities for doing so are becoming ever more slim.

We must tackle major reforms head-on, by:

- reorganizing meetings and restructuring the secretariats of the different Sectors' study groups to allow for the pooling of our resources;
- using our internal capacity such as to reduce expenditure on external consultants;
- continuing the work of the NEC (New Efficiency Committee) to eliminate duplication of administrative tasks;
- taking advantage of retirements and looking once again at the question of vacant posts and whether to refill them, and of terminating certain activities.

I am continuing to ask the Member States to consider the possibility of increasing the ratio used to establish the amount of the contributory unit for Sector Members and also the level of the contributory unit.

Finally, I do not rule out the possibility of introducing a voluntary separation scheme along the lines of the one we had in 2003.

Q.4 The ITU staff have been measured as having above-average productivity levels. However, several years of financial constraints, which resulted in higher demands placed on them together with a deep reduction in career opportunities for professional development, has led to low staff morale with an unwillingness to shoulder more work without any hope of improvements.

What immediate measures would you take in order to improve the situation?
What steps do you plan to take in the next four years to reverse this trend of having to do more with less?

R.B. My first step would be to take further measures to improve dialogue with the Staff Council. For example, I think that we can revisit Council Decision 517 and agree some mechanisms that could improve communications between management and staff. Good communications, and realistic expectations by the staff, should help to address the very real morale issues.

Another high priority is to establish a new contracts policy that addresses the legitimate concerns raised by staff, while being consistent with UN policies and the financial constraints of the Union. We should undertake to agree that new policy, in a dialogue with the staff, as soon as the UN General Assembly has made its decision regarding a new contract framework.

And we need to tighten up our current performance appraisal system, so that we can identify very early any individual performance weaknesses and take appropriate remedial action, for example training or coaching. And we need to train our managers and our staff in proper performance management.

It is important to set realistic expectations. The trend of doing more with less is not limited to ITU, nor to intergovernmental organizations. It is a general trend that has been with us for some time and that may continue for some time.

While I do not believe that this trend can be reversed in the near future, I certainly can, and will, take steps to diminish its impact on ITU. Those steps include improving communications with the membership and the staff, so that all know where we are going and how to get there; further streamlining internal processes and procedures, so that we can indeed deliver more results with less effort; continuing to make greater use of information systems tools to automate routine work; finding an appropriate balance between the General Secretariat and the Sectors for the delivery of key administrative services such as information systems, personnel and finance; and implementing appropriate systems to measure how we are performing so that we can take steps to improve. ■

Interview with Marc Furrer
(Switzerland)

Q.1 The World Summit on the Information Society (WSIS) has put ITU in the spotlight of the world community. For the first time, ITU's leading role in information and communication technologies (ICT) was recognized at the political and grassroots levels; it is now generally seen as much more than a purely technical organization. This recognition has not only created enormous potential for ITU, but also great expectations of what it can and should do to connect the world by 2015 as prescribed in the WSIS Plan of Action.

Given that most of the activities to bridge the digital divide fall within the mandate of the ITU Telecommunication Development Sector, how would you reconcile the world's expectations and the current role of Secretary-General, which is constrained by the Constitution and the Convention to general management with no specific authority over Sector policies or programmes?
What would you do in the first 100 days of your mandate to leverage the visibility and leadership gained by ITU through the WSIS process? And how would you maintain the momentum? Please provide specific examples.

M.F. It is true that WSIS has been an excellent opportunity for ITU to change its image and the success of the event has been acknowledged worldwide. ITU's leading role in ICT for development has been recognized, both at the political and the grassroots level. ITU must now sustain this momentum and act in order to succeed in its tremendous challenge of connecting the world by 2015. All delegations contributed to the success of WSIS: those from the ITU Member States, the private sector and civil society. Their intense commitment and their incredibly hard work during the preparatory process enabled us to find consensus and adopt a Geneva Declaration of Principles and Plan of Action, as well as a Tunis Commitment and Agenda for the Information Society that constitute a milestone in the creation of a new information society for all. But there is a risk that this momentum will be lost if no concrete actions to implement the WSIS results are taken in the near future. If the ITU Member States decide to give me the mandate to serve as new Secretary-General for the next four years, implementation of the WSIS results would be one of my priority tasks to be tackled immediately, in order to maintain the recently acquired new visibility and leading role of the Union. Nothing would be worse than seeing ITU slip back into its limited technocratic image.

If elected, within the first 100 days of my mandate as Secretary-General I would accomplish three vital tasks:

Firstly, in cooperation with the leading agencies in the WSIS implementation process, I would establish a clear concept outlining who does what, with clear delineation of responsibilities and concrete tasks. This would require immediate contact at the highest level with the relevant UN organizations, in order to gain the strong personal commitment of their leaders. Direct contact with the leaders of the private sector and

civil society would also be required, in order to hear their input and proposals, as they are important players in the WSIS implementation process. I would try to build on the confidence that has been built among the different stakeholders during the long WSIS preparatory process, in the full knowledge that working together in a constructive way is essential for effective and successful implementation of the WSIS results.

As a second measure, I would assign some ITU staff to the WSIS follow-up process in order to implement the new concept and support those activities falling within ITU's mandate. These measures would help create a new image and new organizational structure for the activities of ITU, which are clearly required. To launch this conceptional process, I would, thirdly, also like to gather an autonomous group of active and innovative ministers of communications who wish to accompany the Union in the implementation process and breathe fresh life into it.

Q.2 The nominal role of the Secretary-General is to manage the Union and act as its legal representative, with most of the substantive work carried out in the Sectors. This creates a situation whereby the Secretary-General is accountable to the membership without having the required authority to decide or to implement members' decisions across the Union. At the same time, Directors of the Union's three Bureaux are vested with *de facto* authority which they derive from their responsibilities, but for which they are not answerable. This puts the Secretary-General in a position where he or she can exercise his or her authority only through a veto of the proposals that he or she receives.

As Secretary-General, how would you lead the organization on behalf of the members without the required authority over what the Sectors do, taking into account the fact that irrespective of personalities, this divorced principle of accountability and responsibility has led to difficult working conditions with other elected officials and ultimately their staff?

M.F. As new Secretary-General, I would seek to direct the work of ITU in constant dialogue with the Directors of the three Bureaux. Leading is persuading! I believe that a Secretary-General should give his input and feedback on the work of the different Sectors. At the same time, as legal representative of the Member States, he also can assert his position without resorting to the veto or creating a climate of mistrust. But I am acutely aware of the fact that to regain a creative and constructive climate in ITU, not only the commitment, the sensitivity and the good governance of the Secretary-General is needed, but also the goodwill and the cooperation of the Directors of the Bureaux. The Secretary-General's main job is to support all three Sectors.

Q.3

Since 1999, cost efficiencies of the order of 25 per cent have been achieved against a background of requests for increased output and cost increases. At the same time, members are not willing to increase resources to meet the spiralling demands placed on the Union for new activities, more deliverables and faster turnover.

With little room for any further cost efficiencies, how do you plan to deal with the problem of shortage of resources?
In concrete terms, how would you tackle the CHF 50 million shortfall in the next financial plan for 2008–2011?

M.F. The new Secretary-General will certainly have a tough job! He will have to produce more, with less money, and this will necessitate immediate management reform. This is a challenge I have had to face already several times in my professional life. Resources and services must be used more efficiently. There are savings to be made in using information technology (IT) for example. In addition, ITU must focus more on the essentials and leave other tasks to those better suited to performing them. I am aware that also, depending on the results of the elections, some countries might want to reduce their contribution. So ITU must find new partners — predominantly in the private sector — who are willing to pay more. As new Secretary-General, I would certainly improve contact with private companies. But increasing earnings would only have a mid-term effect. To ensure a short-term effect, the new Secretary-General will have to tackle the cost-reduction programme as one of his main priority tasks. Especially, the ITU Member States from the developing world need a financially healthy ITU.

Q.4

The ITU staff have been measured as having above-average productivity levels. However, several years of financial constraints, which resulted in higher demands placed on them together with a deep reduction in career opportunities for professional development, has led to low staff morale with an unwillingness to shoulder more work without any hope of improvements.

What immediate measures would you take in order to improve the situation?
What steps do you plan to take in the next four years to reverse this trend of having to do more with less?

M.F. During the WSIS process in particular, I personally experienced the commitment of the ITU staff, the quality of their work and above-average productivity levels. It is vital to give them new perspectives, new motivation and also recognition for their work. As Secretary-General, I would take an active interest in their work via personal meetings within each Sector. Who knows me knows that I would certainly not be a leader locked in his Ivory Tower, but would seek direct contact with the people working for the Union, in order to know what every unit does, what problems they face and their proposed solutions. My experience shows that direct dialogue with staff improves motivation and output. It is also my deep conviction that the ITU staff are sincerely committed to the effective implementation of the WSIS outcomes, to tackling the challenge of bridging the digital divide and to promoting the new visibility and positive image of the Union. To achieve this, the staff will accept hard work and support a new leadership with the same vision. ◼

Interview with Matthias Kurth
(Germany)

Q.1 The World Summit on the Information Society (WSIS) has put ITU in the spotlight of the world community. For the first time, ITU's leading role in information and communication technologies (ICT) was recognized at the political and grassroots levels; it is now generally seen as much more than a purely technical organization. This recognition has not only created enormous potential for ITU, but also great expectations of what it can and should do to connect the world by 2015 as prescribed in the WSIS Plan of Action.

Given that most of the activities to bridge the digital divide fall within the mandate of the ITU Telecommunication Development Sector, how would you reconcile the world's expectations and the current role of Secretary-General, which is constrained by the Constitution and the Convention to general management with no specific authority over Sector policies or programmes?
What would you do in the first 100 days of your mandate to leverage the visibility and leadership gained by ITU through the WSIS process? And how would you maintain the momentum? Please provide specific examples.

M.K. ITU's leadership in the WSIS follow-up and the action lines has to be proven and highlighted by the expertise and knowledge of all ITU Sectors and by the quality of concrete and definitive projects.

There is no need for additional resolutions, papers or strategic plans. The draft Strategic Plan for 2008–2011, which was prepared by an ITU Working Group and which will be discussed at the Plenipotentiary Conference in Antalya, is a very good basis for ITU's work in the future. If I am elected as Secretary-General, my main task will be to fill all these plans, commitments and agendas with real life.

ITU is the ideal body to organize a worldwide transfer of knowledge and expertise in advanced information and communication technologies.

The work carried out by study groups in the Standardization, Radiocommunication and Development Sectors should be streamlined in the light of the WSIS action lines and our strategic plan.

I would initiate, for example, guidelines and principles to enhance the goal of supporting the most cost-efficient technologies for broadband access, in order to boost their worldwide penetration.

In the days of convergence, both efficient spectrum use and the search for affordable standards are crucial if the digital divide is to be bridged.

Next-generation networks (NGN) are also a great opportunity to reduce costs and to speed up innovation. ITU can help to organize the transfer process

worldwide and to keep the principles of global connectivity, openness, affordability, reliability, interoperability and security in the focus of development.

I also want to initiate an ITU competition for the best and most successful access and ICT projects worldwide. A possible ITU award could bring the attention and focus of industry, governments and the press to these "best practice" projects, especially in the developing nations.

In my first 100 days I would want to convince our private-sector members and the ICT industry to seek more cooperation and partnership projects with ITU. The Union can assist governments and private investors in building new networks and capacity, particularly in developing countries, by providing a predictable, pro-competitive, legal and regulatory framework to offer appropriate incentives for investment in ICT infrastructure. The cooperation projects and their progress should be published, and the results should be accessible to the public.

Being a regulator for nearly seven years, I know from my day-to-day work how crucial the regulatory environment is for the growth of innovative ICT technologies. I would like to bring this practical experience and knowledge to the ITU management.

As Secretary-General, I would like to be the ITU's public promoter in international events and fairs and I want to balance the leading operational tasks in Geneva with much travelling and worldwide presence and dialogue with governments and ICT industry leaders.

Q.2 The nominal role of the Secretary-General is to manage the Union and act as its legal representative, with most of the substantive work carried out in the Sectors. This creates a situation whereby the Secretary-General is accountable to the membership without having the required authority to decide or to implement members' decisions across the Union. At the same time, Directors of the Union's three Bureaux are vested with *de facto* authority which they derive from their responsibilities, but for which they are not answerable. This puts the Secretary-General in a position where he or she can exercise his or her authority only through a veto of the proposals that he or she receives.

As Secretary-General, how would you lead the organization on behalf of the members without the required authority over what the Sectors do, taking into account the fact that irrespective of personalities, this divorced principle of accountability and responsibility has led to difficult working conditions with other elected officials and ultimately their staff?

M.K. One of the question's assumptions is wrong. Nothing in life is "irrespective of personalities".

There might be restrictions in the ITU Constitution which will be discussed and modified at the Plenipotentiary Conference, and it may be advisable to look at the structures of other UN family organizations.

But as elected Secretary-General, I would have to take the Constitution as it is or as it will be changed by the Plenipotentiary Conference, and make the best of it.

If constraints are imposed by the Constitution, I would try to convince my colleagues through argument and discussion. In all my past jobs I have always experienced constraints, but managed to get ahead through intensive, constant communication, trust, fairness, enthusiastic and motivating ideas and team spirit.

In my present job as spectrum regulator, I need to convince 15 separate and completely independent media regulators in the German regions to take digital broadcasting forward. The result is that Berlin, in 2001, was the first city in the world to abandon analogue terrestrial broadcasting in favour of DVB-T. Today, 60 per cent of the German population can receive digital terrestrial television.

On the management boards of our private-sector members, the chairman often has only one vote, like the other members. He is only a speaker for the board and has to persuade and convince his fellow board members.

In my opinion, the chance for success is linked as much to the willingness of all elected officials to cooperate and the ability to persuade and convince, as to the rules and constitutional structures.

Q.3 **Since 1999, cost efficiencies of the order of 25 per cent have been achieved against a background of requests for increased output and cost increases. At the same time, members are not willing to increase resources to meet the spiralling demands placed on the Union for new activities, more deliverables and faster turnover.**

With little room for any further cost efficiencies, how do you plan to deal with the problem of shortage of resources?
In concrete terms, how would you tackle the CHF 50 million shortfall in the next financial plan for 2008–2011?

M.K. My principle is: "If you don't have enough money, you need ideas".

In the last 10 years, I have always had management jobs with budget restraints and the obligation to cut expenses, to restructure and to save money.

In most of our Member States the situation is similar, and even our Sector Members after the year 2000 had to cut expenses dramatically and reduce staff by up to 50 per cent.

One solution is to set clear priorities. It is wrong to do a bit of everything; the results will not be satisfying if we are not focused on the topics for which we have the best expertise and experience.

Our strategic planning must therefore be realistic and linked from day one to our existing resources, not to fantasy resources, which it would be nice to have.
If you deliver excellent results in the priority areas, then you can ask for more contributions and maybe increased funding.

I would also try to make agreements for closer cooperation with the World Bank and with other public and development funding banks and UN-family institutions, so as to focus existing development funds more on the crucial role of ICT. ITU could deliver a valuation of project concepts and follow through their implementation and realization phase. The financial resources would be delivered by various partners in cooperation with government and ICT industry investors.

Q.4 The ITU staff have been measured as having above-average productivity levels. However, several years of financial constraints, which resulted in higher demands placed on them together with a deep reduction in career opportunities for professional development, has led to low staff morale with an unwillingness to shoulder more work without any hope of improvements.

What immediate measures would you take in order to improve the situation?
What steps do you plan to take in the next four years to reverse this trend of having to do more with less?

M.K. There is no fundamental contradiction between restructuring and keeping staff motivation and morale high.

Over the last six years as President of the German Federal Network Agency, I have had to close offices and shed around 500 jobs. But with the remaining staff we have focused on new activities, such as combating the abuse of telephone numbers and protecting consumer rights in ICT.

The agency was nevertheless among the top three from more than 200 public-sector enterprises in Europe in the 2004 competition of the famous Bertelsmann Foundation for improvement in performance and progress in the public sector.

To keep staff motivated, you need a constant dialogue and feedback about necessary change and clear signals for personnel development.

Promotion should be possible by transparent rules and only on the grounds of qualification and merit, not according to the time a staff member has spent at ITU. As in every team, you have excellent, good and average players — and every team, once in a while, needs fresh blood and a good balance between experienced experts and new, qualified outsiders. An international organization also needs a suitable balance between permanent and temporary jobs, in order to keep the exchange of knowledge up-to-date with scientific and industry developments.

The Secretary-General has the leading role in establishing a good working climate and spirit among the ITU staff.

I would talk comprehensively to staff members on every level of the hierarchy, visit them once in a while in their offices, or ask them to write down on a sheet of paper three ideas that they believe could inspire improvement in ITU and how they think they could make a personal contribution.

In all my management jobs, even with tough restructuring obligations, I have had excellent working relations with the staff council. If you do not believe me, you are welcome to call the head of the BNetzA staff council, Mr Ralf Gymnich (Tel.: +49 228 14 4554). He is the elected representative responsible for 2500 staff members of the organization of which I have been the President since 2001. ■

Interview with Muna Nijem
(Jordan)

Q.1 The World Summit on the Information Society (WSIS) has put ITU in the spotlight of the world community. For the first time, ITU's leading role in information and communication technologies (ICT) was recognized at the political and grassroots levels; it is now generally seen as much more than a purely technical organization. This recognition has not only created enormous potential for ITU, but also great expectations of what it can and should do to connect the world by 2015 as prescribed in the WSIS Plan of Action.

Given that most of the activities to bridge the digital divide fall within the mandate of the ITU Telecommunication Development Sector, how would you reconcile the world's expectations and the current role of Secretary-General, which is constrained by the Constitution and the Convention to general management with no specific authority over Sector policies or programmes?
What would you do in the first 100 days of your mandate to leverage the visibility and leadership gained by ITU through the WSIS process? And how would you maintain the momentum? Please provide specific examples.

M.N. I view this year's campaign for ITU Secretary-General as a unique opportunity to elect an executive who is a consensus-builder and who can meet the challenges posed by the revolution in communications technology, particularly the internet. These challenges have placed ITU in the spotlight of the world community. If I am elected ITU Secretary-General, I will use my proven skills as an administrator, negotiator and facilitator to direct the organization successfully to the benefit of its members and the world community.

In the first 100 days on the job I would engage directly, openly and honestly with my colleagues; that is, the four other executives who hold elective positions, the unions, and the staff. The team relationship that I would build among these stakeholders would be the foundation for ITU's performance under my leadership.

At the same time, I would engage directly, openly and honestly with all ITU members — with governments, advisers, members of civil society and with industry. I have developed the ability, over the years, to understand the needs of all ITU members. As an engineer, I worked in industry as well as government. As an executive and administrator, I have an insider's understanding of the challenges that face developing countries, as well as the interests and concerns of the countries with advanced communications companies. As a woman, I understand the need to bridge the gender gap to ensure that both men and women benefit from the communications revolution.

In the first 100 days on the job I would also engage directly, openly and honestly with executives in other international organizations. ITU's future role in communications (including the internet) will be intensified through close cooperative relationships with these international organizations. I will use my understanding of the international community, including my diverse, linguistic, cultural and ethnic experience, to lead among my United Nations colleagues.

Q.2 The nominal role of the Secretary-General is to manage the Union and act as its legal representative, with most of the substantive work carried out in the Sectors. This creates a situation whereby the Secretary-General is accountable to the membership without having the required authority to decide or to implement members' decisions across the Union. At the same time, Directors of the Union's three Bureaux are vested with *de facto* authority which they derive from their responsibilities, but for which they are not answerable. This puts the Secretary-General in a position where he or she can exercise his or her authority only through a veto of the proposals that he or she receives.

As Secretary-General, how would you lead the organization on behalf of the members without the required authority over what the Sectors do, taking into account the fact that irrespective of personalities, this divorced principle of accountability and responsibility has led to difficult working conditions with other elected officials and ultimately their staff?

M.N. If elected ITU Secretary-General I would inject a consensus-based, team-building spirit into the institution. I believe that it would take an "outsider" (such as myself) to renovate the internal relationships in ITU. At present, these relationships do not provide an incentive to promote cooperation between ITU Bureaux; I will change this immediately and I have a plan for doing so. I am known for being a decisive, thorough and efficient chief executive. I am dedicated to using my skills to renovate ITU by instilling in it a new sense of purpose, mission and responsibility.

I believe that in all organizations with elected officials, whether corporate, governmental or intergovernmental, executive officers are ultimately responsible to their constituencies. I will use this fact to provide an incentive to ITU's new Bureau directors. Together we will fashion a working ethos to inspire the organization, its employees as well as sector and programme members, to do great things in communications, including the internet field.

Q.3 Since 1999, cost efficiencies of the order of 25 per cent have been achieved against a background of requests for increased output and cost increases. At the same time, members are not willing to increase resources to meet the spiralling demands placed on the Union for new activities, more deliverables and faster turnover.

With little room for any further cost efficiencies, how do you plan to deal with the problem of shortage of resources?
In concrete terms, how would you tackle the CHF 50 million shortfall in the next financial plan for 2008–2011?

M.N. If I am elected ITU Secretary-General I will not waver in my focus on fiscal responsibility. The dues-paying members of ITU deserve to know how their contributions are spent. The process needs to be open, transparent and responsive. This is a precondition for being a 21st-century organization. I will make sure that this happens.

As an executive and administrator, I have a proven experience in managing budgets, institutions and processes. I would apply this experience to implement a three-step plan. My first specific step would be to focus on the areas in which ITU excels, such as spectrum management, setting standards, and assisting developing countries in building communications (including internet) networks.

The second step would be to conduct a thorough review of ITU's budgetary process, with the objective of instituting new, streamlined policies and procedures. I plan to build on the progress that ITU has achieved so far, in the knowledge that there is always room for further savings through automation, digitization, and the use of ICT. Indeed, ITU should be a pioneer in applying the solutions that ICT offers to answer its budgetary challenges.

The final step in my plan would be to engage in a two-way dialogue with members, with the aim of building a future budget plan that they can fully support. I would envision that this plan, developed cooperatively in an open and transparent manner, would lead to growth in ITU's programmes and in funding for ITU to engage effectively in new activities.

Q.4 **The ITU staff have been measured as having above-average productivity levels. However, several years of financial constraints, which resulted in higher demands placed on them together with a deep reduction in career opportunities for professional development, has led to low staff morale with an unwillingness to shoulder more work without any hope of improvements.**

What immediate measures would you take in order to improve the situation?
What steps do you plan to take in the next four years to reverse this trend of having to do more with less?

M.N. As ITU Secretary-General I would advocate the interests of the ITU staff because I believe that the staff should be recognized and rewarded for their hard work, dedication and ability. My advocacy of the staff would concentrate on three main initiatives. I would:

- institute open and transparent personnel procedures to remove any impressions of discrimination or bias;
- promote an atmosphere of respect and honour for each employee's contribution; and,
- encourage a staff debate and dialogue aimed at improving ITU's workplace environment.

I believe that there should be staff committees that deliberate on the problems that the organization faces and whose recommendations are taken seriously in the search for solutions. I would be accessible to the staff, and would be willing to meet with any who require it.

Frustration and low morale result from a feeling of injustice or impotence. Transparency and access to information are very important measures to counter these. The ITU leadership should trust its staff and give them a greater role in facing problems that exist. In short, I will encourage the ITU staff to take responsibility and to step up to challenges faced by ITU's changing role brought about by the communications revolution and the role of the UN in the 21st century. ∎

Interview with **Hamadoun I. Touré**
(Mali)

Q.1 The World Summit on the Information Society (WSIS) has put ITU in the spotlight of the world community. For the first time, ITU's leading role in information and communication technologies (ICT) was recognized at the political and grassroots levels; it is now generally seen as much more than a purely technical organization. This recognition has not only created enormous potential for ITU, but also great expectations of what it can and should do to connect the world by 2015 as prescribed in the WSIS Plan of Action.

Given that most of the activities to bridge the digital divide fall within the mandate of the ITU Telecommunication Development Sector, how would you reconcile the world's expectations and the current role of Secretary-General, which is constrained by the Constitution and the Convention to general management with no specific authority over Sector policies or programmes?
What would you do in the first 100 days of your mandate to leverage the visibility and leadership gained by ITU through the WSIS process? And how would you maintain the momentum? Please provide specific examples.

H.T. The organization of WSIS is a result of a landmark decision of the ITU Plenipotentiary Conference that was held in Minneapolis in 1998. A call was made to all stakeholders to get together with ITU and address the challenges of the digital divide.

All the stakeholders positively responded, leading to the success of the summit that was characterized by:

- The synergy resulting from the combined effort and shared vision by the international community.
- The unprecedented participation by the leadership of developing countries in WSIS agenda setting, debates and negotiations.
- The recognition given to civil society and their invaluable contribution from within rather than from the streets, as is often the case in many of UN's conferences.
- The constructive contribution made by developed countries and their readiness to bridge the digital divide.
- The recognition of the increased role of the private sector.

It is true that the summit increased ITU's visibility. We, however, should do more to blow the myth that only those who are experts in technical matters can participate or contribute to the work of the Union. ITU is home to all stakeholders because information and communication technologies permeate all the facets of human life and impact everybody, regardless of their status, gender, specialty, or geographical location. The potential is there and we must build on the agenda set by the summit and ensure that ITU's actions act as building blocks towards the attainment of the United Nations Millennium Development Goals set by world leaders in 2000.

The role of the Secretary-General is well defined in the Constitution. The Constitution does not constrain the Secretary-General in any way. Frankly, I believe that the Constitution currently gives the Secretary-General enough power to fulfil his mandate and to deliver digital dividends to the membership. What is required is good, forward looking and visionary leadership that is built on a strong foundation of a participatory leadership style that recognizes that the Directors of the Sectors are part of a team entrusted with the Union's resources. The Secretary-General is not responsible for the General Secretariat alone. He/she is the chief executive officer (CEO) of the Union and must have confidence in his/her colleagues leading the Sectors, without him having to interfere with the day-to-day operations of the Sectors. This is not *sui generis* to ITU, it also exists in the corporate world as well as the public service.

The first 100 days are often described as *"strategic thinking — no action days"* as a new CEO gets to understand his new environment. I have participated in the work of the Union for many years, both as a delegate and as Director of the Development Sector. I know the house and actively participated in the discussions that led to the holding of the summit, in summit proceedings and in post-summit implementation and follow-up discussions. The work on the summit does not stop because there is a new Secretary-General. Stakeholders already know their role in the implementation of the various "Action Lines". ITU has a well-defined role, and that role must continue. That is why as Secretary-General I will address, from day one, three priorities that will, of course, impact positively on ITU's credibility:

- I will ensure that the morale and motivation of the ITU staff are restored, resulting in more efficiency and higher productivity.
- I will change the perception that people have of ITU, through transparency and accountability.
- I will build bridges to a digital future through the active and meaningful participation of all stakeholders in line with the decisions of WSIS, and my personal belief that teamwork is the key to success.

Q.2 The nominal role of the Secretary-General is to manage the Union and act as its legal representative, with most of the substantive work carried out in the Sectors. This creates a situation whereby the Secretary-General is accountable to the membership without having the required authority to decide or to implement members' decisions across the Union. At the same time, Directors of the Union's three Bureaux are vested with *de facto* authority which they derive from their responsibilities, but for which they are not answerable. This puts the Secretary-General in a position where he or she can exercise his or her authority only through a veto of the proposals that he or she receives.

As Secretary-General, how would you lead the organization on behalf of the members without the required authority over what the Sectors do, taking into account the fact that irrespective of personalities, this divorced principle of accountability and responsibility has led to difficult working conditions with other elected officials and ultimately their staff?

H.T. Every elected official is accountable to the membership. Even if the Secretary-General is ultimately responsible for the entire organization, he/she is not expected to do everything. The staff of the Union are experts in the various areas that affect the Union, including legal issues. Whether the staff are in the General Secretariat or in the Sectors, they are expected to advise those they report to, and colleagues, on the dos and don'ts, according to their areas of expertise. Imagine the size of the United Nations and the UN Secretary-General trying to run each of the agencies of the UN because when things go wrong, the ultimate responsibility lies in his hands. Coming back to this issue, let me say that this brings us back to the fundamental question of the federal structure. Yes, this structure has its weaknesses, but it also has strengths. Show me which structure is totally devoid of weakness. What is required is appropriate strategy to make structures work. The current federal structure is attractive to our members, as it provides checks and balances. Again, as I have stated before, there is need for more team spirit. For that reason, as Secretary-General, I will focus on building *esprit de corps*, confidence and trust with my colleagues. The Secretary-General should ensure that the interests of the Union are protected at all times and this role is in no way contradictory to the interests of the three Sectors.

Since its creation, ITU has encountered different kinds of challenges. In the present situation, we must carry out thorough analysis in order to clearly identify the sources of the problems and tackle them in a collaborative manner. The structure of the organization is often the simplest target when things go wrong. With or without the federal structure, challenges will always be there, as one could find in a host of other organizations. I believe that there is already enough authority bestowed upon the Secretary-General that empowers him/her to carry out duties as provided for in the Con-

stitution. The interdependency and complementarities between the Sectors and the General Secretariat are the cornerstones to the success of ITU. I believe that the Directors of the three Sectors will work closely with the Secretary-General as a team, while still recognizing his leadership.

Q.3 Since 1999, cost efficiencies of the order of 25 per cent have been achieved against a background of requests for increased output and cost increases. At the same time, members are not willing to increase resources to meet the spiralling demands placed on the Union for new activities, more deliverables and faster turnover.

With little room for any further cost efficiencies, how do you plan to deal with the problem of shortage of resources?
In concrete terms, how would you tackle the CHF 50 million shortfall in the next financial plan for 2008–2011?

H.T. Resources are finite. Sound management is the key to survival in this ever-changing environment. Improvement, creativity and innovation are the essential tools in these dynamics. The membership has proposed a number of improvements in managing the resources of the Union. We must not only work hard, but work smart. We must focus on our core business and, for instance, outsource those areas that do not fall in this definition. We cannot ask for more resources from the Member States without demonstrating our willingness to reinvent ourselves, or our commitment to transparency.

Take for instance the current shortfall of CHF 50 million in the next financial plan for 2008–2011. This is a **"call for action"** situation. From day one, efforts will be directed at restoring a sound financial state of the Union. Effective coordination will lead to efficiencies and elimination of duplications that will cut costs. As Secretary-General, I will provide the leadership required to balance the books, but this will not be my show alone. The trust that I will build at every level in the house, the sense of belonging that will emerge within the staff and a participatory leadership will do away with inefficiencies, low staff morale, and the general malaise within ITU. I have always been a proponent for co-financing arrangements with ITU's development partners. This is another source of financing for ICT projects. Both Member States and private-sector members are facing these challenges on a daily basis.

Q.4 **The ITU staff have been measured as having above-average productivity levels. However, several years of financial constraints, which resulted in higher demands placed on them together with a deep reduction in career opportunities for professional development, has led to low staff morale with an unwillingness to shoulder more work without any hope of improvements.**

What immediate measures would you take in order to improve the situation?
What steps do you plan to take in the next four years to reverse this trend of having to do more with less?

H.T. ITU has a qualified staff that has a lot of potential. This staff must be trusted, and it must also trust its management. More transparency in staff management is a prerequisite for building trust. This calls for equal treatment, zero tolerance for abuses, and fair rules for employment and promotion. In periods of financial difficulties, staff can be reasonable in their demands only if they are treated in a responsible manner.

The next four years will witness a turn-around of ITU characterized by new ways of doing things, vigorous partnership building, leading to co-financing of large projects by ITU and its constellation of development partners, increased accountability, and high staff morale. ITU will certainly restore its pre-eminent role of providing information and communication technology solutions, an efficient use of the spectrum and leadership in setting standards. The trend of doing more with less is a reality in human life. Every household has to live with the stark reality that the scarce resources flowing in have to be well managed to meet many demands. Likewise, if ITU is not to be wasteful, it will always have to do more with fewer resources than needed. What is required is to embrace a smart-solution strategy that is well thought out and not wasteful, but must be effective.

We must take the lead in many areas, such as security in cyberspace, efficient use of resources, appropriate strategies and policies, and financing infrastructure development to bridge the digital divide.

For ITU, I am confident that better days are yet to come. ■

Choosing the new ITU leadership

List of official candidatures as of 4 October 2006					
Posts	**Region A** (Americas)	**Region B** (Western Europe)	**Region C** (Eastern Europe)	**Region D** (Africa)	**Region E** (Asia and Australasia)
Secretary-General	Roberto BLOIS (Brazil)	Marc FURRER (Switzerland) Matthias KURTH (Germany)		Montasser OUAILI (Tunisia) Hamadoun I.TOURÉ (Mali)	Muna NIJEM (Jordan)
Deputy Secretary-General		T. Ayhan BEYDOGAN (Turkey) Carlos SÁNCHEZ (Spain)		John Ray KWABENA TANDOH (Ghana)	Houlin ZHAO (China)
Director of the Radiocommunication Bureau (BR)			Valery TIMOFEEV (Russian Federation)		
Director of the Telecommunication Standardization Bureau (TSB)		Fabio BIGI (Italy) Malcolm JOHNSON (United Kingdom)			Yuji INOUE (Japan) Kishik PARK (Korea (Republic of))
Director of the Telecommunication Development Bureau (BDT)				Abdelkrim Karim BOUSSAID (Algeria) Patrick Francis MASAMBU (Uganda) Najat ROCHDI (Morocco)	Sami Bin Sufuq AL-BASHEER (Saudi Arabia)
Radio Regulations Board (RRB) (12 members)	Robert W. JONES (Canada) Mikhail MARSIGLIA (Venezuela) Gerardo ZEPEDA-BERMÚDEZ (Honduras) Julie Napier ZOLLER (United States)	Martine LIMODIN (France) Mindaugas ZILINSKAS (Lithuania)	Wladyslaw MORON (Poland) Baiysh NURMATOV (Kyrgyzstan) Momcilo R. SIMIC (Serbia)	Hassan LEBBADI (Morocco) Shola TAYLOR (Nigeria) Aboubakar ZOURMBA (Cameroon)	Ali R. EBADI (Malaysia) P.K. GARG (India) Ian Rex HUTCHINGS (New Zealand) Shahzada Alam MALIK (Pakistan) Taghi SHAFIEE (Islamic Republic of Iran)
Council Member States (46 seats) * Current Council Member State	**Region A:** (8 seats) Argentina* Brazil* Canada* Cuba* Dominican Republic Ecuador El Salvador Mexico* Peru Trinidad and Tobago United States* Venezuela*	**Region B:** (8 seats) France* Germany* Hungary Italy* Portugal* Spain* Sweden Switzerland* Turkey* United Kingdom	**Region C:** (5 seats) Azerbaijani Republic Bulgaria* Czech Republic* Kazakhstan Poland* Romania* Russian Federation* Ukraine	**Region D:** (13 seats) Algeria* Burkina Faso* Burundi Cameroon* Côte d'Ivoire* Egypt* Gabonese Republic Ghana* Kenya* Mali* Morocco* Nigeria* Senegal* South Africa* Sudan Tanzania Tunisia* Uganda* Zambia	**Region E:** (12 seats) Australia* China* India* Indonesia* Iran (Islamic Rep. of)* Japan* Korea (Republic of)* Kuwait Lebanon Malaysia* Pakistan* Philippines Saudi Arabia* Thailand* United Arab Emirates Viet Nam*

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United Nations' agencies help to spread ICT

In addition to ITU, many other United Nations agencies are undertaking projects to promote the use of information and communication technologies (ICT). The overall goal — first and foremost — is to alleviate extreme poverty through providing new digital opportunities. The initiatives described here are just a few examples of how UN agencies are helping to bridge the digital divide, notably by implementing the outcomes of the World Summit on the Information Society (WSIS).

ICT will be used to help overcome poverty in South Asia

Photos: UNESCO

Community e-centres

The **Asian Development Bank** (ADB) and the **United Nations Economic and Social Commission for Asia and the Pacific** (UNESCAP) are establishing 20 pilot community e-centres (CeC) in South Asia. This project is part of ADB's South Asia Sub-regional Economic Cooperation (SASEC) programme. It aims to improve the quality of life and to reduce poverty in rural areas of Bangladesh, Bhutan, India and Nepal, through providing communities with access to ICT. In particular, it will provide shared facilities for the public to use basic telecommunication services and to access the internet. Based on previous experience across the region, these 20 pilot centres are expected to help develop a sustainable CeC model that reflects the communities' needs. The centres are intended to help build institutional and human capacity, and offer a way for rural communities to share knowledge. The socio-economic impact and benefits of the project will be monitored, analysed and reported via the internet.

Supporting gender equality

The United Nations has made a strong commitment to gender equality and the empowerment of women. For example, the **United Nations Development Programme** (UNDP) supports gender-specific projects to improve human resources in Central and Eastern Europe and the Commonwealth of Independent States. Some of the most recent focus on ICT, such as the project entitled *"Capacity Building of Lithuanian Women Through ICT and Networking."* It aims to improve the conditions for sustainable development in rural areas of Lithuania by empowering women through the use of ICT. This helps them to acquire and share information and knowledge, and thus build a better understanding of (and increased involvement in) social, political and economic spheres, both at the local and regional level.

The project started in 2005 and provides modern ICT equipment, training facilities and experts to non-governmental organizations concerned with women's needs. As well as training groups of women directly, the project also "trains the trainers" so that skills can spread more effectively. Training materials are made available free of charge via the internet, as well as an online library of information. In addition, the project has established a *Women's Information Portal* in the Lithuanian language.

Expanding tourism in Africa

The **United Nations World Tourism Organization** (UN-WTO) and Microsoft Corporation are collaborating to develop ICT systems that will help countries with emerging tourism markets to improve their export competitiveness, product quality and support

Sustainable tourism in Africa can spur economic development

Kalyana Sundaram

skills. Africa will be the primary focus of this partnership, which was announced in July 2006. Microsoft says that it wants to play a hands-on role in helping countries and entire regions to develop knowledge-based economies, create jobs, spur growth and enable innovation. The method to achieve this will be through providing easy and affordable access to ICT and helping local partners to build robust software businesses. The strategy is to alleviate poverty through developing sustainable tourism.

Two projects will be implemented under the partnership agreement. The first is the creation of an internet portal called "Windows on Africa," which is being developed through cooperation between UN-WTO and the New Partnership for Africa's Development (NEPAD). The portal will showcase Africa to the world, and will be capable of linking to visitor centres, museums, and libraries. The ultimate aim is to also provide visitors with real-time, localized information via mobile devices. The second project involves support for the UNWTO Emergency Response System, by creation of a portal to aggregate information on catastrophes affecting tourism and help the industry to respond effectively.

To discover many more ICT Success Stories and to contribute your own, visit www.itu.int/ict_stories. The website is managed by ITU's Strategy and Policy Unit.

Microfinance software

The **Food and Agriculture Organization of the United Nations** (FAO), in partnership with Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), has developed computer software that helps small financial institutions to provide micro-credit and other services to low-income households and small businesses in developing countries. The project also fosters such useful facilities as credit cooperatives and savings banks, especially in rural areas.

Called the "GTZ-FAO Micro-Banking System," the software is specially designed for the financial environment in developing countries and the needs of local entrepreneurs. The system is used to consolidate and merge branch-level databases at the head office of an institution. It allows easy monitoring, comparison and analysis of branch operations, and can produce comprehensive financial reports. The software is an affordable system that can be easily adapted to different cultural backgrounds, languages and banking regulations. Further development of the system is being supported by FAO and GTZ.

The software was piloted in Nepal by the *Energetic Women Cooperative* in late 2000. Currently, it is used by financial bodies in 14 countries: Bangladesh, Cambodia, Honduras, Indonesia, Kenya, Kyrgyzstan, Lao P.D.R., Latvia, Nepal, Philippines, South Africa, Sri Lanka, Tanzania, and Timor-Leste. The system's global technical "MBWin Centre of Excellence" is based at the FAO Regional Office for Asia and the Pacific, in Bangkok, Thailand. Two "MBWin Competence Centres," located in Nepal and the Philippines, are primarily responsible for software installations, training, and support to end-users. New centres are also being established in Honduras and Indonesia. ∎

Tory Byrne

From official sources

INSTRUMENTS AMENDING THE CONSTITUTION AND THE CONVENTION OF ITU (MARRAKESH, 2002)

The Government of the **Republic of Belarus** has accepted the instruments amending the above Constitution and Convention. The instrument of acceptance was deposited with the Secretary-General on 9 August 2006.

FINAL ACTS OF THE WORLD RADIOCOMMUNICATION CONFERENCES OF ISTANBUL (2000) AND OF GENEVA (2003)

The Government of the **Confederation of Switzerland** has ratified the Final Acts of the above World Radiocommunication Conferences, and confirmed the "Declarations" and "Reservations" made at the time of signature. The instrument of ratification was deposited with the Secretary-General on 20 July 2006.

REGIONAL AGREEMENT FOR THE EUROPEAN BROADCASTING AREA CONCERNING THE USE OF FREQUENCIES BY THE BROADCASTING SERVICE IN THE VHF AND UHF BANDS (STOCKHOLM, 1961)

REGIONAL AGREEMENT CONCERNING THE USE BY THE BROADCASTING SERVICE OF FREQUENCIES IN THE MEDIUM FREQUENCY BANDS IN REGIONS 1 AND 3 AND IN THE LOW FREQUENCY BANDS IN REGION 1 (GENEVA, 1975)

REGIONAL AGREEMENT CONCERNING THE USE OF THE BAND 87.5–108 MHZ FOR FM SOUND BROADCASTING (REGION 1 AND PART OF REGION 3) (GENEVA, 1984)

The Government of **Bosnia and Herzegovina** has signed a Declaration of acceptance of the above Agreements. The Declaration of acceptance was deposited with the Secretary-General on 6 July 2006.

CHANGE OF NAME

Republic of Serbia: The official denomination is now **"Republic of Serbia"** instead of Serbia and Montenegro.

The Ministry of Infrastructure of **the Federal Democratic Republic of Ethiopia** has changed its name to *Ministry of Transport and Communications*.

The Ministry of Transport and Construction of **the Republic of Poland** has changed its name to Ministry of Transport.

The Ministry of Telecommunications of **the Republic of Vanuatu** has changed its name to *Ministry of Infrastructure & Public Utilities*.

CESKY TELECOM, a.s., a Sector Member of ITU–T and ITU–D, has changed its name to *Telefónica 02 Czech Republic, a.s. (Prague, Czech Republic)*. PanAmSat Corporation, a Sector Member of ITU–D, has changed its name to *Intelsat LLC (Washington DC, USA)*. PanAmSat Europe Limited, a Sector Member of ITU–R, has changed its name to *Intelsat Global Sales and Marketing Limited (London, United Kingdom)*.

STRUCTURAL CHANGES

In the **Republic of Hungary**, the *Ministry of Informatics and Communications* has been merged with the *Ministry of Economy and Transport* following the results of the parliamentary elections in May 2006 and the administrative reforms in the structure of the government.

The Administration of the **Republic of Mozambique** has announced that in accordance with changes in the legal and institutional framework of the country's communication sector, by Law No. 8/2004 of 21 July, Decree No. 32/2001 of 6 November and Ministerial Diploma No. 71/2005 of 23 March, the *Instituto Nacional das Comunicações de Moçambiqu*e *(INCM)* is the representative of the Mozambican State in corresponding international bodies.

NEW MEMBER

Telecommunication Development Sector
CYNAPSYS (El-Gazala, Tunisia) has been admitted to take part in the work of this Sector.

NEW ASSOCIATES

Radiocommunication Sector
Research in Motion (Waterloo, Ontario, Canada) has been admitted to take part in the work of Study Group 8.

Telecommunication Standardization Sector
FLO Forum (Fremont, California, USA) has been admitted to take part in the work of Study Group 16.
Wintegra, Inc. (Austin, Texas, USA) has been admitted to take part in the work of Study Group 15.

Telecommunication Development Sector
Access Partnership, Ltd (London, United Kingdom) has been admitted to take part in the work of Study Group 2.

ITU world events

2006
- 6–24 November (Antalya, Turkey)   ITU Plenipotentiary Conference
- 4–8 December (Hong Kong, China)   ITU Telecom World 2006 (Exhibition and Forum)

2007
- 8–12 October (Geneva)   Radiocommunication Assembly
- 15 October–9 November (Geneva)   World Radiocommunication Conference

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