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Next steps going forward

Summary

This document presents the next steps forward implementing the provisions of document ECE/TRADE/C/CEFACT/2010/15/Rev.2 (Revised mandate, terms of reference and procedures for UN/CEFACT).

14 June 2011

Draft - Version 1.0

Next Steps Going Forward

Prepared by the UN/CEFACT Plenary Bureau

Background

Following intersessional approval on 28 March 2011 of UN/CEFACT's revised Mandate, Terms of Reference and Procedures, as formulated in Document 15¹, the Plenary officially confirmed its intention to go forward with a streamlined management and project-oriented framework.

The Plenary Bureau, on the basis of continuing outreach and collaboration with a view to achieving consensus, has prepared this note as part of next steps towards implementing the provisions of Document 15.

During the period leading up to and during the sessions of the 17th UN/CEFACT Plenary, scheduled to be held in Geneva from 7-8 July 2011, the points raised in this draft note and related documentation will be reviewed and, where necessary adjusted, in order to make it possible to put the new framework on track as soon as possible. In particular, the next steps will be based on the Plenary decision to be taken under Plenary Agenda Item 6.

This draft note is intended to be revised as needed to reflect the outcome of the discussion and decision which emerges during the Plenary. The revision will be made available on a timely basis. Heads of Delegation should also recall that the Plenary can decide to request a document be translated between sessions in all official UNECE languages. This point will be brought to the attention of the Plenary during its session.

Implementation of Document 15 will involve the election of Plenary Bureau Vice Chairs, which is taken up in more detail at a later point in this note.

A Plenary Bureau Implementation Transition Team (ITT) of volunteer experts, lead by one of the current Plenary Bureau Vice Chairs, is already starting to take steps to ensure that there is continuity in maintaining/protecting UN/CEFACT's recommendations and standards, e.g., UN/EDIFACT. Participation in the Bureau's ITT is envisaged to gradually increase over time. Those interested in joining the ITT should review and submit the candidacy form as indicated (See Annex). All participants in the ITT need to agree to its Terms of Reference, which includes a willingness to support transition efforts over the coming months.

ITT tasks will be reviewed at the 18th Plenary, scheduled to be held in Geneva on 8-9 December 2011. Ongoing efforts of experts in the International Trade and Business Processes Group (TBG) have already contributed significantly to a range of transition issues and are envisaged to continue over the months ahead in order to continue to provide important input to the Bureau and the Bureau's ITT². The TBG Transition Team was created and remains based on an open call for

¹ ECE/TRADE/C/CEFACT/2010/15/Rev.1 is referred throughout as Document 15 and replaces R.650/Rev.4.

² A wide range of draft documents is in preparation for review by the Bureau and the Bureau's ITT. They will cover, for example, terms of reference for different aspects of the new structure, examples of the way the revised Open Development Process can work in more timely deliverables (with particular reference to business standards, technical specifications, recommendations and EDIFACT), (footnote con't on next page)

participation, initially announced at the McLean meetings and reiterated at subsequent meetings of TBG Steering. It provides a consensus-oriented opportunity to focus on key topics under TBG leadership.

As a priority, the Plenary Bureau is encouraging the continuity of current project developments in order to advance the 2010-2011 Programme of Work (PoW)³. Attention will start to be focused on the PoW for 2012-2013 when the new framework is on track, with a view to having a draft PoW for consideration and approval at the 18th Plenary in December 2011.

Overview of the new framework

The new organisational arrangements rely on a streamlined management and project-oriented framework which is facilitated by enhanced organisational flexibility. The structure is based on two sets of activities supporting the Plenary-approved Programme of Work (PoW): (1) Programme Development Areas (PDAs) and (2) Project Teams (PTs).⁴ Regional Rapporteurs and the UNECE secretariat are also engaged in activities that can contribute to achieving PoW deliverables.⁵

Under the responsibility of Plenary Vice Chairs, the PDAs have a strategic orientation in helping to develop and manage parts of the PoW. In order to ensure that the PoW is far-reaching in its scope and horizon, but also practical with respect to envisaged nearer term deliverables, a set of PDAs will be proposed by the Plenary Bureau to the Plenary, and adjusted as needed to meet evolving requirements, with a view to ensuring UN/CEFACT's objectives - as a whole - are properly formulated and achieved.

Particular PDAs aim to bring enhanced forward looking coherence in addressing key PoW themes within the scope specified for the PDA as well as across the PDA structure, taking measures to ensure that projects that are proposed are consistent with the overall UN/CEFACT vision as articulated into PoW deliverables that can be completed on a timely basis.

By raising the PoW preparations and monitoring to an ongoing strategic level, it is envisaged that this can open up opportunities for member States and stakeholders in the public and private sectors to work with UN/CEFACT in areas where it can add value, particularly in the context of its intergovernmental mandate. Both a top-down and bottom-up approach to the formulation of the PoW are expected to also foster enhanced possibilities of funding of needed recommendations and standards in the field of trade facilitation and electronic business.

Starting with an initial set of PDAs, the goal is to examine carefully, in a global context, the key contributions UN/CEFACT can make, especially to follow-up on earlier gap analyses, and to foster greater collaboration with other organisations interested in and working on similar developments, in order to avoid duplication of effort and to establish, through active liaisons, various ways that can bring important benefits to all participants.

The Project Teams (PTs) are the engines of growth for developing and maintaining UN/CEFACT products and Project Leads are accountable for project deliverables. In particular, Project Leads

the library maintenance process, narrative descriptions of the new structure and details concerning proposed Programme Development Areas (including information on scope, envisaged support from Domains and projects).

³ See ECE/TRADE/C/CEFACT/2008/16.

⁴ See Annex diagrams in ECE/TRADE/C/CEFACT/2010/15/Rev.1.

⁵ More details are forthcoming concerning the PoW and support from Regional Rapporteurs and the UNECE secretariat.

report to Plenary Bureau Vice Chairs, with the strong support and engagement of Domain Coordinators for projects associated with their Domains and related to their Domains.

Detailed operational aspects of proposed arrangements conform with provisions of Document 15⁶ and are supported by the provisions introduced in the revised Open Development Process (ODP).⁷

In the new framework, the Plenary Bureau also takes direct involvement in facilitating a range of tasks that can be essential, and often have presented bottlenecks, in supporting the achievement of the PoW. Under the responsibility of Plenary Bureau Vice Chairs, these tasks, which collectively are designated as "Bureau Programme Support" (BPS)⁸, rely on the willingness of volunteer experts to respond to calls for participation. The tasks are facilitated by detailed procedures and checklists to ensure the efforts are timely, efficient, effective, transparent, consistent and able to be audited/validated for conformity with guidelines.

Experts and Domains

The focal point for strengthening UN/CEFACT's contribution to the field of trade facilitation and electronic business is the set of deliverables specified in the PoW. By developing and managing the PoW through PDAs and PTs, with the help of the Bureau's direction of support tasks, it is clearly that this is achievable only through the diverse contributions of the experts. They provide the knowledge, skills and experience to precisely identify, to formulate and to implement requirements. Experts are nominated by Heads of Delegation and contribute as independent professionals, without representing the special interests of their country or organisations.

The neutrality of volunteer⁹ expert participation also contributes to strengthening of the UN/CEFACT public-private partnership by focusing on common themes and common approaches to meeting requirements, which are re-usable in the contexts of organisational, national, regional and multinational solutions.

In the new framework, experts are invited to provide information about themselves to the UN/CEFACT Roster of Experts¹⁰ and effectively create a knowledge/competency pool. In this context, experts:

- participate in PTs which have specific deliverables, notably, to develop and maintain UNECE recommendations and UN/CEFACT standards in the field of trade facilitation and electronic business
- collaborate with other experts in domain communities as recognised in the UN/CEFACT Registry of Domain
- can serve in a leadership capacity as Domain Coordinators¹¹, contributing to tasks in PDAs and PTs

⁶ For example, see paragraphs 13, 15, 17, 30 and 32 in Document 15 (ECE/TRADE/C/CEFACT/2010/15/Rev.1).

⁷ See (ECE/TRADE/C/CEFACT/2010/24/Rev.1).

⁸ For example, Bureau Programme Support (BPS) cover tasks such as PoW Coherence and Coordination, Project Monitoring, Harmonisation, Core Component Library, Audit/Quality, Maintenance, Schema development and maintenance, Directories, Conformance, Legal, Communication (external/internal), Marketing, Events, Liaison, Training / Capacity Building.

⁹ "Volunteer" in this context means not paid by UNECE.

¹⁰ See Annex for copy of Roster of Expert form.

¹¹ See Annex for copy of Domain Coordinator candidacy form.

- can respond to calls for participation to apply their skills in performing needed specific recurring tasks in support of the PoW.

Expert activities associated with Domains are another key aspect of fostering the continuity of the public-private partnership. In creating a UN/CEFACT Registry of Domains with the following initial coverage, the Plenary Bureau has sought to maintain as much of this fundamental part of UN/CEFACT's multidimensional approach to developing recommendations and standards as possible:¹²

UN/CEFACT Registry of Domains

<i>Business</i>	<i>Technical</i>
Accounting & Audit	Audit / Validation
Agriculture	Business Process Modelling
Customs	Communication
Environmental Management	Harmonisation
Finance/Payments	Legal
Government	Library maintenance
Health Care	Library production
Insurance	Methodology
International Trade Procedures	Publications
Procurement	UN/EDIFACT
Supply Chain Management	XML
Transport	
Travel/Tourism	

The UN/CEFACT website will host information about each Domain's scope and activities.¹³ Domain Coordinators, who work closely with Plenary Bureau Vice Chairs, provide leadership in their Domains in many ways, e.g., by bringing coherence to the contributions of domain experts in PDAs, providing guidance and coaching in the preparation of project proposals as well as by monitoring of project developments.

The Way Forward

At this stage, on the basis of a number of inputs, the Bureau has drawn the conclusion that five Programme Development Areas may be able to provide a reasonable division of scope with

¹² This is largely based on the current domain coverage of the Permanent Groups, particularly with respect to the domains included in the International Trade and Business Processes Group (TBG). Accordingly, this should facilitate experts maintaining the continuity of ongoing collaboration with colleagues in their community of domain expertise and visible recognition of domains for their sponsors and counterparts in other organisations.

¹³ Examples of what could appear on the UN/CEFACT website are in preparation.

respect to the PoW and towards implementing a streamlined management and project-oriented framework.¹⁴ Fine-tuning of this framework is envisaged.

The titles initially proposed below for PDAs are indicative of current core themes and how projects and domains can fit within the framework:

- Trade and Transport Facilitation
- Supply Chain
- Regulatory
- Sectoral
- Methodology and Technology

A mapping of the supporting and related Domains to these Programme Development Areas is shown below:

**Programme of Work:
Programme Development Areas and Supporting / Related Domains**

Programme Development Areas	Supporting / Related Domains
Trade and Transport Facilitation	<ul style="list-style-type: none"> – International Trade Facilitation Procedures – Customs – Transport – Government – Insurance – Business Process Modelling
Supply Chain	<ul style="list-style-type: none"> – Supply Chain Management – Procurement – Accounting & Audit – Finance / Payments – Insurance – Government – Transport
Regulatory	<ul style="list-style-type: none"> – Customs – Agriculture – Government – Environmental Management – Transport
Sectoral	<ul style="list-style-type: none"> – Agriculture – Health Care – Travel/Tourism
Methodology and Technology	<ul style="list-style-type: none"> – Audit / Validation – Business Process Modelling – Harmonisation – Library maintenance – Library production – Methodology – UN/EDIFACT – XML

More than sixty projects and more than twenty domains are linked to these five PDAs, pending further review in the weeks ahead and, eventually, by experts, Domain Coordinators and the Plenary Vice Chairs within the new framework. In some cases, Domains support multiple PDAs because of the diverse requirements.

¹⁴ Presentational materials using graphics can be found in the Annex, including alternative proposals available to the Bureau as input. This includes an initial draft terms of reference for key elements in the new framework as well as core concepts.

As the PDAs evolve over time, to address a changing set of requirements for the PoW, the PDAs and their Domain support will change. It is likely, as well, that participants in the Roster of Experts will change as will the Registry of Domains.

Stability in the new framework of Document 15 is based on the role of the Vice Chairs, who are responsible for PDAs and those projects that are designated within the PDAs. This is the essence of the streamlined management and project-oriented framework. Two key supporting elements to the way in which experts contribute their skills are collaboration within and across Domains and their responses to specific calls for participation in tasks associated the Bureau-coordinated support for the PoW.

In this context, Domains, which are confirmed by the Bureau, provide the way for experts to find each other and collaborate with colleagues in their Domain communities - which may be inside and outside of UN/CEFACT - to ensure the needs of Domains are brought forward into the UN/CEFACT context. This is an important principle of organisation, which fosters the sustainability of the public-private partnership with respect to Domains, in order to assist in the formation of project teams and in the monitoring of their activity. Domain Coordinators, who support and report to the Vice Chairs, play a key role in this process.

Plenary Elections¹⁵ for Vice Chairs

In line with Document 15, at least 4 Plenary Vice Chairs should be elected for terms of three years.¹⁶

On the basis of the initial set of PDAs and, with recognition of their possible adjustment over the months ahead, there would appear to be a need for at least five Plenary Vice Chairs for managing PDAs. For the range of tasks involved in Bureau Programme Support (BPS), envisaged to be facilitated by enlisting volunteers from the Roster of Experts, the Bureau expects this to require two additional Vice Chairs.

Accordingly, after evaluating the overall leadership and management responsibilities, the Plenary Bureau recommends to the Plenary that seven Plenary Vice Chairs be elected at the 17th Plenary in July 2011: five Vice Chairs to be responsible for PDAs and two Vice Chairs to cover BPS tasks.

A generic job description for the position of Vice Chair is provided (see Annex). Nominations can be proposed by Heads of Delegation during the Plenary, but it would be helpful for them to be sent to the secretariat by Friday, 1 July 2011. Candidates should indicate whether they are interested in being elected for one or more PDAs or for the positions associated with BPS tasks, their qualifications and their plans for leading a PDA or taking on the role associated with BPS tasks.

Forum Transition Plans

Planning is also underway for the 18th Forum, which is scheduled to take place in Geneva from 19-23 September. The Plenary Bureau will request the 17th Plenary to agree to the continued use

¹⁵ It should be noted that the 17th Plenary will also elect the Rapporteur for Asia, following the details provided for this position in Document 15.

¹⁶ Elected terms of office within the UNECE usually are for two years and renewable; and the three-year term of office for UN/CEFACT Vice Chairs, as noted in Document 15, may be the subject of review during the Plenary.

of the title "Forum" as an important aspect of maintaining continuity, through the guiding principles based on Document 15 rather than R.650.

Transition plans for the Forum will be specified as soon as possible, enabling members of the current Forum Management Group and TBGs to work closely with the new Plenary Vice Chairs in advance of the Forum, so that a smooth handover can be achieved.

Experts in Project Teams, Domains, PDAs and those supporting BPS will have an opportunity to meet at the upcoming Forum in Geneva. There will also be opportunities to exchange views on the transition and on possible adjustments during the next steps. Lessons learned during the transition will be brought to the attention of the 18th Plenary, scheduled to be held in Geneva on 8-9 December 2011.

Annex 1

Transition Timetable¹⁷: April - December 2011

PHASE 1 <i>Preparation/Plan</i>	APRIL - JUNE	<ul style="list-style-type: none"> • Follow-up discussions after McLean Global Meeting of Experts concerning ways to implement the way forward. • TBG Transition Team reviews open issues and prepares draft documents as input to the Bureau's consideration and planning of next steps. • Bureau appoints Implementation Transition Team with experts that agree to support/provide guidance on continuity of key tasks in new framework, e.g., maintenance of UN/EDIFACT, libraries, communication, aimed at protecting UN/CEFACT recommendations and standards. • Bureau provides initial list of domains. • Bureau invites experts to submit form to build Roster of Experts, in order to identify expert interest in domains and availability of skills and willingness to assist in support tasks. • Bureau invites those interested in serving as Domain Coordinators to submit candidacy form. • Bureau provides draft proposals of Programme Development Areas and alternative ways forward. • Bureau provides information for delegations to prepare for Vice Chair nominations, including job description(s).
PHASE 2 <i>Review/Agree</i>	JUNE - JULY	<ul style="list-style-type: none"> • Review developments at Plenary. • Exchange of views. • Agree on the way forward. • Elect Vice Chairs and Regional Rapporteurs. • Bureau appoints Domain Coordinators.
PHASE 3 <i>Implement</i>	JULY - DECEMBER	<ul style="list-style-type: none"> • Step-by-step implementation of transition. • 1st meeting of experts under new framework. • Complete review of all projects. • Consider adjustments / fine-tuning of framework.
PHASE 4 <i>Review/Adjust</i>	SEPTEMBER - DECEMBER	<ul style="list-style-type: none"> • Submit programme of work for 2012-2013. • Propose adjustments / fine-tuning of framework.

¹⁷ Presented in the Bureau Communication to HODs in May 2011.

Annex 2.1

Plenary Bureau Implementation Transition Team (ITT)

Terms of Reference, June 2011

1. The Plenary Bureau has carefully considered the benefits to be provided of forming a temporary Implementation Transition Team (ITT) and this note defines its terms of reference for the period June to December 2011.
2. The team, to be lead by a Plenary Bureau Vice Chair, would report to the Plenary Bureau and would contribute to a smooth implementation of the UN/CEFACT framework.
3. The range of topics to be covered by the Implementation Transition team would be expected to include, for example, the following:
 - a. Provide guidance on continuity of key tasks in the new organisational framework, with a special emphasis on the protection/maintenance of key recommendations and standards, such as UN/EDIFACT and libraries, particularly through well-documented procedures.
 - b. Support timely communication within and outside UN/CEFACT, with a view to ensuring awareness of developments to member States and other stakeholders.
 - c. Coordinate transition efforts associated with all essential activities of the FMG and Permanent Groups, including the preparation of a checklist of tasks that need to be maintained.
 - d. Assist in the preparation of documents for the Plenary and other meetings.
 - e. Monitor and regularly report on lessons-learned during the transition.
 - f. Formulate proposals for adjustment of procedures and organization.
4. The Plenary Bureau, on the recommendation of the Vice Chair leading the ITT, will confirm the members of the ITT, based on the completion of a candidacy form (see Annex 2-1), with a view to fostering participation by experts with diverse experience, competencies and geographical coverage. An initial core ITT is in the process of being formed (see Annex 2-2) in order to ensure essential tasks can be carried out as soon as possible.
5. ITT members need to be prepared to cover all their associated expenses, as needed, since there are no funds available for reimbursement.
6. ITT members may be invited, at the request of the Chair, to working sessions of the Bureau, to receive its materials, holding them on a restricted basis and in confidence, and to assist in preparing and reviewing such documents for the Bureau.
7. ITT members will agree to be bound by the same code of conduct that binds the Bureau.

Annex 2.2

Plenary Bureau Implementation Transition Team (ITT): Candidacy Form

LAST NAME		FIRST NAME	
Plenary Delegation		Country of Residency	
Email address		Telephone	

1.	I volunteer to be a member of the ITT for the following reasons:
2.	My current activities within UN/CEFACT involve:
3.	<p>In submitting this form, I hereby indicate that I have taken note of, and agree to, the terms of reference of the ITT.</p> <p>signature:_____</p> <p>Please submit form by email to peter.amstutz@dcma.mil</p>

Annex 2.3

Plenary Bureau Implementation Transition Team (ITT)

(initial list of volunteer experts confirmed as of June 2011)

ITT Lead

Peter Amstutz, Plenary Bureau Vice Chair

ITT participants

Mary Kay Blantz, TBG 17 Chair*

Gait Boxman, ATG1 Chair

Jostein Fromyr, ATG2 Chair

Chris Hassler, TBG Acting Chair*

Christian Huemer, TMG Chair

Bill Luddy, Legal

*Leads for TBG Transition Team

Annex 3

UN/CEFACT Registry of Domains

Version 0.1, June 2011

<i>Business</i>	<i>Technical</i>
Accounting & Audit	Audit / Validation
Agriculture	Business Process Modelling
Customs	Communication
Environmental Management	Harmonisation
Finance/Payments	Legal
Government	Library maintenance
Health Care	Library production
Insurance	Methodology
International Trade Procedures	Publications
Procurement	UN/EDIFACT
Supply Chain Management	XML
Transport	
Travel/Tourism	

Annex 4

UN/CEFACT ROSTER OF EXPERTS

Volunteer Statement of Expert Skills and Interests

LAST NAME		First Name	
Plenary Delegation		Date of last update	
Email address		Telephone	
<p><i>Please note: Information provided below may be included in, and on request withdrawn from, a comprehensive list of experts involved in UN/CEFACT activities and is envisaged to appear on the UN/CEFACT website. Submitters may request in their covering email which details, if any, should be restricted for use internally within UN/CEFACT. Completed forms should be sent to Rajan.Dhanjee@unece.org.</i></p>			

Please check appropriate boxes for skills you can contribute to UN/CEFACT work:

<input type="checkbox"/>	1.	<u>trade facilitation specialist</u> , e.g., familiarity with national, regional and international aspects of policy, regulations, nomenclature please specify: _____
<input type="checkbox"/>	2.	<u>sectoral area specialist</u> , e.g., familiarity with paper-based and automated processes. From current UN/CEFACT domain list: 1. _____ 2. _____ 3 : _____ other(s), please specify: _____
<input type="checkbox"/>	3.	<u>nomenclature harmonisation specialist</u> , e.g., for subject-matter areas, for core components library
<input type="checkbox"/>	4.	<u>technology specialist</u> , e.g., <input type="checkbox"/> modelling techniques, <input type="checkbox"/> technical architecture, <input type="checkbox"/> EDIFACT message production <input type="checkbox"/> XML message production <input type="checkbox"/> technical applications specialist <input type="checkbox"/> web application specialist
<input type="checkbox"/>	5.	<u>audit specialist</u> , e.g., familiarity with audit control processes in areas such as core components, messages, standards development processes
<input type="checkbox"/>	6.	<u>editor / communications specialist</u> , e.g. drafting, report writing, publications, marketing
<input type="checkbox"/>	7.	<u>event management specialist</u> , e.g. assisting in Forum and other meetings
<input type="checkbox"/>	8.	<u>web specialist</u> , e.g. on design and development of web sites and other tools
<input type="checkbox"/>	9.	<u>applications specialist</u> , e.g., spreadsheet, graphics and other applications/tools, please specify: _____
<input type="checkbox"/>	10.	<u>capacity building specialist</u> , e.g. <input type="checkbox"/> training in team-building <input type="checkbox"/> training in project management <input type="checkbox"/> training in cross-cultural collaboration <input type="checkbox"/> specialised knowledge in, recommendations and standards <input type="checkbox"/> specialized knowledge in standards development processes

<input type="checkbox"/>	11.	<u>project manager</u> , e.g., experience in coordinating multinational and multidisciplinary experts, track record of producing project deliverables on time and reporting on progress along the way, project planning, leadership, tracking deliverables
<input type="checkbox"/>	12.	<u>other</u> , please specify: _____

Annex 5.1

Candidacy Form for Domain Coordinator

LAST NAME		FIRST NAME	
Plenary Delegation		Country of Residency	
Email address		Telephone	

Please note: information supplied below is envisaged to appear on the UN/CEFACT website unless restrictions are requested by the submitter (see Annex 5-2). Candidacy Forms are reviewed by the Bureau, as a basis for confirming appointment, with due consideration of input and/or nominations from experts registered in the respective domain(s) on the Roster of Experts. Completed forms should be sent to Rajan.Dhanjee@unece.org,

1.	<p><u>Roles and responsibilities of UN/CEFACT Domain Coordinators</u></p> <p>Domain Coordinators work with the Vice Chair(s) responsible for Programme Development Area(s) and can involve one or more specific domains. One or more Domain Coordinators can be appointed for a specific domain, particularly in cases where the volunteer burden could benefit from being shared, and to ensure timely back-up. Bureau appointments of Domain Coordinators are made for a period of two years and are renewable. Domain Coordinators cover their own costs, which includes participation in face-to-face and virtual meetings and which may vary from domain to domain. On the basis of experience, estimates of workload and costs will be developed and made available to candidates upon request.</p> <p>The Coordinator's role and responsibilities include:</p> <ul style="list-style-type: none"> • Serving as contact/communication point on issues concerning one or more domains. • Monitoring the developments in the domain inside and outside of UN/CEFACT. • Informing the Vice Chair responsible for the relevant PDA and the other domains of the developments in the domain, especially projects,. • Making sure that documents circulated for internal review are circulated to the relevant experts in the domain and that the comments are channeled to the Project Team within the timelines. • Maintaining coordination and communication with other domains, as appropriate. • Coaching newcomers with respect to UN/CEFACT's methods and techniques, especially in the context of preparing project proposals.
<input type="checkbox"/>	<p>2. <u>I volunteer to be a Domain Coordinator for one or more of the following domains noted below.</u></p> <p>From current UN/CEFACT domain list:</p> <p>1. _____</p> <p>2. _____</p> <p>3 : _____</p> <p>other(s), please specify: _____</p>
<input type="checkbox"/>	<p>3. I would like to be a Domain Coordinator for the reasons noted in Annex 5-3.</p>
<input type="checkbox"/>	<p>4. A short summary of my competency and experience in the domain(s) appears in Annex 5-4.</p>
<input type="checkbox"/>	<p>5. I have taken note of, and agree to, the Roles and Responsibilities of a Domain Coordinator.</p> <p><u>Signature:</u> _____</p>

Annex 6.1

Job description: Vice Chair, Plenary Bureau

1. Background

A new organizational structure for UN/CEFACT (ECE/Trade/C/CEFACT/2010/15/Rev.1) was put in place at the end of March 2011 through the inter-sessional approval process of the Plenary.

There were many drivers for change, focusing on better addressing requirements from UN member states and other stakeholders in the public and private sectors. The overriding objective – accepted without objection – was seen as being achieved through a more streamlined management and project-oriented way forward.

The new framework provides opportunities to enhance UN/CEFACT's support to governments and enterprises in accelerated best-practice development of trade facilitation recommendations and e-Business standards.

The Vice Chairs, together with the Chair, will constitute the Bureau of UN/CEFACT. Vice Chairs will be responsible for ensuring effective implementation of the agreed Programme of Work and UN/CEFACT's mandate, including the management of key operational support with volunteer experts.

Vice Chairs of the Plenary Bureau are an important part of this new framework and this note outlines key points that should be given consideration (1) by Plenary delegations who will nominate candidates for these Plenary-elected positions as well as (2) by those willing and able to be nominated.¹⁸

2. Duties and Responsibilities

In cooperation with the UN/CEFACT Bureau, Vice Chairs will have the following functions:

a. Strategic Direction Setting

- Participate in the development of a focused and effective policy making strategy for the development and implementation of eBusiness standards and/or trade facilitation Recommendations and best practice. For the subject areas agreed with the Bureau, manage a Work Plan aligning to and reflecting the organization's approved Programme of Work, strategy and key priorities.
- Undertake regular evaluations of relevant activities against the Work Plan and strategy, and participate in meetings and consultations with key program participants.

b. Programme Management

Manage the implementation of UN/CEFACT's programme development areas.

- Oversee the tracking of programme projects to ensure due diligence in programme management and close monitoring and evaluation of the programs.
- Prepare progress reports as required.

¹⁸ Annex 6-a provides more detailed information concerning the framework within which Vice Chairs will perform their roles and responsibilities.

c. Other functions.

Perform any other functions and tasks as agreed with the UN/CEFACT Bureau, which may include:

- Promoting UN/CEFACT's vision, mission and core values
- In coordination with the UN/CEFACT Bureau, liaise, develop and maintain close relationships with governmental and non-governmental partners, media and donors aiming to promote understanding and visibility of UN/CEFACT's work and to identify areas of joint activity.

3. Competencies

Over-arching Competencies

- Promotes the vision, mission, and strategic goals of UN/CEFACT and the UN
- Exemplifies UN/CEFACT approaches to issues of commercial sensitivity, intellectual property, and conflicts of interests.

Management and Leadership Competencies

- Ability to manage high quality work and to balance competing priorities within demanding timeframes
- Proven leadership skills and ability to work in a complex international setting
- Excellent people management and interpersonal skills
- Adept at conflict resolution and consensus building
- Good communication skills, particularly when bridging the gap between technical/non-technical
- Ability to manage own work commitments whilst able to conduct UN/CEFACT tasks on an on-going basis.

4. Required Skills and Experience

- Active participation and leadership in a position with one or more of the following: international trade facilitation, supply chain management, eProcurement, eGovernment, international marketing, business data standards development.
- Experience in managing multi-disciplined activities, and also some experience with "volunteer" resourced organizations would be an advantage
- Strong background in programme and resource management

5. Commitment

The role of the Bureau Vice Chair is key to the ongoing success of UN/CEFACT as the quality and availability of trade facilitation recommendations and e-business standards will be dependent upon the candidates programme management skills. In order to undertake this task in a proficient manner it is expected that the individual will be willing to allocate proper time and funding to this position over a period of 3 years. Additionally, resources will be required to support some international travel.

Annex 6.2

The New UN/CEFACT Framework and Vice Chairs

Supplementary Details

This note provides additional detailed information about the roles and responsibilities of Plenary Vice Chairs.

The Plenary Bureau and its Vice Chairs

The Plenary Bureau is elected by the Plenary and consists of a Chair and at least four Vice Chairs.

In particular, Vice Chairs provide strategic guidance, leadership and management skills in the performance of Plenary Bureau responsibilities.

Most importantly, they are accountable to the Plenary, with the Chair, for ensuring effective implementation of the agreed Programme of Work (PoW) and, more generally, for all tasks relating to UN/CEFACT's mandate in advancing the development and maintenance of international trade facilitation recommendations and e-Business standards that are in line with good practices.

The new framework involves a transition from a structure of about 25 organisational entities and several layers of management into Programme Development Areas (PDAs) and Project Teams (PTs), governed by the Plenary Bureau. All projects follow the UN/CEFACT Open Development Process ((ECE/Trade/C/CEFACT/2010/24/Rev.1). Regional rapporteurs and the UNECE secretariat also support and contribute to achieving the PoW.

The Programme of Work and Programme Development Areas

UN/CEFACT's strategic direction and project deliverables are articulated in the PoW. In particular, the PoW provides the coherency and the horizon within which deliverables fit within the scope of UN/CEFACT's support of governments and enterprises in the accelerated development of trade facilitation recommendations and eBusiness standards through best practices, using mainstream methodologies and conformance criteria to build a coherent and effective basis for expanding growth in trade and related services.

The efforts of the Programme Development Areas support the formulation of the PoW, especially by focusing on requirements from member States and stakeholders in the public and private sectors and how projects to develop recommendations and standards can support opportunities that foster greater responsiveness to business requirements. One of the cornerstones of the work of the PDAs is to identify and to propose deliverables which demonstrate UN/CEFACT's contribution in fostering increased cooperation, coordination, and alignment with the standards and trade facilitation development activities of other international, regional and business domain organizations.

On the basis of its ongoing strategic review of the PoW, the Plenary Bureau is able to identify ways forward for the attention of the Plenary for its consideration, which includes review and possible recommendations for adjustment in the scope and organization of the PDAs and the related responsibilities of the Vice Chairs.

Experts, Domains, Domain Coordinators, Programme Development Areas and Project Teams

Heads of Delegation nominate experts to participate in UN/CEFACT activities. Experts indicate their domain knowledge, experience, competency and skills and interests in a form used to compile a UN/CEFACT Roster of Experts. A UN/CEFACT Registry of Domains is compiled from the input provided through the Roster, with Domain Coordinators confirmed by the Plenary Bureau on the basis of a review of candidacy forms, voluntarily submitted by experts, in which roles and responsibilities are specified.

Domain activities foster the creation of centers of competency, building communities of experts who can participate from around the world in a variety of ways, via virtual and face-to-face meetings and reports on Domain developments. For example, they can provide critically important expertise which can support the PDA strategic formulation of its contribution to the PoW. In particular, this can involve recommendations of projects to the Bureau for approval within the PoW, efforts to coach experts in UN/CEFACT methods, monitoring of projects, recommendations and standards and required maintenance.

In most cases, the Domains and their Domain Coordinators also play the important role of supporting liaison with other organizations which are developing and maintaining recommendations and standards, in order to minimize duplication of efforts in both directions, and to bring their efforts to the attention of other Domains in one or more PDAs.

Vice Chairs lead the PDAs and are responsible for the formulation of their parts of the PoW, recommendation of projects to the Bureau within the PoW, and for the monitoring of the projects, recommendations and standards that are aligned within their PDA by the Bureau and their maintenance.

The Project Leads of Project Teams, which are confirmed by the Plenary Bureau, are responsible for the completion of projects, within the PoW.

Project Leads and Domain Coordinators report to Vice Chairs, who rely on their input and collaboration in achieving the PoW and in ongoing efforts to communicate and refine the PDAs part of the PoW.

Bureau Programme Support Tasks

In its overall responsibilities of ensuring the timely and quality availability of deliverables, the Bureau facilitates and manages certain tasks brought together under the designation of "Bureau Programme Support" (BPS). Some tasks involve fostering coherence in the development and implementation of the PoW, monitoring of project developments, facilitating liaison to ensure collaboration and to reduce duplication of effort.

Communication tasks are included within the BPS responsibilities. This involves communication within and outside UN/CEFACT, particularly with respect to the use of the UN/CEFACT website.

Other tasks are more operational and involve the facilitation of expert support as may be needed covering a range of activities e.g., library maintenance, harmonization, audit, technology, methodology, business process modeling, and legal.

Vice Chairs who lead these efforts benefit from calls for participation from experts listed in the Roster of Experts. Procedures and check-lists are followed by experts, with a view to ensuring timeliness, consistency, transparency and auditing of the performance of these tasks. In some cases, task teams may be organised to address particular requirements, e.g., maintenance.

Many aspects of BPS may involve collaboration with and support from the UNECE secretariat, which provides resources under the direction of the UNECE Executive Secretary.

Annex 6.3

Please restrict the following information in my Candidacy Form from being put on the UN/CEFACT website:

Annex 6.4

I would like to be a Domain Coordinator for the following reasons (additional information can be attached):

Annex 6.5

A short summary of my competency and experience in the domain(s) for which I would like to be a Domain Coordinator appears below (additional information can be attached):

Annex 7**Alternative Framework Proposals using Graphics**

Annex	Description
7-1	Current Plenary Bureau Draft Proposal
7-2	TBG Transition Team Proposal
7-3	Initial Example Shown to Plenary
7-4	Presented during McLean Meetings
7-5	Additional Layer of Management
7-6	Greater Emphasis on Domains

Annex 7.1

Current Plenary Bureau Draft Proposal

Draft

Terms of Reference for Programme Development Areas, Domains, Domain Coordinators, Project Leads

This draft document provides general terms of reference that are central in the new structure of UN/CEFACT. These are not intended to be specific to certain Programme Development Areas or Domains, but to be illustrative of the overall role of each entity within the new structure.

1. Programme Development Area (PDA)

Purpose

Programme Development Areas identify and monitor the Programme of Work within certain specified areas.

Mission

Programme Development Areas ensure that the Programme of Work is coherent within a certain specified set of domains, and monitor the progress of Projects within the Programme of Work to ensure timely delivery and applicability to the Programme of Work. Programme Development Areas serve as a coordination point between Domain Groups and exist under the direct supervision of a Bureau Vice Chair.

Activities

1. Preparation and drafting of the Programme of Work.
 - a. Identify specific stakeholder requirements through coordination with Domains
 - b. Formulating coherent sets of related project proposals, or evaluating project proposals provided by Domains for applicability within the Programme of Work
 - c. Monitoring the need for maintenance on existing work products based on feedback from users and Domains
2. Fostering cooperation between Domains
 - a. Identifying areas where coordination should occur
 - b. Ensuring that projects contain the diverse expertise necessary
3. Monitoring progress of projects
 - a. Receiving regular reports of progress from Project Leads
 - b. Maintaining coherence between projects

Functional Expertise of Membership

Programme Development Areas are led by a Bureau Vice Chair. The general membership is composed of domain experts nominated by their Heads of Delegation and approved by the Bureau, whose areas of expertise fall within the set of domains under the responsibility of the Programme Development Area.

2. Domains

Purpose

Domains serve as a coordination point between stakeholders and UN/CEFACT, and provide a place for Domain Experts to meet and discuss issues relevant to the Domain.

Activities

1. Provide a meeting place for Domain Experts to discuss issues relevant to the Domain.
2. Provide a genesis point for project ideas, which can be taken to Programme Development Areas
3. Provide feedback on the use of existing standards within the Domains, and to indicate when maintenance on those standards is necessary.
4. Provide a pool of resources to staff projects that impact the Domain.
5. Provide a means for UN/CEFACT to learn of new developments within the Domain.

Functional Expertise of Membership

Domains are composed of Domain Experts within the Domain in question. They are represented within UN/CEFACT by Domain Coordinators, appointed from among the Domain Experts by the Bureau.

3. Domain Coordinator

Purpose

Domain Coordinators serve as a primary point of contact within UN/CEFACT for a particular Domain.

Activities

1. Serve as a contact point for Domain Experts who want to work within UN/CEFACT.
2. Coordinate with the Bureau Vice Chairs responsible for Programme Development Areas to coordinate exchanges of information with Domain Experts in order to
 - a. provide guidance
 - b. prepare Project proposals
 - c. facilitate project progress (e.g. coaching)
 - d. and to monitor developments in projects related to their Domains.
3. Serve as a key contact point for maintenance of recommendations and standards developed in their sectors which are not actively developed by a project.

4. Project Leads

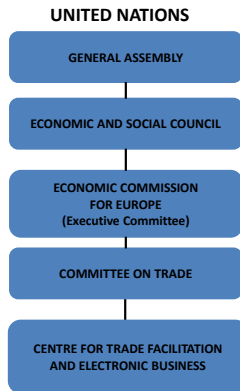
Purpose

A Project Lead is responsible for managing a project and ensuring that it produces a deliverable that satisfies the requirements within the schedule determined for the project.

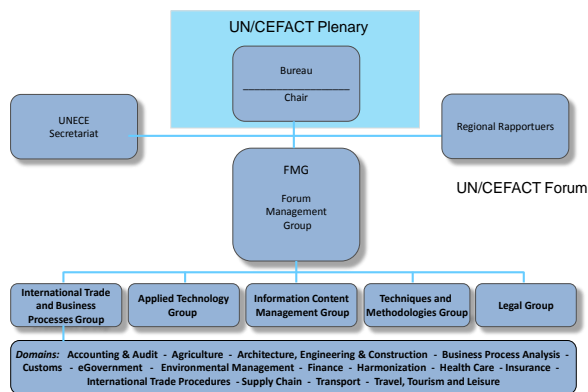
Activities

1. Call and preside over project meetings.
2. Monitor the progress of the project.
3. Report on the progress of the project to the Programme Development Area responsible for the project.
4. Recruit project team members from the areas necessary to successfully fulfill the project requirements.
5. Ensure that project deliverables are produced.
6. Ensure that the Open Development Process is followed.
7. Promptly report any delays or issues to the Programme Development Area responsible for the project.

UN Framework

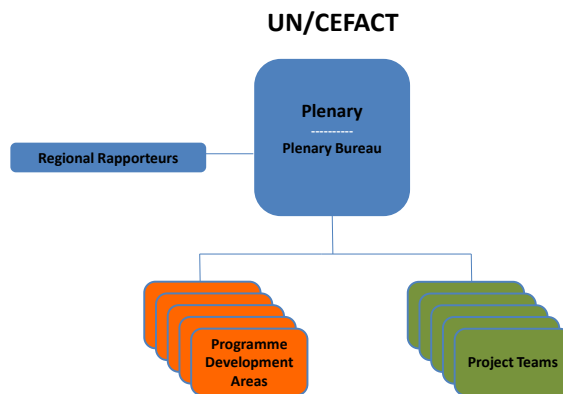


R.650 Rev. 4 Structure

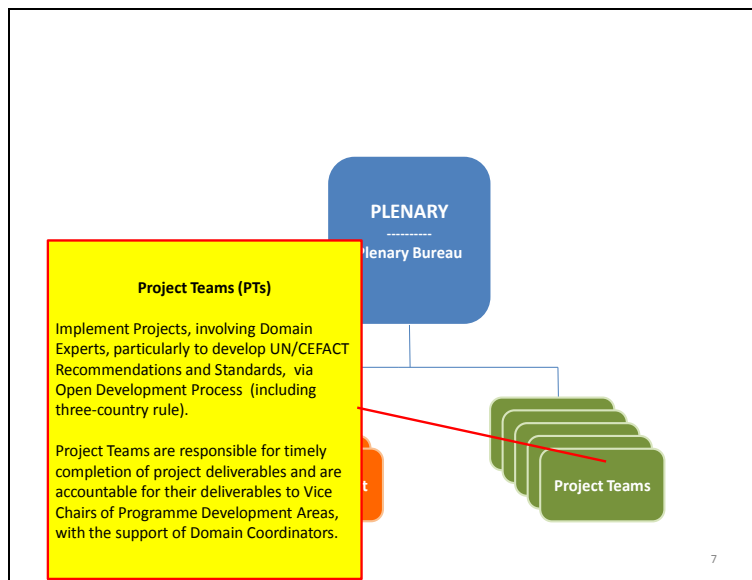
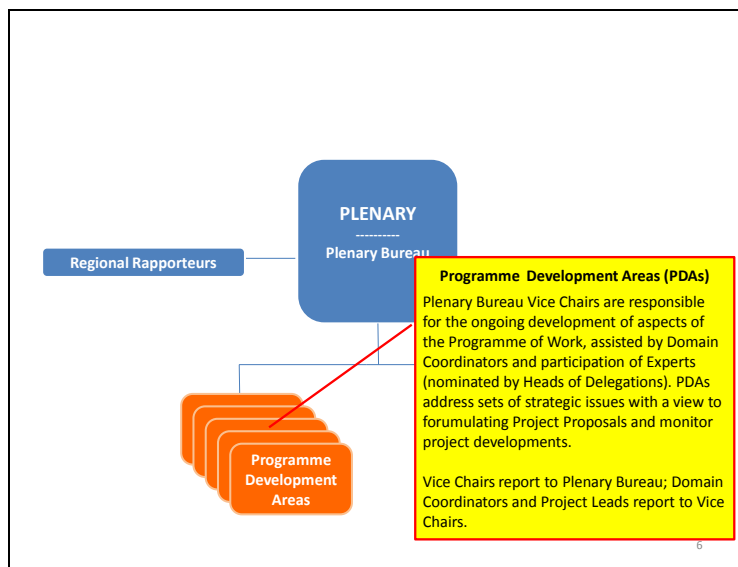
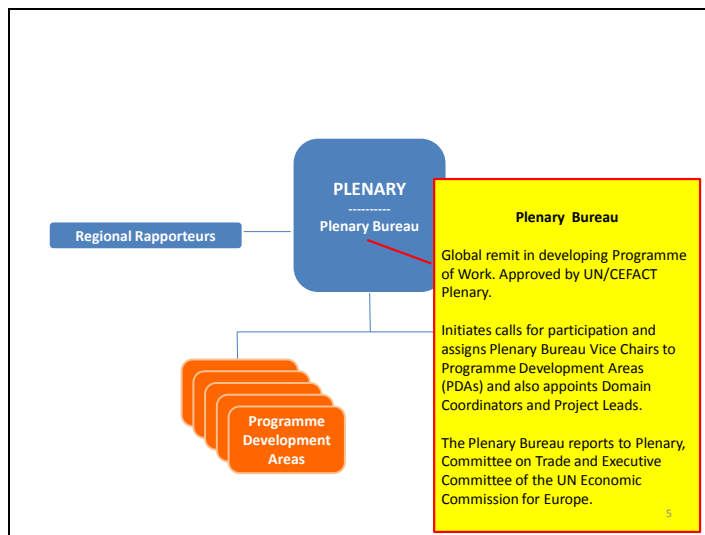


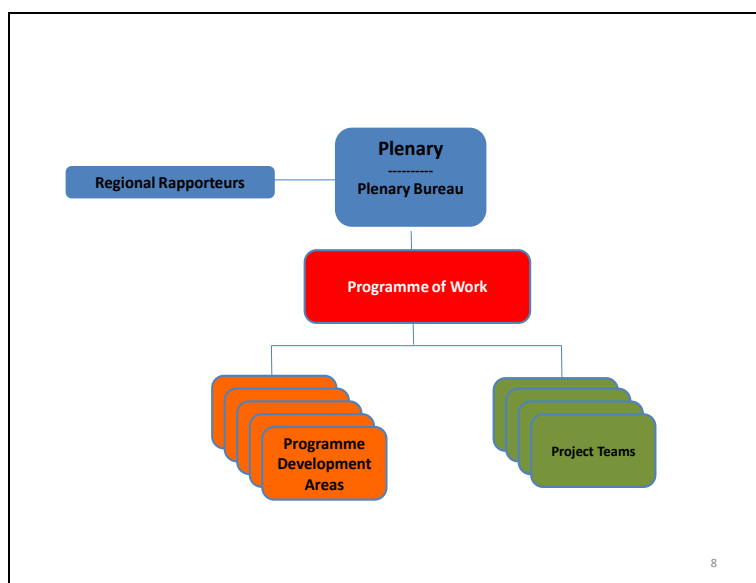
3

Document 12 Structure



4





8

Roster of Experts

The Roster* facilitates transparency of those participating in the work of UN/CEFACT and identifies experts interested in collaboration in Domains and in skills for supporting various activities in Programme Development Areas, Project Teams and Bureau Programme Support:

- Alphabetical
- Country / NGO / International Organisation
- Skill

** Volunteer experts are nominated by Plenary Heads of Delegation and are invited to be listed in the Roster of Experts, which contains information in order to facilitate awareness of their skills, without endorsement by UN/CEFACT or UNECE.*

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Registry of Domains

Business

Accounting & Audit
Agriculture
Customs
Environmental Management
Finance/Payments
Government
Health Care
Insurance
International Trade Procedures
Procurement
Supply Chain Management
Transport
Travel/Tourism

Technical

Audit / Validation
Business Process Modelling
Communication
Harmonisation
Legal
Library maintenance
Library production
Methodology
Publications
UN/EDIFACT
XML

This is the initial Registry of Domains of June 2011 announced by the Bureau as a key element in providing continuity of domain communities of experts. It will also facilitate support for the Programme Development Areas, consideration of new projects, communication of domain requirements and liaison. Domain Coordinators are confirmed by the Bureau and serve as key focal points for leading domain consideration of issues and outreach to potential new participants.

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Bureau Programme Support

Designated pool of experts volunteering to support the Plenary Bureau Vice Chairs in a range of "as needed" tasks relating to the Programme of Work:

- programme of work coordination
- project monitoring
- audit / validation
- directories
- core component harmonization and maintenance
- syntax development and maintenance (UN/EDIFACT and XML)
- conformance
- legal issues
- communication
- events
- liaison

Many of these tasks are short-term in duration and involve following documented guidelines and checklists.

20

PROGRAMME OF WORK

PROGRAMME
DEVELOPMENT
AREAS

PROJECT
TEAMS

12

PROGRAMME OF WORK

PROGRAMME
DEVELOPMENT
AREAS

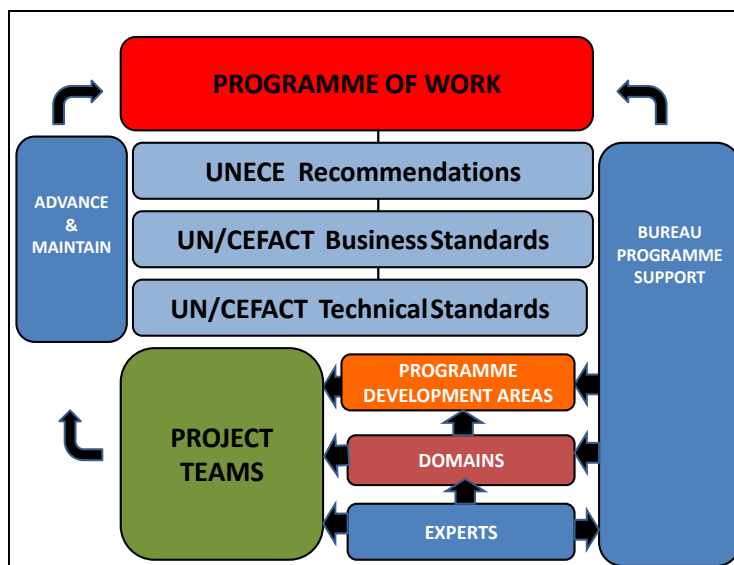
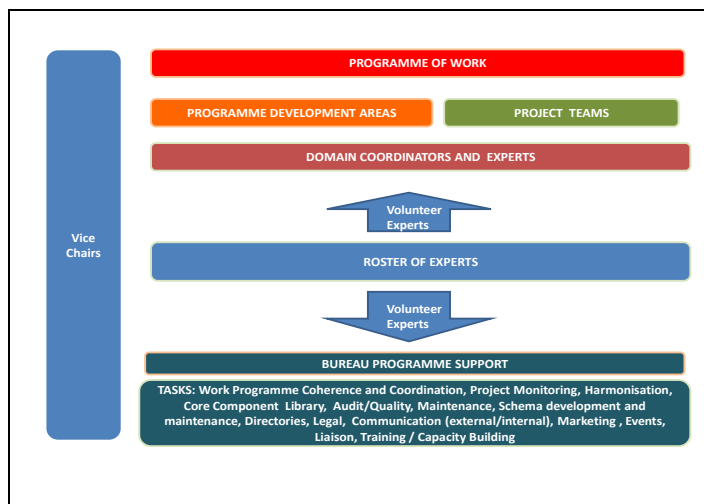
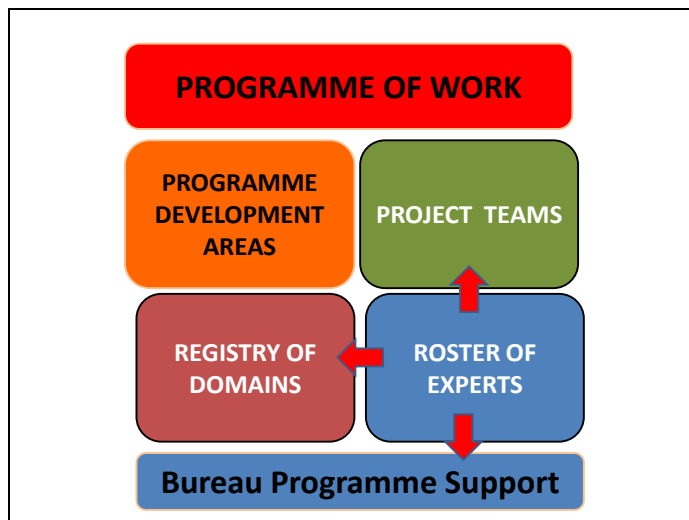
PROJECT TEAMS

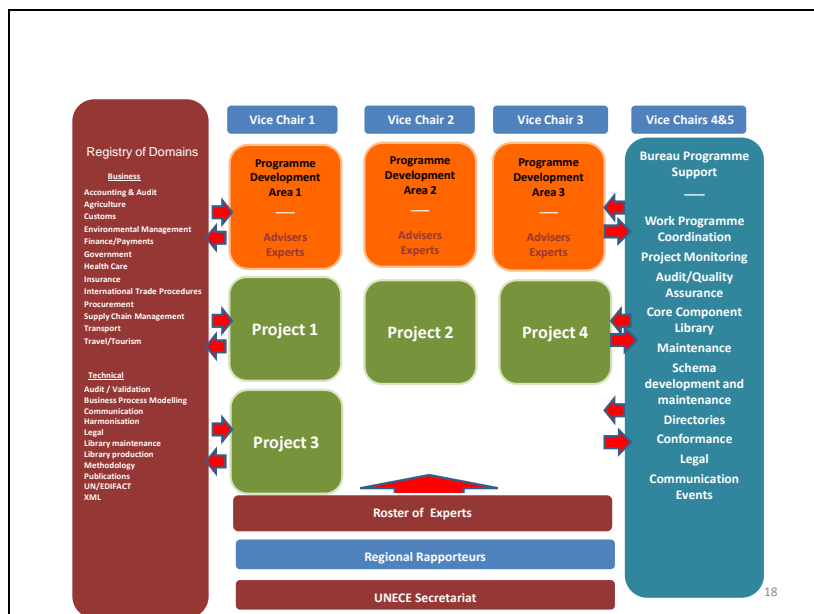
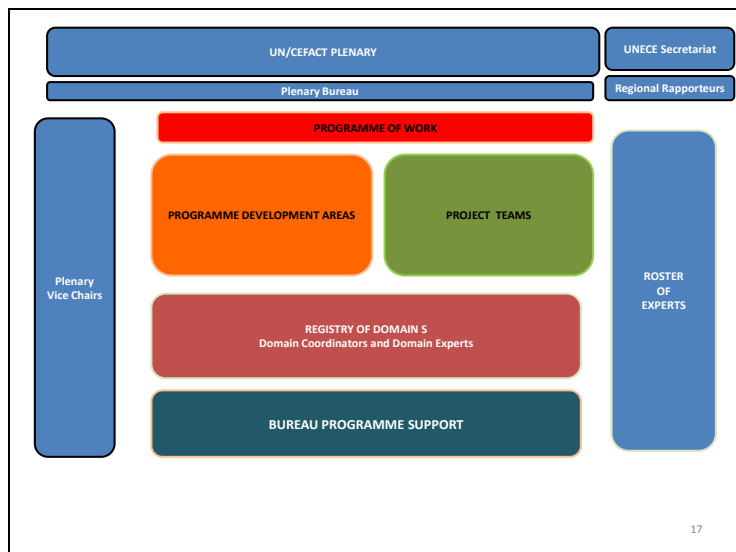
REGISTRY OF
DOMAINS

ROSTER OF
EXPERTS

Bureau Programme Support

13

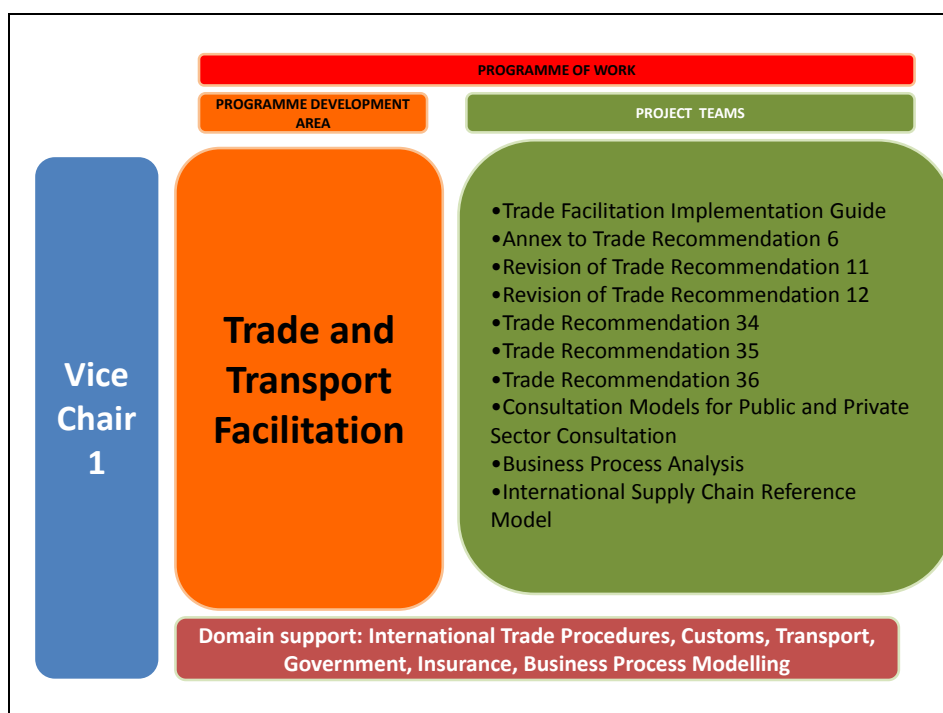


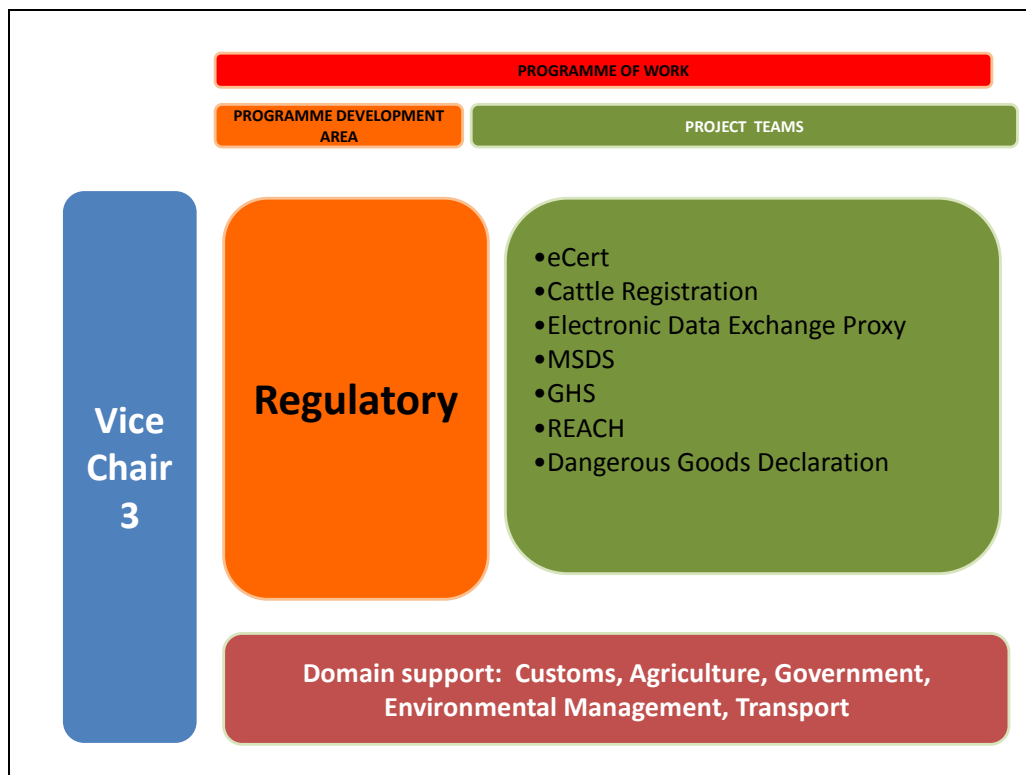
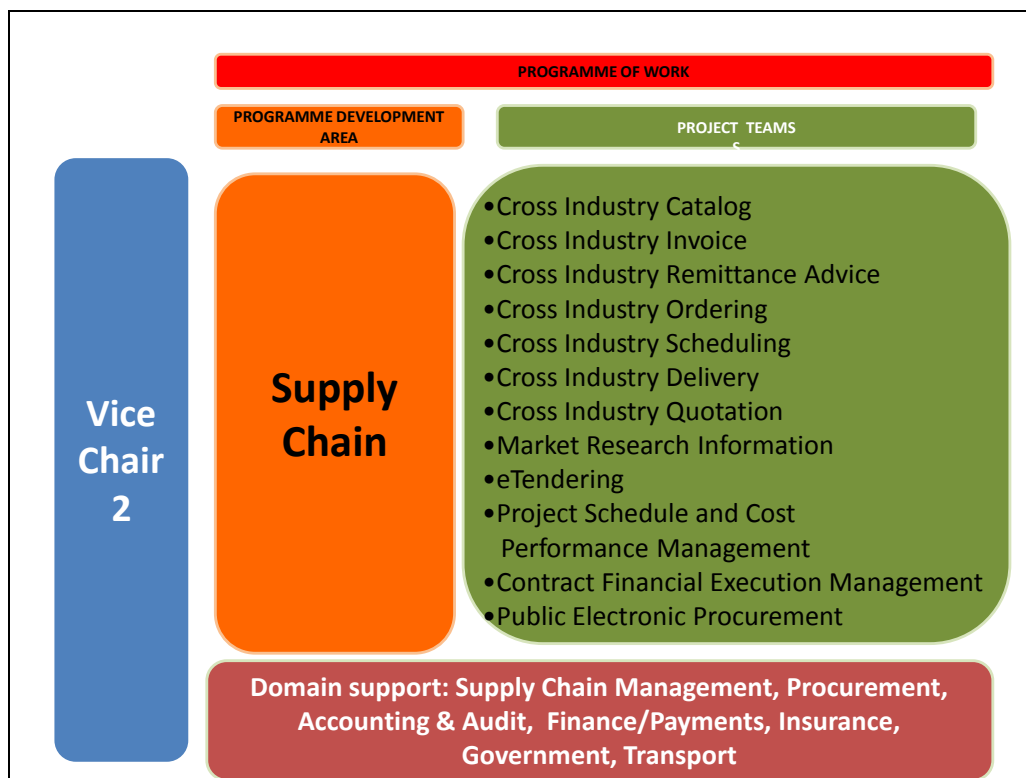


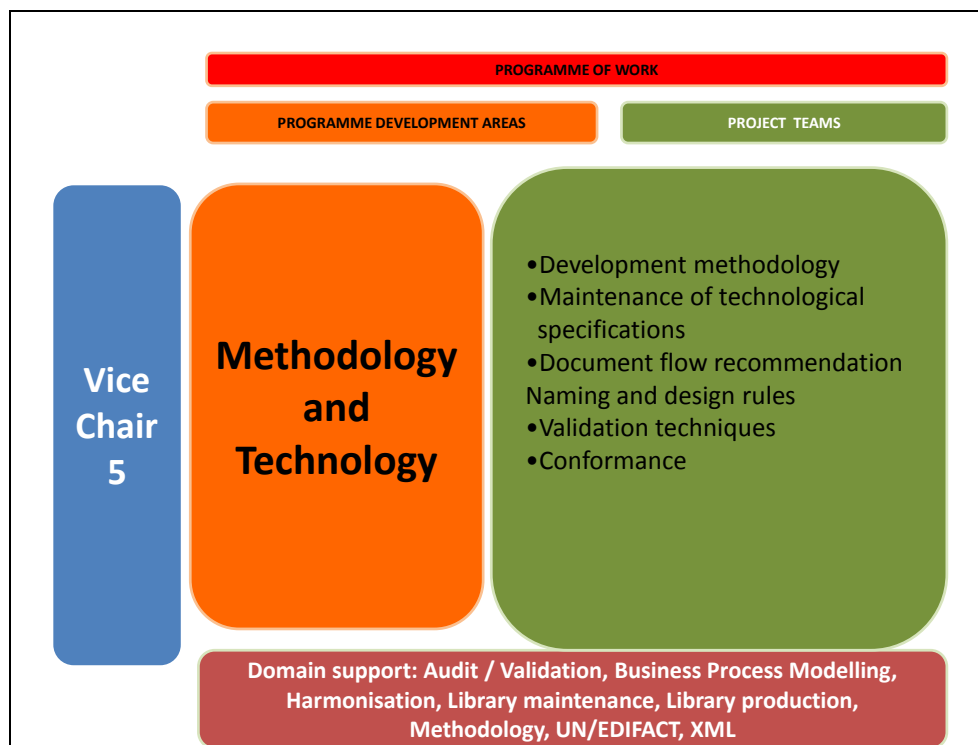
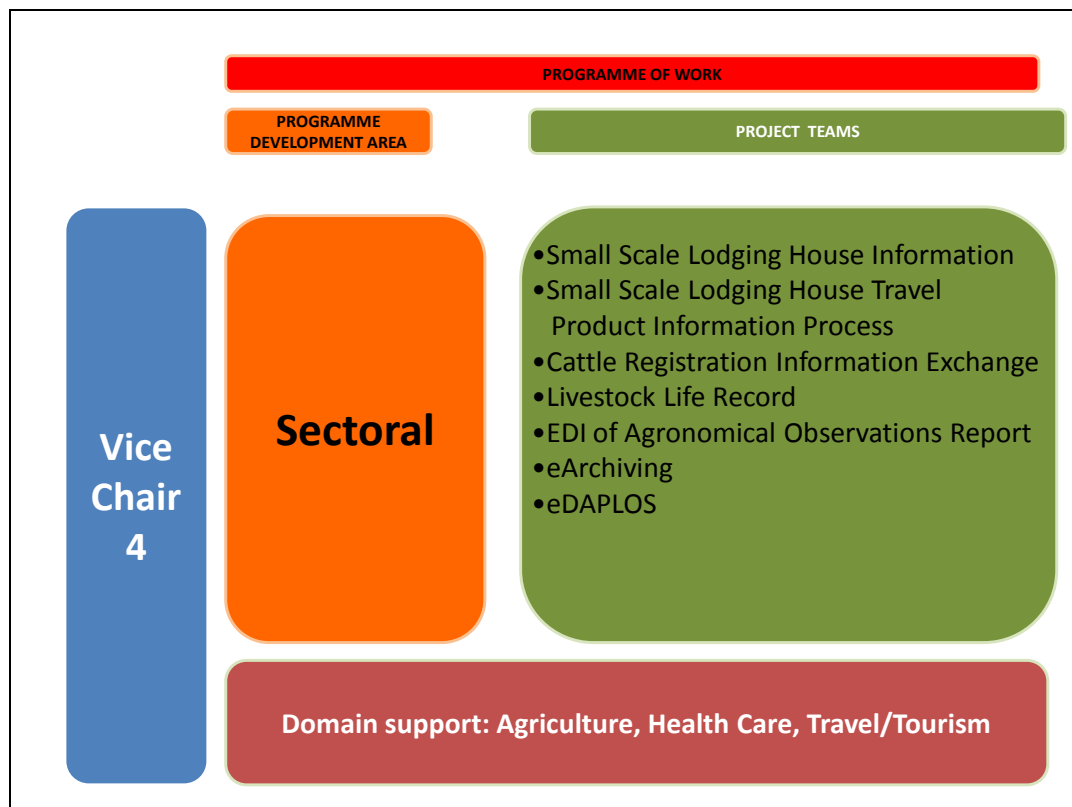
Initial Bureau Proposal for Set of Programme Development Areas:

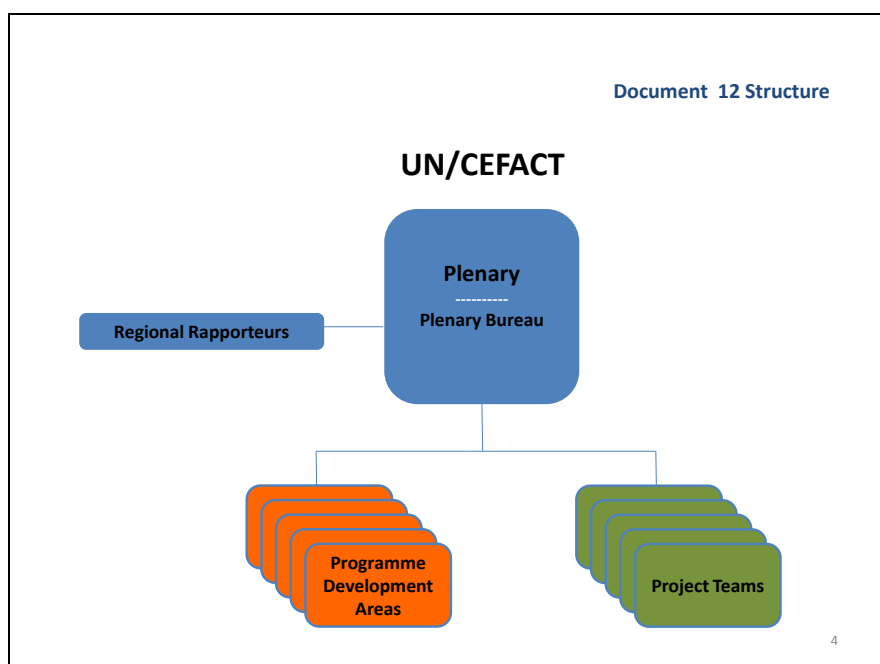
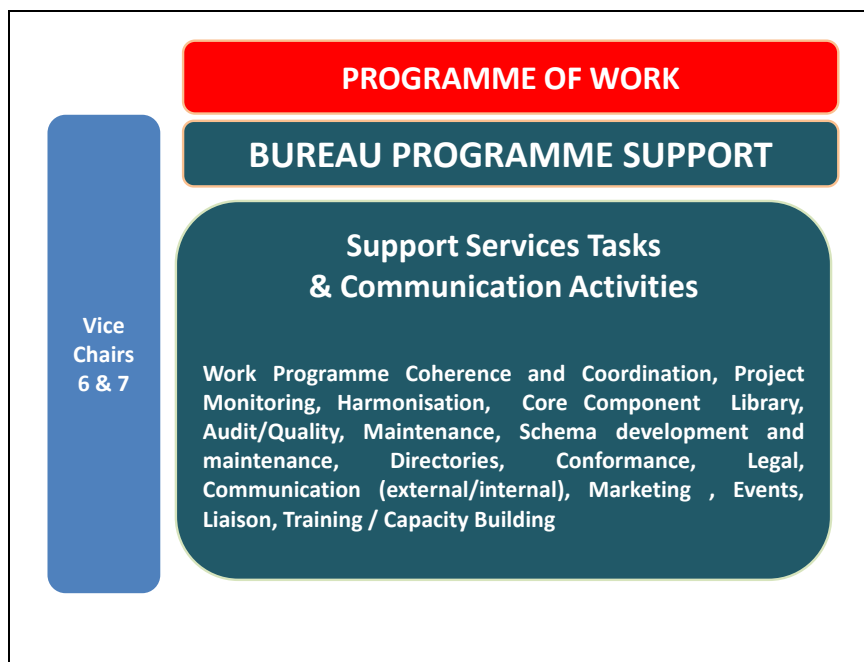
- **TRADE AND TRANSPORT FACILITATION**
- **SUPPLY CHAIN**
- **REGULATORY**
- **SECTORAL**
- **METHODOLOGY AND TECHNOLOGY**

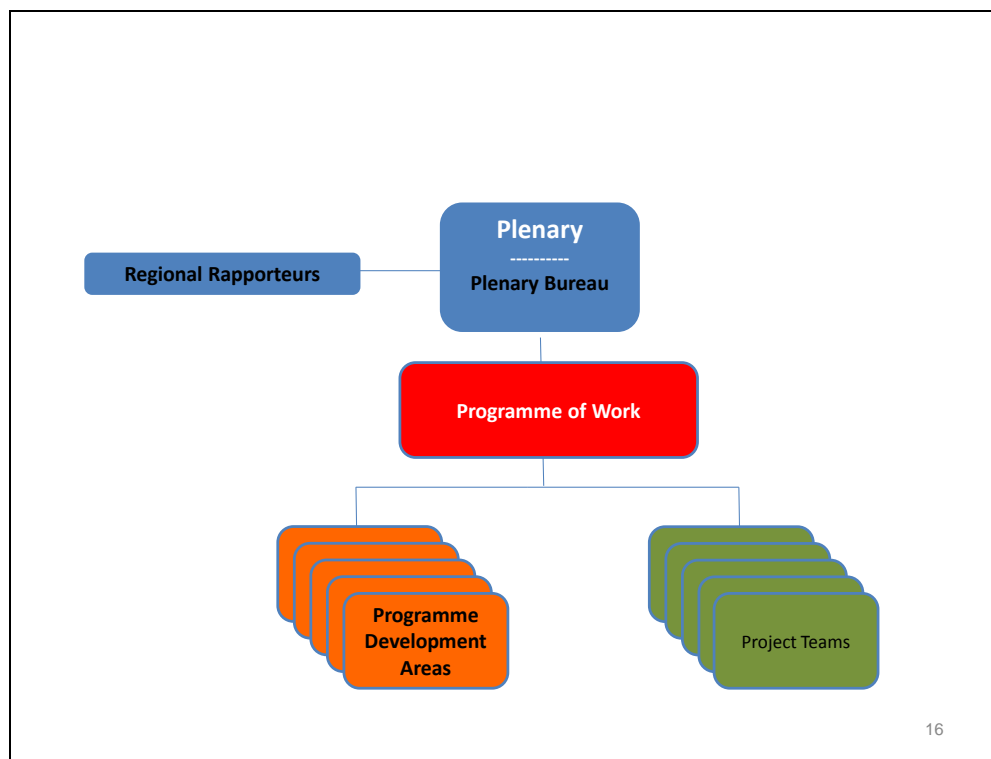
19



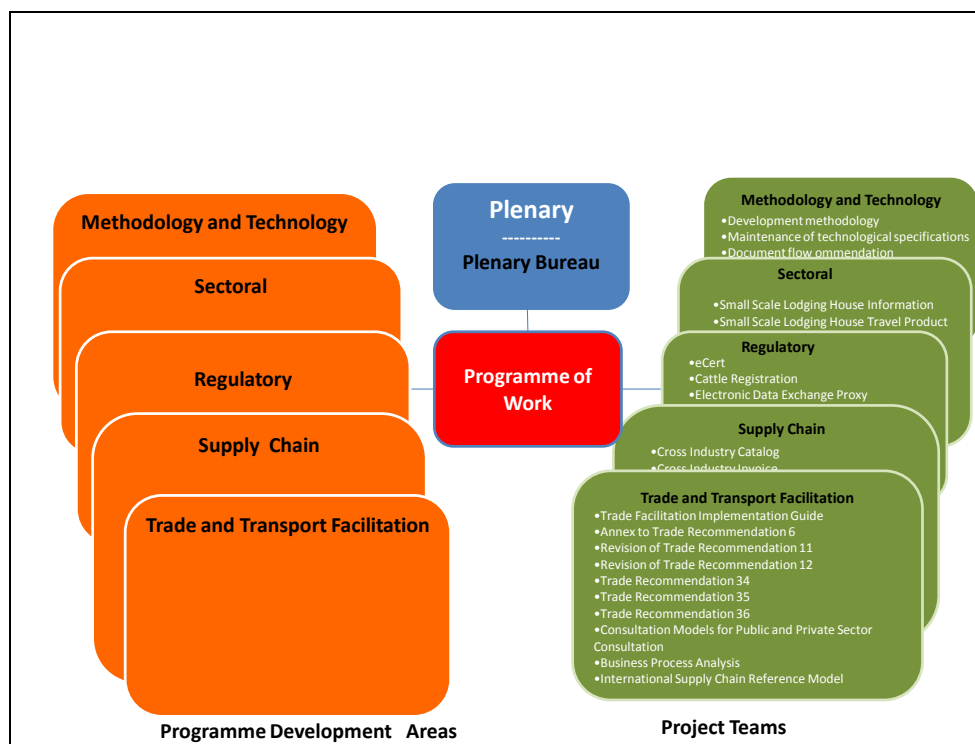


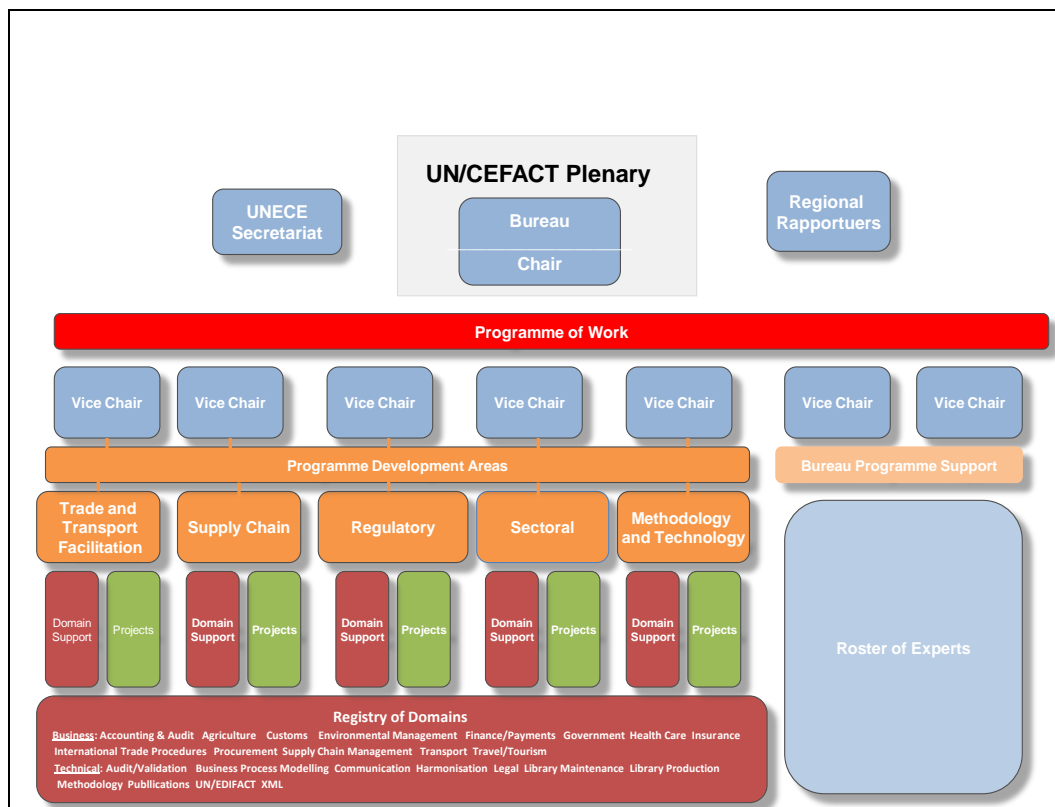






16





UNECE SECRETARIAT

Staff and infrastructure resources allocated to support the UN/CEFACT Programme of Work, under the responsibility of the Executive Secretary of the UN Economic Commission for Europe.

42

KEY ROLES AND RESPONSIBILITIES

Plenary Bureau Chair

Responsible to Plenary for UN/CEFACT strategy and communications and involves consultations with Heads of Delegations, UNECE management and external organisations.

Plenary Bureau Vice Chairs

Responsible for specific areas supporting development and deliverables of the UN/CEFACT Programme of Work. Report to Plenary Bureau.

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KEY ROLES AND RESPONSIBILITIES

Summary (2)

Domain Coordinators

Confirmed by Bureau, play key leadership role in facilitating domain communities in support of Programme Development Areas and Programme of Work.

Project Team Lead(s)

Accountable to Vice Chairs for timely completion of project deliverables and receive guidance from Domain Coordinators, who report to Vice Chairs for PDAs.

Domain Experts

Members of Project Teams and Programme Development Areas.

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KEY ROLES AND RESPONSIBILITIES

Summary (3)

Bureau Programme Support

Support provided under the responsibility of Vice Chairs through calls for participation in tasks associated with the Programme of Work.

Regional Rapporteurs

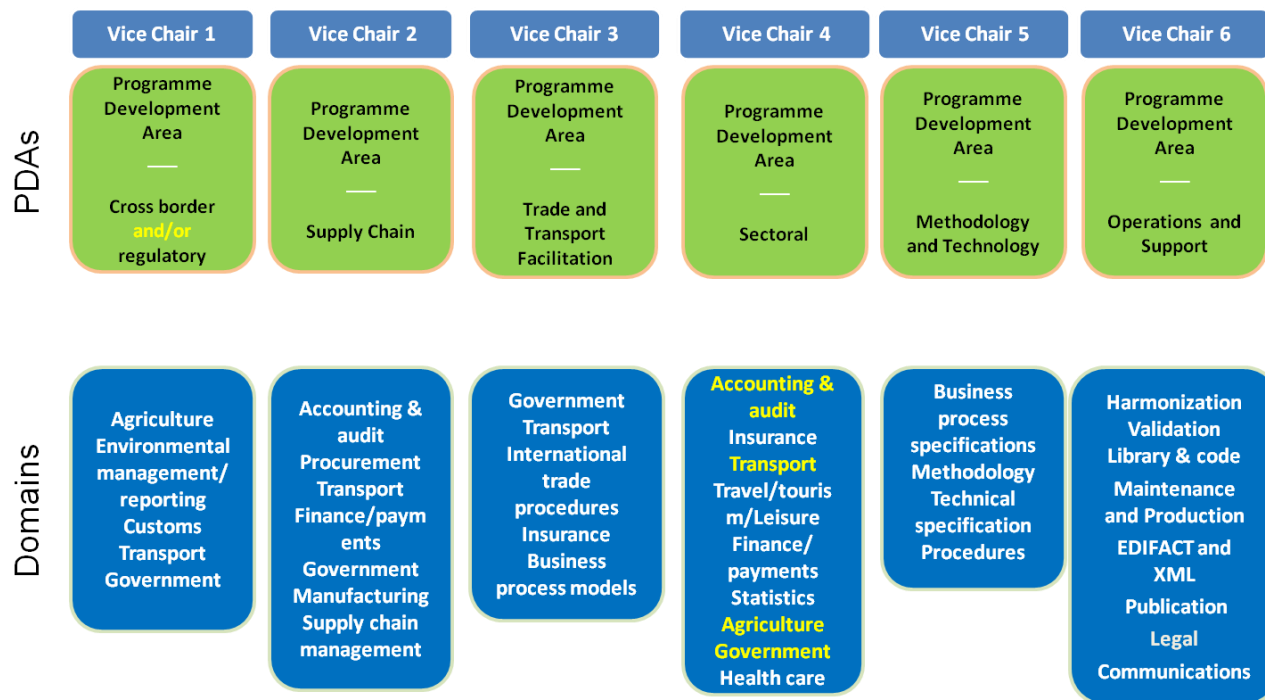
Responsible for regional activities and coordination in trade facilitation and eBusiness standards development.

UNECE Secretariat

Support based on agreed list of activities relating to the Programme of Work, e.g., arranging teleconferencing for meetings, minutes, event planning, capacity building under the responsibility of the UNECE Executive Secretary.

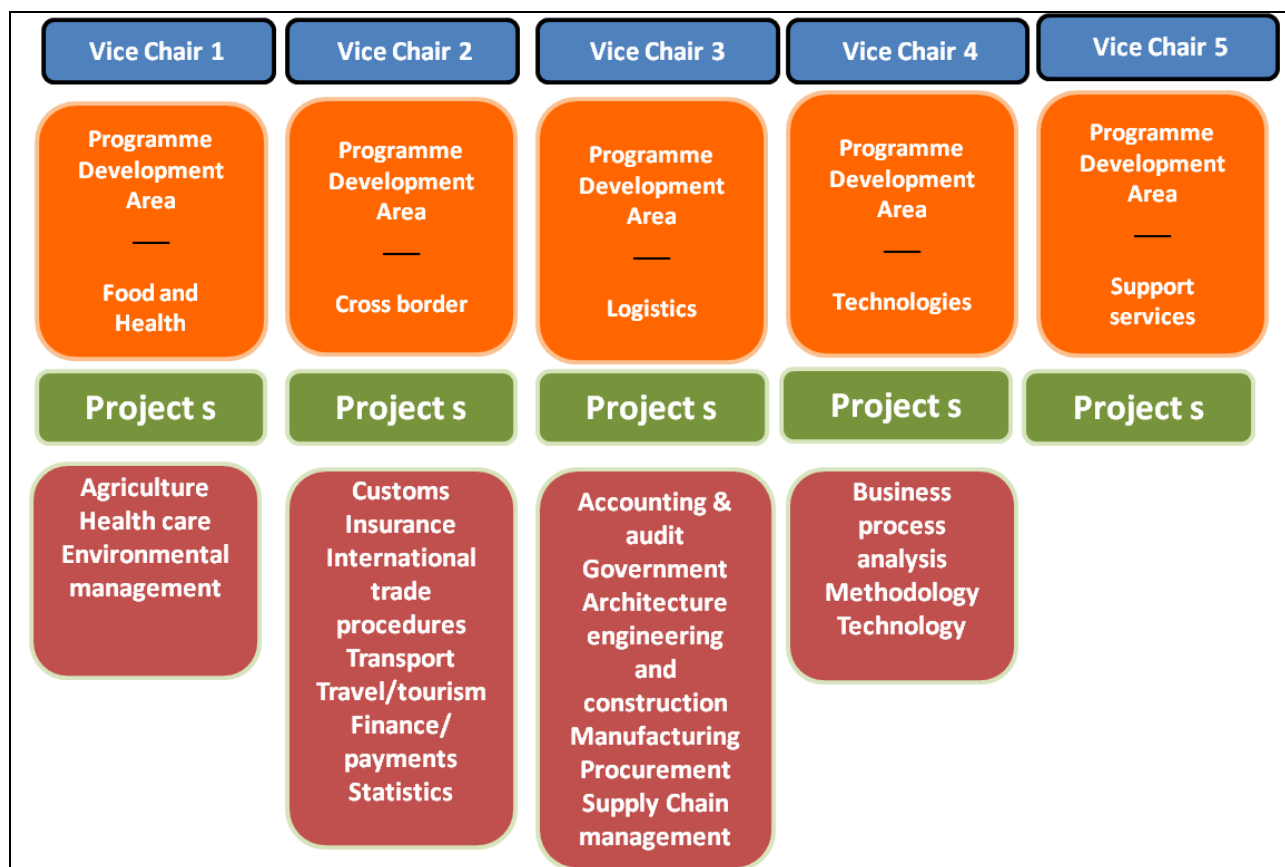
15

TBG Transition Team Proposal

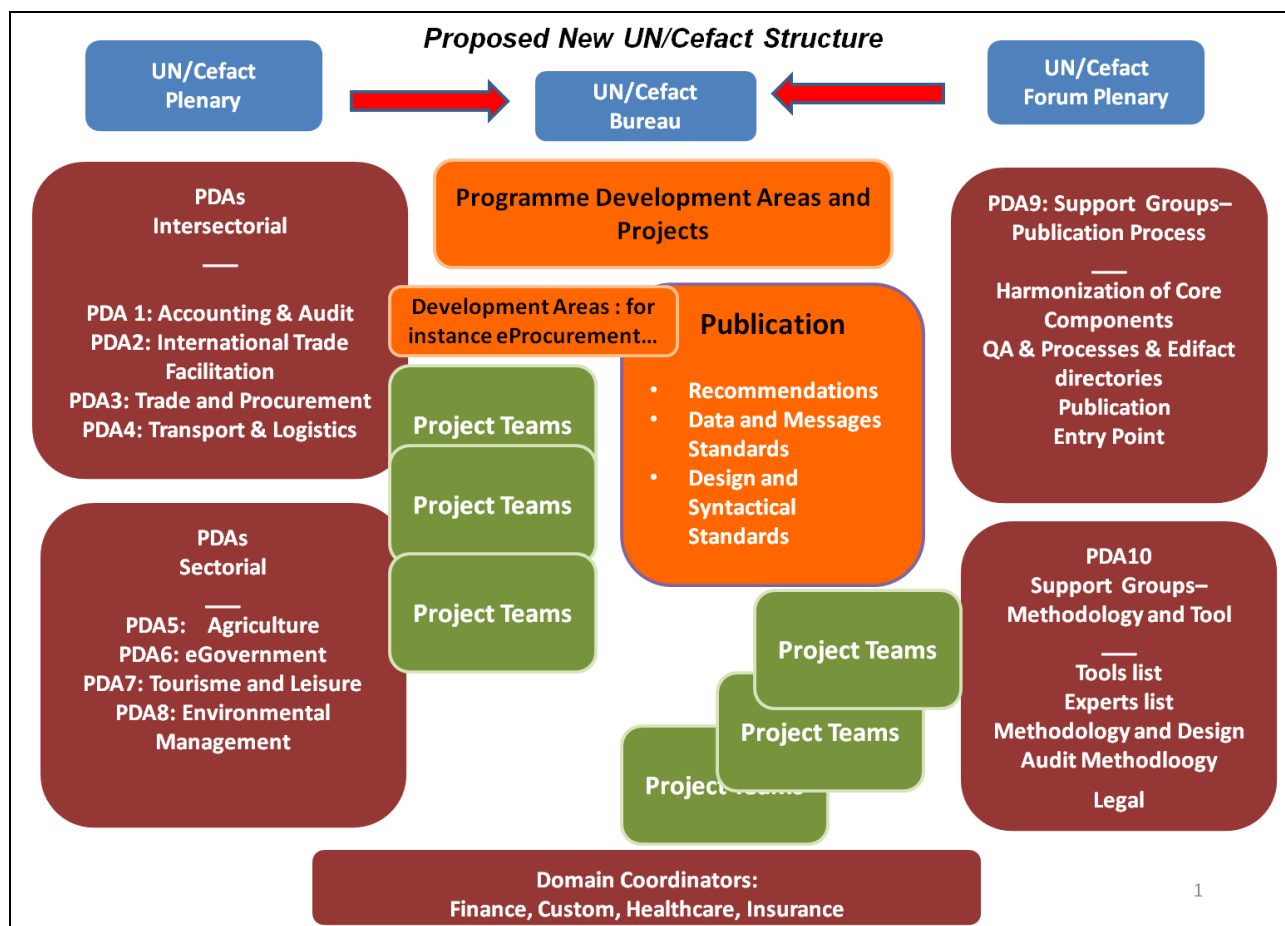


Note: one Vice Chair may be responsible for more than one PDA.

Presented during McLean Meetings

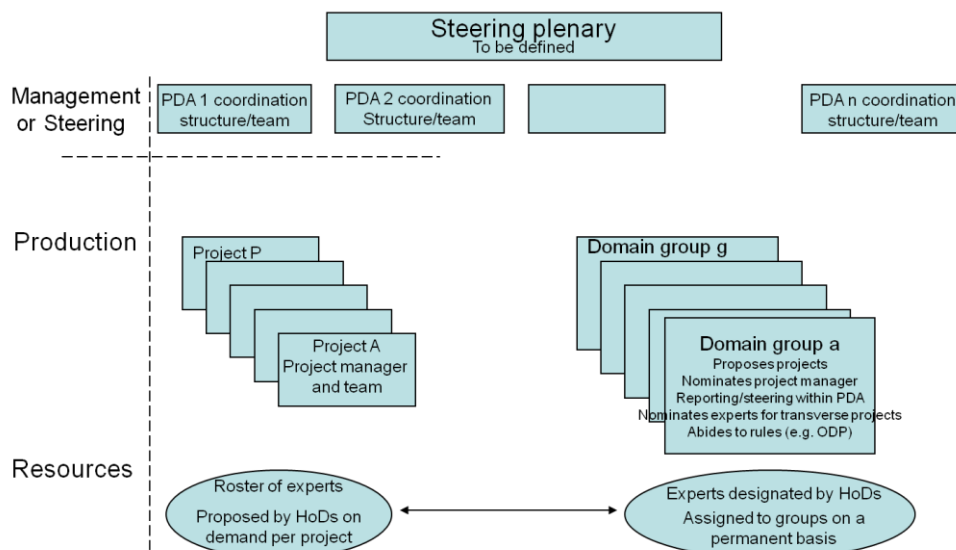


Additional Layer of Management

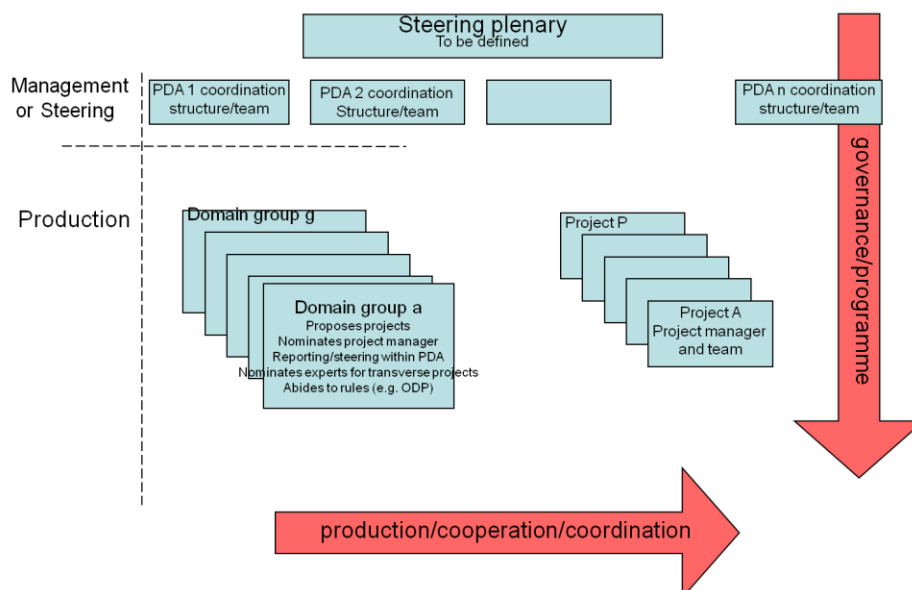


Greater Emphasis on Domains

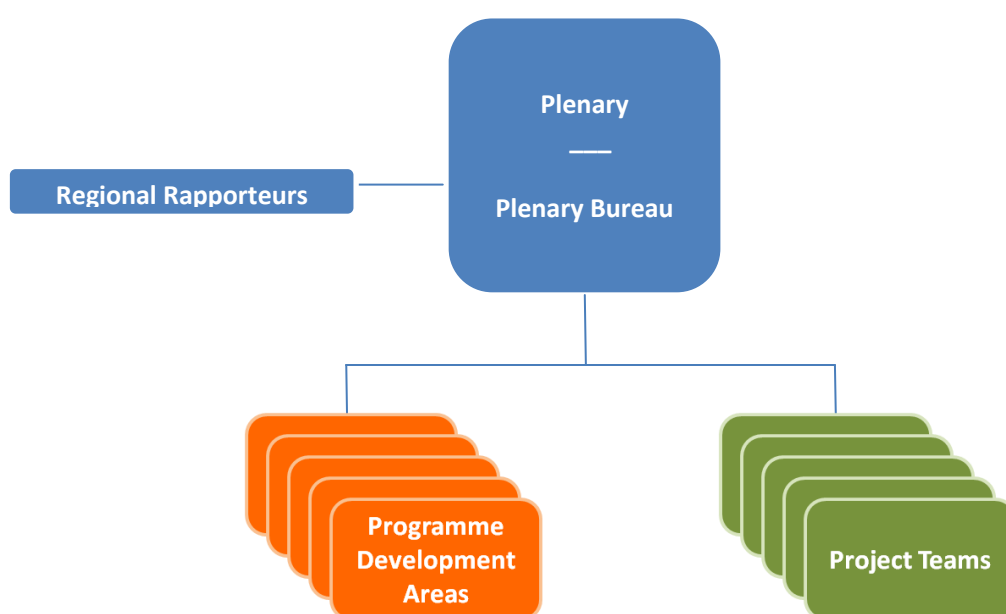
1) Diagram for the future Forum

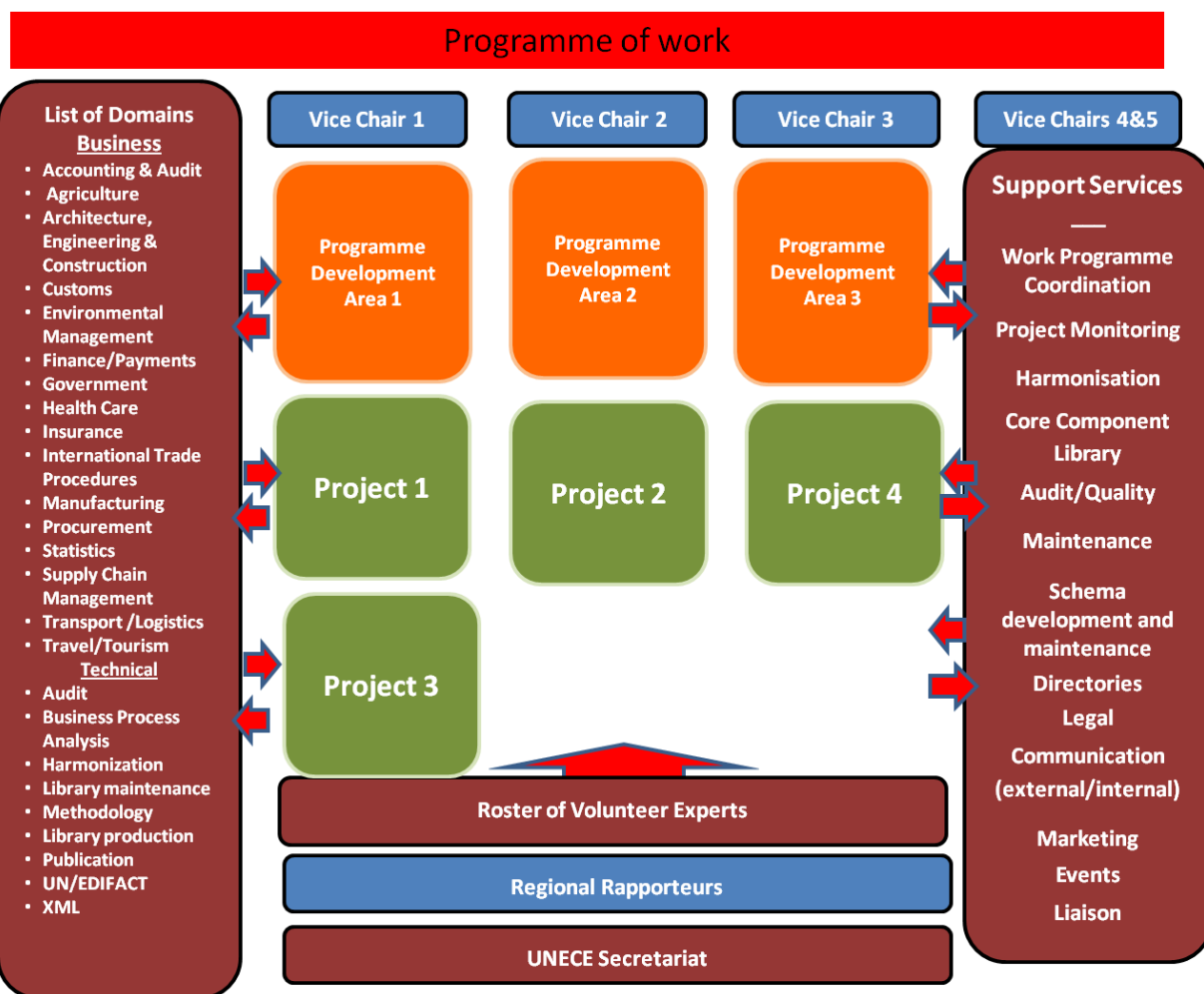


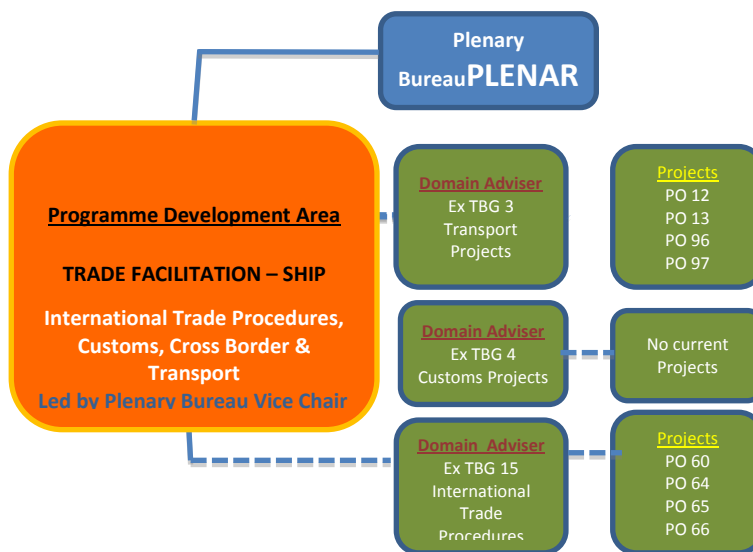
Note: the above diagram is a tentative to represent how the principles (Steering by PDAs and Project based management) might apply



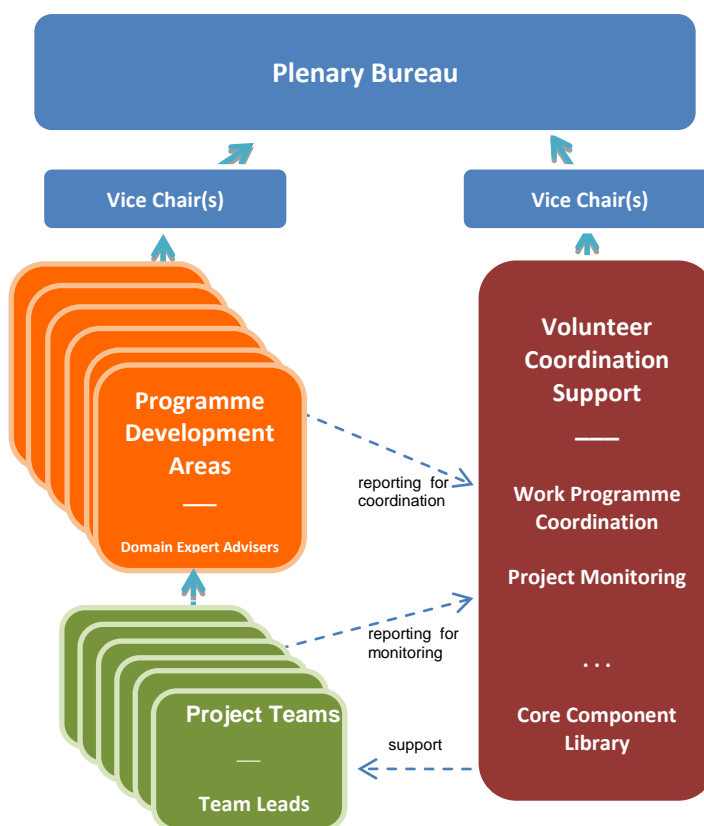
Initial Example Shown to Plenary







2



2



Programme Development Area

TRADE FACILITATION – BUY
Supply Chain & eProcurement

GOAL/PURPOSE

Within UN/CEFACT's integrated strategy, identify projects and implementation issues in the Supply Chain and eProcurement areas to ensure that the development of current and future UN/CEFACT recommendations and standards respond to user needs

ACTIVITIES

- meetings (former TBGs 1, 6 & 19)
- workshops
- communication / website / publications
- recommendations to Bureau (e.g. strategy/projects)
- maintenance topics such as errata and simple code updates

Programme Development Area

TRADE FACILITATION – SHIP
International Trade Procedures, Customs, Cross Border & Transport

GOAL/PURPOSE

Within UN/CEFACT's integrated strategy, identify projects and implementation issues in the international trade transaction process, transport, cross border & customs areas, in order to ensure that growth in trade can be supported by current and future UN/CEFACT recommendations and standards projects

ACTIVITIES

- meetings (former TBGs – 3, 4, 15 & 18 eCert)

- workshops
- communication / website / publications
- recommendations to PBureau (e.g. strategy/projects)
- maintenance such as errata and simple code updates

Programme Development Area

TRADE FACILITATION – PAY

International Payments & Financial Services

GOAL/PURPOSE

Within UN/CEFACT's integrated strategy, identify projects and implementation issues in the International Payment & Financial Services areas to ensure that the development of current and future UN/CEFACT recommendations and standards respond to user needs

ACTIVITIES

- meetings (former TBG 1, 5 + international payment experts)
- workshops
- communication / website / publications
- recommendations to Bureau (e.g. strategy/projects)
- maintenance topics such as errata and simple code updates

Programme Development Area

Domain Specific

GOAL/PURPOSE

Within UN/CEFACT's integrated strategy, identify projects and implementation issues in Specific Domains to ensure that the development of current and future UN/CEFACT recommendations and standards respond to user needs in specific domain areas

ACTIVITIES

- meetings (former TBGs 8, 9, 12, 13, 18, 19)
- workshops
- communication / website / publications
- recommendations to Bureau (e.g. strategy/projects)
- maintenance topics such as errata and simple code updates

Programme Development Area

eBusiness Standards and Technical Architecture

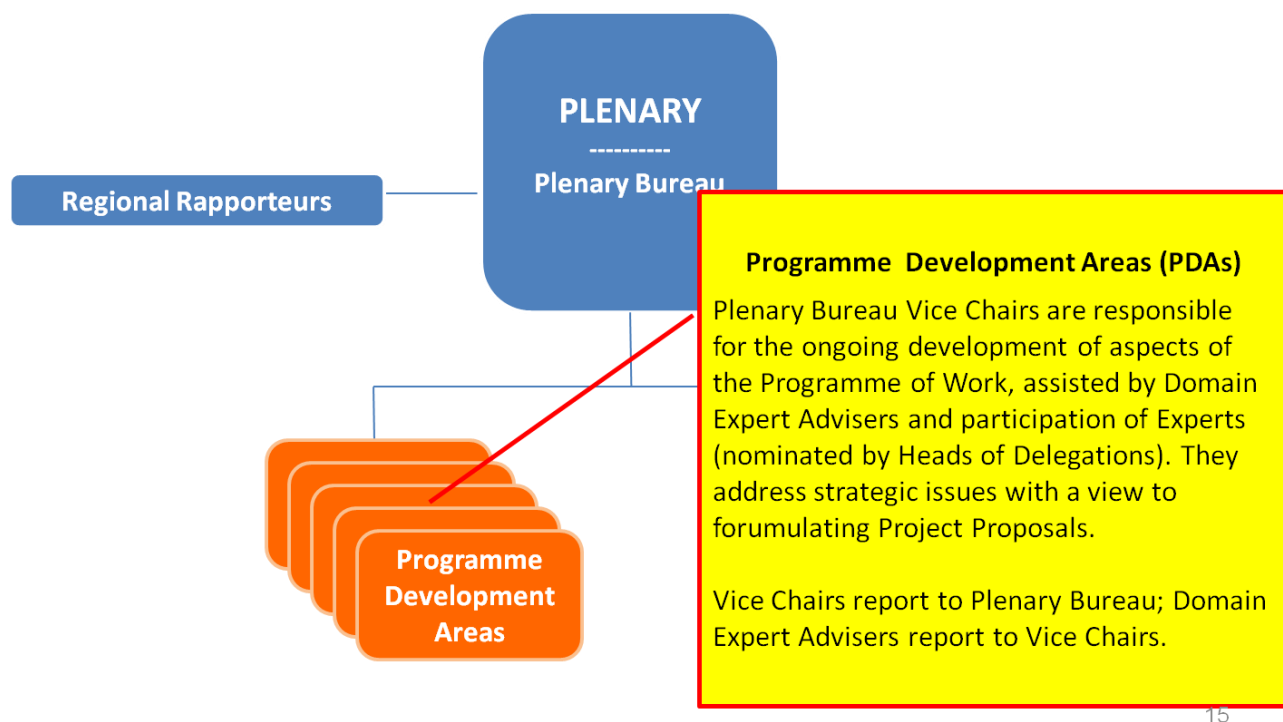
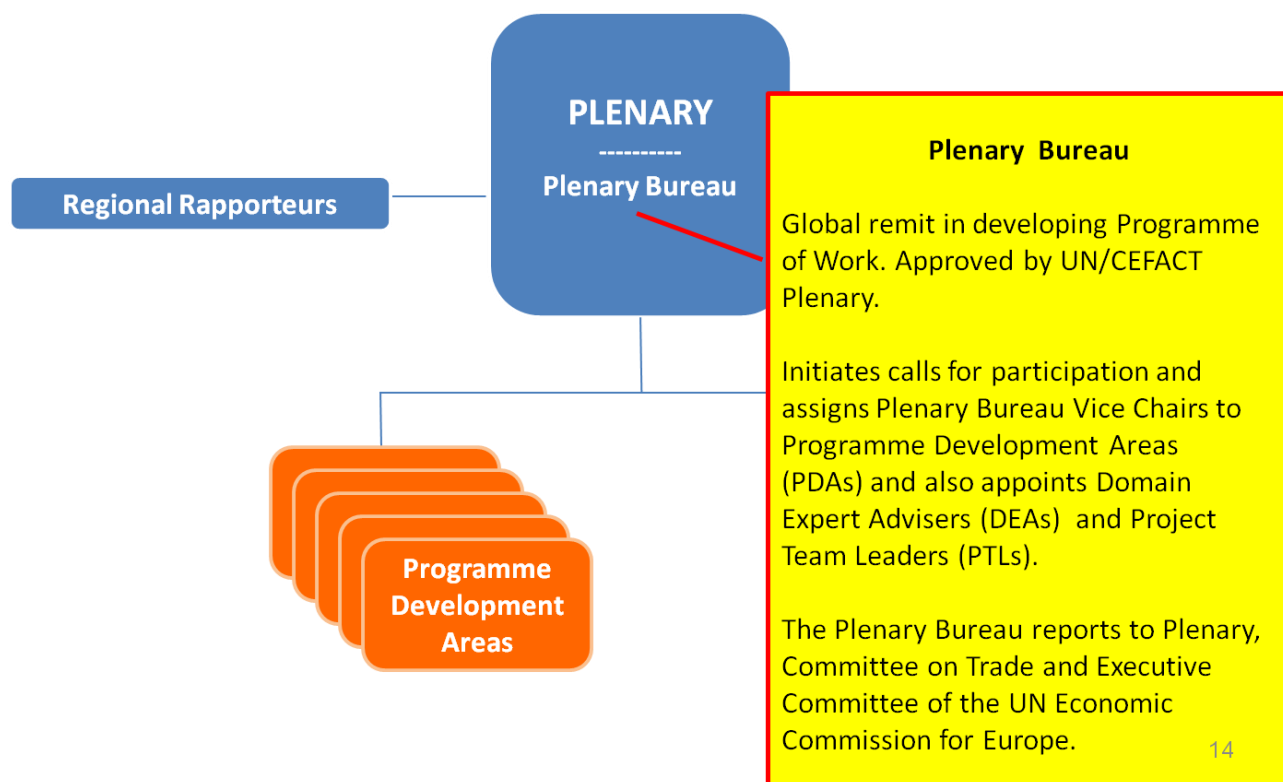
Core Components, Reference Data Models and Implementations & Standards Architecture

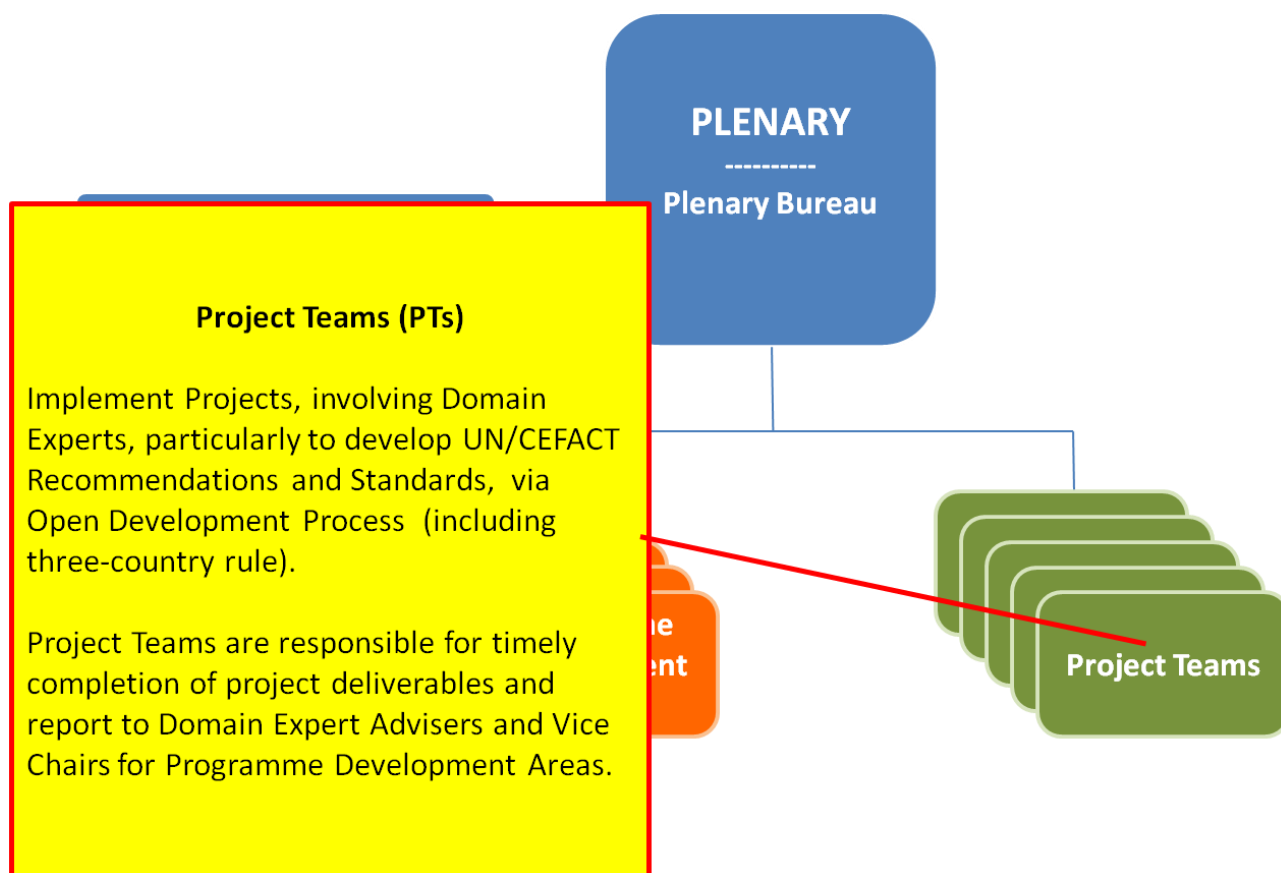
GOAL/PURPOSE

To exchange views on strategic and process issues concerning a variety of domain and cross-domain processes, with a view to identifying ways that growth in trade can be supported by current and future UN/CEFACT recommendations and standards and respond to user needs

ACTIVITIES

- meetings (former TBG 14, 16, 17; TMG, ATG, ICG)
- workshops
- communication / website / publications
- recommendations to Bureau
 - Technical strategy
 - Audit and harmonization procedures
 - Technical specifications
- maintenance topics such as errata





Summary

Plenary Bureau Chair

Responsible to Plenary for UN/CEFACT strategy and communications and involves consultations with Heads of Delegations, UNECE management and external organisations.

Plenary Bureau Vice Chairs

Responsible for specific areas supporting development and deliverables of the UN/CEFACT Programme of Work. Report to Plenary Bureau.

Domain Expert Advisers

Appointed by Plenary Bureau and reporting to Vice Chairs responsible for Programme Development Areas, to serve as contact points for UN/CEFACT domain activities, to facilitate awareness of ongoing and envisaged domain activities with respect to PDAs and Projects, to foster greater participation, to provide domain guidance in PDAs and to Project Teams, to arrange meetings of Domain Experts in support of Programme Development Areas as needed.

Project Team Lead(s)

Responsible for timely completion of project deliverables, reports for guidance to Domain Expert Advisers who report to Vice Chairs for PDAs.

Domain Experts

Members of Project Teams and Programme Development Areas.

Summary (3)

Plenary Bureau Coordination Support

Volunteer Experts designated by Plenary Bureau to support “as needed” tasks that involve coordination, especially to support Programme Development Areas and Project Teams, e.g., Programme Coordination, Project monitoring, Audit/Quality Assurance, Library Maintenance, Schema Development, Legal, Communication, Events, Liaison.

Regional Rapporteurs

Responsible for regional activities and coordination in trade facilitation and eBusiness standards development.

UNECE Secretariat

Support based on agreed list of activities relating to the Programme of Work, e.g., arranging teleconferencing for meetings, minutes, event planning, capacity building under the responsibility of the UNECE Executive Secretary.

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