Contribution by the Secretariat

FINDINGS AND RECOMMENDATIONS RELATED TO THE STRATEGIC AND FINANCIAL PLANS FROM OTHER PROJECTS/REPORTS

Summary
This document presents findings and recommendations from other projects and reports developed within the Union's activities to be considered for the development of the ITU strategic and financial plans for 2024-2027.   **Action required**   The CWG-SFP is invited **to note and consider** this document for the development of the ITU strategic framework for 2024-2027.   **References**   Documents C20/10, C20/74, C21/INF-15

Inputs from Projects and Reports

Summary of Findings and Recommendations related to the Strategic and Financial Plans

1st meeting of the CWG-SFP
29-30 September 2021

Reports for consideration

A. Report for the Culture and Skills Project by McKinsey

B. ITU Regional Presence Review by PWC

C. Report on the New Building Project – Cultural Change Initiative

D. Report on the future of the ITU Telecom

Report by McKinsey & Company (June 2021)

Report of the ITU Culture and Skills Project

(Reference: C21/INF/15)
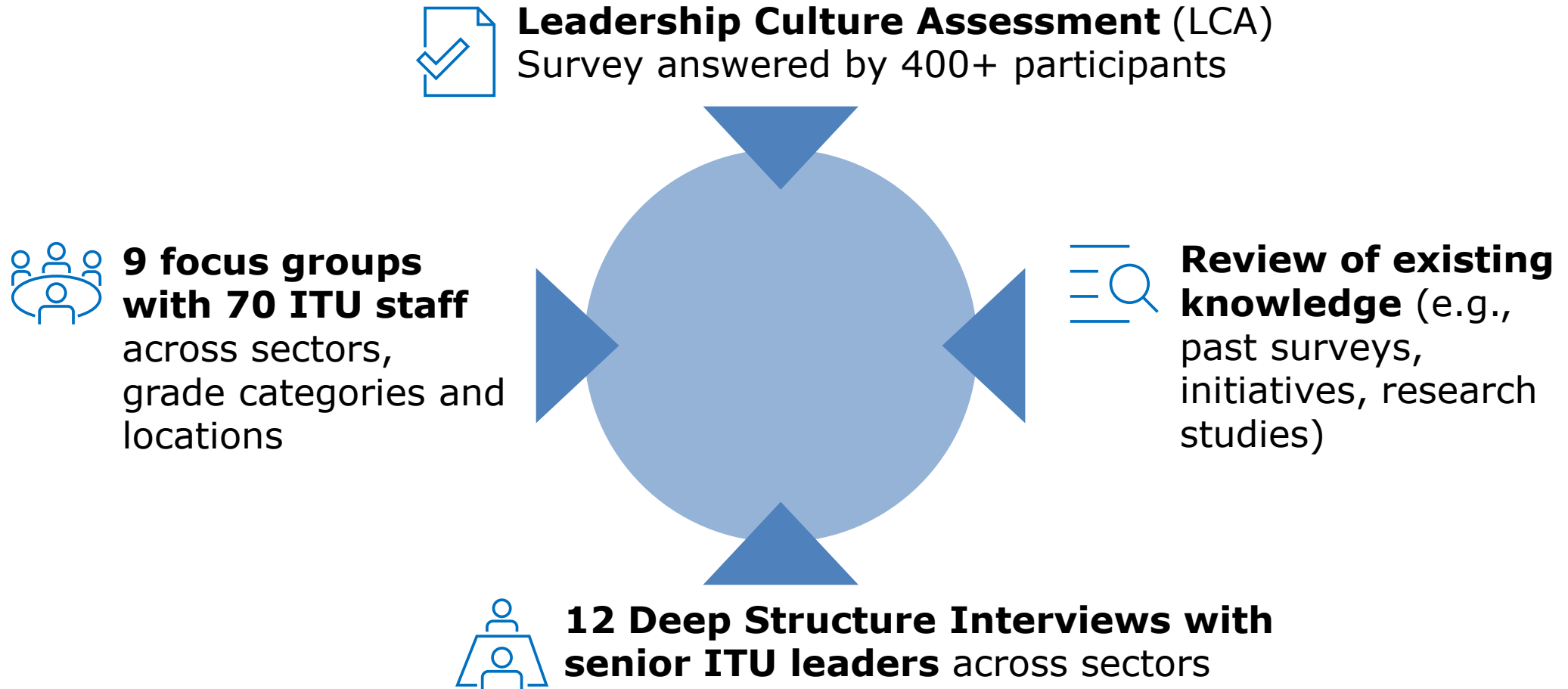
High-level objectives of the project

🎯 Conduct an **organisational culture review** that will enable ITU to align around vision, strategy, culture and values, considering the current capabilities and processes

🎯 …and an **organisational skills and competencies review** to ensure that the organisation has the right people with the right skills in the right positions

To uncover the cultural behaviours and mindsets at ITU, McKinsey has relied on multiple data sources

Leadership Culture Assessment (LCA)
Survey answered by 400+ participants

9 focus groups with 70 ITU staff across sectors, grade categories and locations

Review of existing knowledge (e.g., past surveys, initiatives, research studies)

12 Deep Structure Interviews with senior ITU leaders across sectors

9 prevalent themes identified by McKinsey

Strengths to build on

Commitment to ITU's mandate and making a difference

a. Desire and pride to contribute to ITU's mandate and make a difference in the world (e.g., connect the unconnected)

Focus on serving Member States and the communities

a. Committed to serving members, incl. states, companies, research institutes

b. Strong professional standards around serving them

Unique sense of community and care

a. Feeling that the organization and leadership cares about staff and treats them as "family"

b. Effective collaboration (yet more within sector teams than across)

Areas under improvement

Ownership and accountability

a. Unclear roles and diluted responsibilities

b. Perception of micro-management and insufficient delegation of authority

Talent and performance management

a. Insufficient link between performance and consequences (rewards, advancements, sanctions)

b. Limited advancement opportunities and perceived glass ceilings

Aligned and inspirational leadership

a. Hierarchical relationship between leaders and staff

b. Team culture often centered around the personality of frequently changing leadership

Significant improvement needs

Lack of shared vision and cross-functional collaboration

a. Limited shared and clear strategy across sectors

b. Siloed mentality and limited cross-functional collaboration
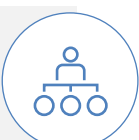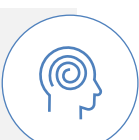
Inward focus, lack of innovation and experimentation

a. Inwards focus with limited external / competitive insights and slow response to external challenges

b. Predominantly top-down innovation and limited support for bottom-up entrepreneurship

c. Risk aversion and fear of mistakes

Inefficiencies and bureaucracy leading to reactiveness and slowness

a. Process inefficiencies, duplication of efforts and inconsistent operational management / discipline

b. Perception of bureaucratic decision-making and ways of working

Gaps to be filled

From…

… To

		From…	… To
A	**Shared vision and cross-functional collaboration**	Driving each sector's mandate resulting in silos and duplications…	…complementing sector mandates with cross-sectorial collaboration and work towards a shared vision.
B	**Inspirational leadership**	Leadership coming in majority from the top…	…leaders setting example, focusing on strategic thinking and delegating to empower teams and advance ITU's impact.
C	**Outward focus, innovation and experimentation**	Making sure we continue to do things by the book…	…embracing shortcoming to drive progress, innovation, experimentation and risk-taking, in line with our mandate.
D	**Processes efficiency and agility**	Inefficiencies and bureaucracy leading to reactiveness and slowness…	…a results-focused and operationally-disciplined operating model.
E	**Ownership and accountability**	Too little ownership of decisions and diluted accountability for outcomes…	…clearly defined roles, delegation of more responsibility for decisions and accountability.
F	**Talent and performance management**	Limited links between performance and consequences…	…recognizing and rewarding our best contributors and acting on underperformance or misconduct.

ITU transformation plan proposed based on 9 structural initiatives

Option (for consideration by MS)

- Consider transformation plan **resource requirements in the 2024-27 Financial Plan**

Structural Initiatives	Initial 6 months	6-12 months	12-18 months
a) ITU and sectors' mandates	Initiate process to review each sector mandate incl. external input	Accelerate effort to identify and make use of cross-sectorial synergies	
b) Governance and org structure		Review end-to-end org design to ensure fit for purpose and eliminate inefficiencies	Start building agile teams around cross-cutting topics
c) Goal setting mechanism	Strengthen operationalization of goal setting mechanism, ensuring link to strategic objectives and consequence mgmt.		
d) Key processes redesign, incl. automation & digitization	Accelerate accountability f-work review incl. mgmt. decision making processes		
	Undergo comprehensive process redesign to streamline main processes using for example lean methodologies to remove inefficiencies (e.g., multiple approvals, rework)		
		Identify and implement opportunities for automation and digitization along key processes	
			Start introducing agile practices (in line with creation of agile teams in b)
e) Cross-functional innovation	Create an ITU-level Innovation Lab, incl. mechanisms to incentivize participation (e.g., formal time allocation)	Build collaboration platform where people can share and link ideas and initiatives	
f) Flexibility of work and career progression		Accelerate implementation of mobility strategy	Explore options to complement mobility with dynamic staffing process and platform
		Design career development paths and policies with emphasis on flexibility and merit-based progression	Introduce high-potential programme
			Strengthen flexible working arrangements
g) Skills processes and systems	Finalize skills plan by team	Start embedding new skills in HR systems (e.g., competency framework, job descriptions, Performance Management)	
h) Talent Plan including building and acquiring	Create and launch Leadership Accelerator for managers		
	Create Staff College for all staff with modules on core gaps from culture and skills diagnostic		
		Explore options to redeploy staff to key roles	
		Review division-level training offerings based on priority skills	
		Develop and implement targeted plan for the recruitment of new talent	
		Develop and implement integrated process for use of consultants across ITU	
i) Performance management	Simplify underperformance management process and intensify support for managers undergoing it		
	Review PM mechanism to better identify & incentivize high performance (incl. 360 feedback, "excellent" rating option, new and customized incentives)		

McKinsey's proposed Action Plan: Recommendations related to Strategic Planning

Proposed structural initiatives

a **Consider reviewing and better connecting the ITU's and the Sectors' mandates**

a.1 - Initiate **process to review ITU and each sector mandate** – inviting **views from external entities**

a.2 - Accelerate effort to **identify and make use of cross-sectorial synergies**

b **Consider reviewing ITU's organizational structure and operating model**

b.1 – **Review end-to-end organizational design** to ensure best fit to deliver mandate and eliminate inefficiencies

b.2 – Start **building agile teams around cross-cutting topics**

c **Strengthen goal setting mechanism**

c.1 – **Strengthen** operationalization of **goal setting mechanism**, ensuring link to strategic objectives and consequence management

McKinsey report Recommendations / possible ways forward

(a) **Consider reviewing and better connecting the ITU's and the Sectors' mandates**

a.1 - Initiate **process to review ITU and each sector mandate** – inviting **views from external entities**

a.1	**Initiate process to review ITU and each sector mandate – inviting views from external entities**
a.1.1	Assess options space for mandate review (both at ITU and sectors level) and clarify the process to follow (who is involved, how long does it take, how to proceed)
a.1.2	Start preliminary discussions in strategic planning unit
a.1.3	Develop and articulate each sector's mandate including clear link to ITU's vision
a.1.4	Embed ITU's vision and link in internal and external communication materials
a.1.5	Encourage its reinforcement in Townhalls, speeches, e.g., also through the use of nudges

Option A (for consideration by MS)

- The **CWG-SFP takes into consideration the recommendations** while developing the ITU strategic plan 2024-2027

- New strategic framework to aim to **better connect the Sectors' mandate with the ITU mandate**

- Views from all **stakeholders** to be invited (e.g. via public consultations)

Option B (for consideration by MS)

- Member States to **consider any other process to review ITU and each Sector's mandate** and instruct the secretariat for any further action

McKinsey report Recommendations / possible ways forward

(a) **Consider reviewing and better connecting the ITU's and the Sectors' mandates**

a.2 - Accelerate effort to **identify and make use of cross-sectorial synergies**

a.2	**Accelerate effort to identify and make use of cross-sectorial synergies**
a.2.1	Define the right governance for the team in charge with the initiative
a.2.2	Run analysis of existing activities and initiatives (in parallel with initiative a.3) to identify duplicates and low-performing activities
a.2.3	Discuss potential collaborations for duplicated activities/initiatives and cancellation of low-performing ones with leadership and respective project team and define actions
a.2.4	Create transparency around duplications of activities to ensure these are taken into account before launching new activity/initiatives, e.g., in approval process
a.2.5	Refresh analysis on a regular basis, e.g., at the beginning of each strategic planning cycle

> **Option** (for consideration by MS)

- The new strategic framework identifies common **strategic priorities / themes / areas of work**

- The development of the priorities / themes **takes into consideration an analysis and mapping of themes and areas of work to identify synergies**

McKinsey report Recommendations / possible ways forward

b **Consider reviewing ITU's organizational structure and operating model**

b.1 – **Review end-to-end organizational design** to ensure best fit to deliver mandate and eliminate inefficiencies

b.1	**Review end-to-end org. design to ensure best fit to deliver mandate and eliminate inefficiencies**
b.1.1	Identify process for governance and org. review and define high level scope; Set up org/governance review team
b.1.2	Identify areas for review (including with leadership) and start analysis, define options for change
b.1.3	Run process for decision making to finalize changes; if needed (e.g., for changes in governance), facilitate engagement of Members in the decision making
b.1.4	Implement agreed changes and any policy adjustments required

> **Option A** (for consideration by MS)

- Within the new strategic plan, **CWG-SFP takes into consideration the recommendations** and **identifies options for proposed changes**

> **Option B** (for consideration by MS)

- Member States to **consider a dedicated process for governance and organizational review** (defining high level scope and an org./governance review team)

McKinsey report Recommendations / possible ways forward

ⓑ **Consider reviewing ITU's organizational structure and operating model**

b.2 – Start **building agile teams around cross-cutting topics**

b.2	**Start building agile teams around cross-cutting topics**
b.2.1	Identify short list of cross-cutting topics that can be driven by agile teams and select 2-3 teams for pilot
b.2.2	Create 2-3 agile teams to work in agile manner (cross-functional teams working according to agile governance and practices)
b.2.3	Train teams and potentially bring in-house expert to support pilot
b.2.4	Drive and evaluate pilots
b.2.5	Evaluate expansion to more teams throughout ITU with the support of pilot team members

> **Option** (for consideration by MS)

- CWG-SFP to **identify the list of cross-cutting topics/themes**
- CWG-SFP to **consider ways to reinforce cross-cutting topics** in the new strategic planning framework

McKinsey report Recommendations / proposed way forward

c **Strengthen goal setting mechanism**

c.1 – Strengthen operationalization of **goal setting mechanism**, ensuring link to strategic objectives and consequence management

c.1	**Strengthen operationalization of goal setting mechanism, ensuring link to strategic objectives and consequence management**
c.1.1	Set objectives at the Bureau level with the support of HRDM and SPM teams
c.1.2	Review strategic objectives to ensure enough granularity for more junior leaders to own
c.1.3	Communicate sector-level strategic objectives explicitly to all staff (e.g., Townhall, Intranet)
c.1.4	Ensure each EO has 1 on 1 goal setting conversation with direct reports to define SMART goals
c.1.5	Cascade down strategic objectives to set individual goals and link them to sectors' goals, using ePMDS
c.1.6	HRMD and Sectors to run regular tracking analyses of individual and team's objectives, and potentially use as basis for MCG reporting
c.1.7	HRMD to continue supporting and building capacity in setting SMART objectives through dedicated training, policy, guidelines and communication activities

> **Option** (for consideration by MS)

- CWG-SFP to **consider simplification and clarification** of the new strategic framework to enable granularity and cascading down of strategic goals/objectives to the objectives of teams and individuals
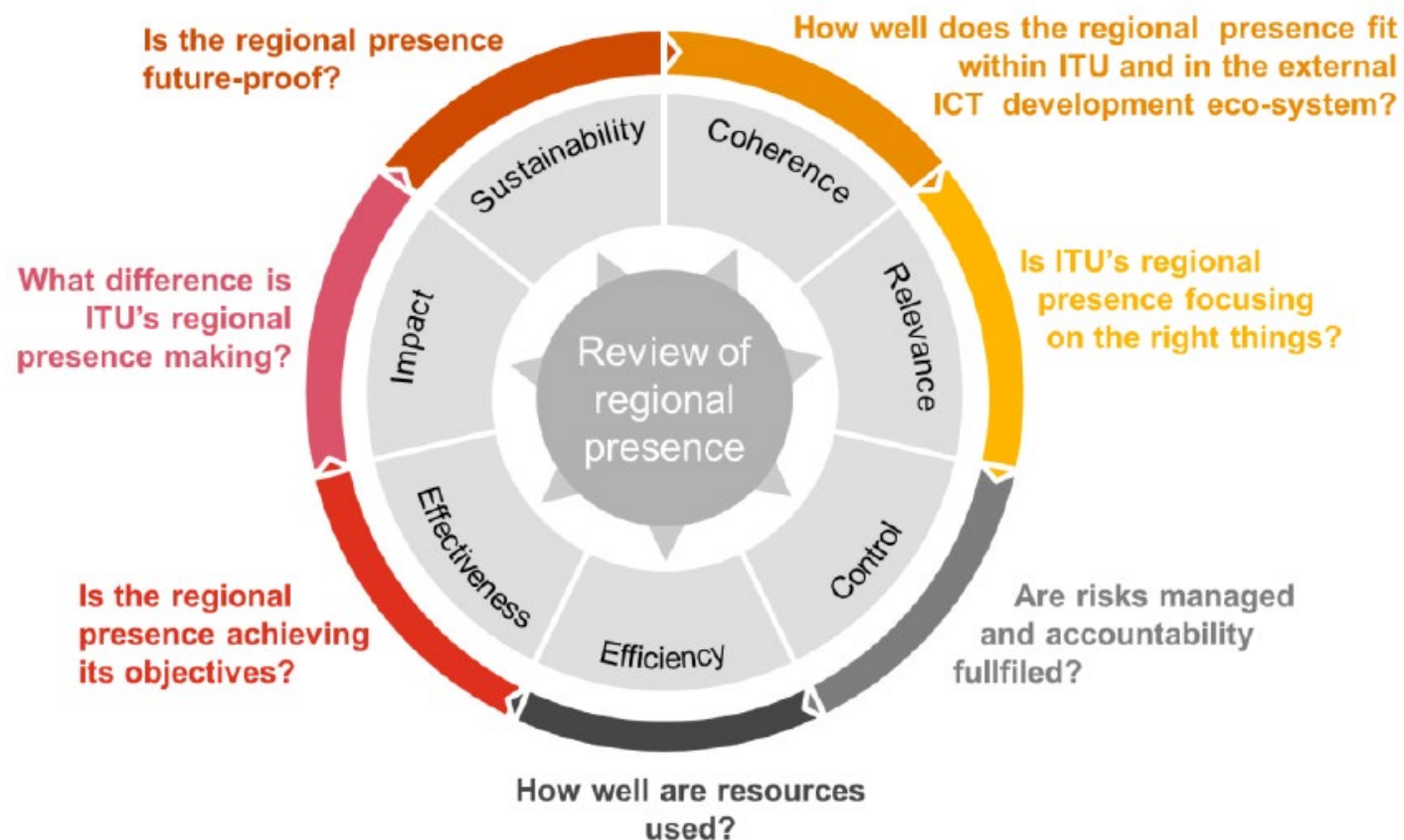
Report by PWC (July 2020)

ITU Regional Presence Review

(Reference: C20/74)

This report documents the outcome of the review of ITU's regional presence (July 2020), conducted on the basis of Council Decision 616 (June 2019)

Is the regional presence future-proof?

How well does the regional presence fit within ITU and in the external ICT development eco-system?

What difference is ITU's regional presence making?

Is ITU's regional presence focusing on the right things?

Is the regional presence achieving its objectives?

Are risks managed and accountability fullfiled?

How well are resources used?

Sustainability · Coherence · Relevance · Control · Efficiency · Effectiveness · Impact

Review of regional presence

PWC review:

ITU's current regional presence is not ideally positioned to benefit from this momentum.

1. In terms of **coherence**, i.e. how the regional presence fits within ITU and in the external ICT development ecosystem, **ITU's existing planning instruments are not sufficiently integrated to ensure regional delivery is strategically aligned and focussed**:

   ❖ The **ITU Strategic Plan does not make reference to the role of the regional presence**. Moreover, the **global targets** it contains are **not explicitly broken down nor do they relate to performance indicators in the Operational Plan and Regional Initiatives**.

   ❖ The **coordination** of interventions **among the three Sectors** has been improving, but joint planning and day-to-day coordination at regional level **remains too limited**.

2. In terms of **relevance**, i.e. whether ITU's regional presence focusses on the right aspects, Members and external stakeholders value the neutrality, technical credibility and proximity of the regional presence, which they consider a trusted partner. They also praise the personal engagement and service orientation of field staff. However, **the breadth of activities taking place at field level does not result in a sufficient functional and thematic focus**.

3. In terms of **effectiveness**, i.e. whether the regional presence is achieving its objectives, until now **performance indicators have essentially been based on the completion of activities, rather than the achievement of outcomes**.

> Effectiveness will increase if efforts materialise into greater focus at the field level, reducing the number of thematic priorities covered by each office, the number of activities being delivered and driving actual implementation to ensure these activities are delivered.

A key strength

ITU has a **convening role to play at the regional level** and the **ability to 'work from the bottom up'** on key telecom/ICT priorities, **but RO/AOs do not develop their portfolio of activities on the basis of a strategic planning exercise at regional level**.

Guiding principles related to the Strategic Plan:

1. **Clarity of purpose:** i.e., the alignment of the regional mandate and responsibilities with the vision and mission defined in the ITU and BDT strategic agenda, providing a limited set of specific, measurable, attainable, relevant and timely objectives for the regional presence.

2. **'One ITU':** ability of the regional presence to reflect the ITU as a whole and take a leading role in the preparation and coordination of activities in a thematic area.

3. **'Part and parcel' of the UN family:** proactive alignment and coordination with like-minded UN Agencies to promote collaboration and deliver meaningful change in selected countries.

Strategic positioning of regional presence:

❖ Bringing the technical expertise of ITU as a whole closer to its membership, thus helping to enhance the relevance and effectiveness of the activities of the **three Sectors through joint planning and collaboration.**

❖ Designing and delivering technical assistance for developing countries in close collaboration with other UN Agencies and other relevant partners. **This assistance should be in line with the mission of the Union**, which is to "promote, facilitate and foster affordable and universal access to telecommunication/ICT networks, services and applications and their use for social, economic and environmentally sustainable growth and development".

❖ Leveraging additional resources and mobilising the membership **in line with the strategic goals and global targets listed in the Strategic Plan**.

Old distinctions among different sectors and industries are blurring, as platforms, products and services converge in a net-centric world.

Limitations of ITU's strategic intent at regional level:

❖ The **different timeframes** applied to WTDC objectives (2018–2021) compared with those described in the Strategic Plan and adopted by the Plenipotentiary Conference (2020–2023).

❖ The **KPIs** essentially demonstrate that an activity was done (e.g. number of participants at a meeting, timely submission of BDT contributions, number of countries assisted). **They did not indicate whether or not the assistance that was delivered actually made a difference**.

❖ The **relevance of ITU's Strategic Framework**, and its significance at the regional level, must be assessed against the capabilities and footprint of other organisations that are active or engaging in this field.

PWC report Recommendations related to Strategic Planning

1. Strategic positioning

1.1. Strengthen ITU's positioning **as a shaper/doer**

1.1.1. Spell out the mandate, role and expected contribution from the regional presence
- Integrate the definition of the mandate, role and objectives for the regional presence in policy documents

Option (for consideration by MS)

- The CWG-SFP to **take into consideration the recommendation to integrate the regional presence** while developing the Strategic Plan 2024-2027.

1.2. Sharpen the programmatic **focus**

1.2.1. Develop a consistent strategic framework across the Organization
- Review the global targets ahead of WTDC - define those which are 1) attributable to ITU and 2) can be cascaded at the regional level (validate during WTDC)
- Break down the global targets in regional, outcome-level indicators
- Update the Operational Plan to clarify linkages between Regional Initiatives, Strategic Plan and impact statements of clusters (or thematic priorities)

1.2.2. Clarify programme priorities at global level
- Ahead of WTDC, prepare a review of BDT's comparative advantage, past performance and external environment aiming at identifying a limited number of global priorities. Consolidate the organisation of thematic clusters in line with this core 'menu' of global thematic priorities
- Review the monitoring/evaluation role of the regional presence in existing global programmes (e.g. capacity building programme) and the availability of regional results frameworks. Develop two to three cross-regional programme documents that could serve as a basis for resource mobilisation on a global stage

Option (for consideration by MS)

- The CWG-SPF to **clarify and simplify the strategic framework** while **better connecting the Goals and Targets, and the thematic priorities**, at the **global and regional levels.**

- For doing so, the CWG-SFP also to consider the inputs from the preparations for WTDC related to the thematic priorities.

1.3. Define priorities for UNCT engagement

1.3.1. Prioritise country-level engagements with the 131 UNCTs that will initiate Common Country Assessments in the next 3 years

- Prioritization at cluster level of key countries to be targeted by the BDT for CCA & UNSDF development. Identify countries with multi-cluster interventions that should be prioritised
- Confirm country prioritization at regional level
- Communicate a catalogue of services to UN Resident Coordinators in targeted countries

1.3.2. Explore potential partnership with UNDP in the context of the Accelerator Labs initiative

1.4. Consolidate strategic planning at the level of each field office

1.4.1. Develop a results framework aligned with Regional Initiatives
- Conduct a regional assessment of the competitive environment, identifying opportunities and complementarities with other global/regional actors
- Develop a results framework at regional level which will serve as a common reference document for RBM and the implementation of the Operational Plan
- Validate regional priorities through dedicated forums at regional and cross-regional levels
- Define a limited number of performance indicators that can be monitored at field level
- Conduct a review at the WTDC of the regional programmatic frameworks ('Regional initiatives') to confirm 1) level of ambition and 2) feasibility within budget ceilings

1.4.3. Consolidate regional targets in the preparation of the next Strategic Plan

> **Option** (for consideration by MS)

- The CWG-SFP to **consider the ability of the regional presence to reflect the ITU as a whole (One ITU), as well as part of the UN family to strengthen partnerships on thematic priorities** when developing the Strategic Plan 2024-2027

> **Option** (for consideration by MS)

- The CWG-SFP to **take into consideration regional targets** while developing the Strategic Plan 2024-2027

Report by Drees & Sommer (ongoing)

Report on the New Building Project – Cultural Change Initiative

Staff Working Conditions Strategy and Implementation Plan

- ITU selected a consulting company, *Drees & Sommer (D&S)*, to support the development and implementation of the Staff working Conditions Strategy and Implementation Plan for the new building. Focussing on the end-user experience, Drees & Sommer will implement a participatory process for the ITU new HQ workplace to gain common ground, create well-being, and guarantee an engaged workforce.

- The impact of the COVID-19 pandemic and its implications regarding the future ITU work environment will also be analysed.

- Drees & Sommer will set up a change management concept integrating a series of workshops and will provide a framework involving all stakeholders (top management, middle management, staff members, and staff representatives).

Option (for consideration by MS)

The **CWG-SFP to take into consideration any findings emerging from this study** that may be relevant for the establishment of the Strategic Plan.

Report by Dalberg (June 2020)

Report on the future of the ITU Telecom

(Reference: C20/10)

Selected Findings - ICT Sector
Four types of trends in the ICT sector are emerging

Economic: Private sector actors and emerging regions increasingly driving innovation; new actors and business models are emerging The sector is becoming vertical as ICT is now core to multiple industries (e.g., automobile, finance, retail)	This could mean for ICT events like Telecom World that an evolution will be needed to **include new actors and industries, collaborate further with the private sector, and enable debate on the profound economic changes happening in the sector**
Political and regulatory: • Increasing scrutiny from the public sector on ICT companies, with domestic regulations having a broad geographic reach (beyond domestic borders) • More self-regulation by the private sector • ICT increasingly used for political purposes	ICT events like ITU Telecom could be driven to further i) support dialogue between the public and private sector on regulations and policies, ii) support harmonization between countries and regions on ICT regulations, as well as ICT diplomacy, and iii) advance thinking and enable debate within the broader community on the political risks of ICT and regulatory best practices
Environmental and socio-cultural: • Increasing applications of ICT to the social sector, and increasing implications of ICT use on society (e.g., data privacy, inclusion, hate speech).	ICT events like ITU Telecom could become platforms to i) showcase, advance thinking, and enable debate on the social applications of ICT with a view on highlighting opportunities, and ii) advance thinking and support coordinated action on the social risks related to current use patterns of ICT
Technological: • New ICT technologies are constantly being developed and existing ones continue to be improved. In particular, public sector actors and companies from developing markets might fail to keep up with the pace of technological innovation in the sector.	ICT events like ITU Telecom could be used as platforms to keep all stakeholders informed of current state of the art and their broader implications

Selected Findings – ICT Event Landscape

- The ICT event landscape is crowded, rapidly changing and increasingly competitive.

- Developing countries do not have a dedicated platform to support their ICT development journeys, specifically addressing developing country-specific issues, needs and aspirations.

- Current ICT event landscape offers limited opportunities for key stakeholders in the Digital for Development (D4D) sector to learn about the latest trends, share learnings and experiences, and network to build new partnerships and development programs.

- Stakeholders (e.g., governments, corporates, NGOs) involved in the global SDG agenda need a platform to increase awareness of technologies available, discuss trends and risks, and identify areas of collaboration and partnership among Digital4Good stakeholders (e.g., NGOs, IOs, corporates, governments) with a view to support adoption and scale (when appropriate), and address potential risks.

- Increasing need for international cooperation on the societal implications of ICT applications in various fields for senior decision-makers to identify and discuss emerging societal risks related to ICT technology on global platforms, with a view to encourage coordinated action (e.g., through regulation).

- SMEs are important players in the ICT ecosystems of developing countries but lack access to information about the latest trends and developments in their respective sectors, have few opportunities to express their needs and aspirations to other stakeholders who could support them (e.g., development actors, local governments).

Key Findings - ITU

- **<u>Need for strategic alignment on mission and objectives</u>:** Future events should have a well-articulated strategic foundation, highlighting their role to achieve ITU's strategic goals. It should be communicated internally and externally so that organizers and participants strive to achieve common goals.

- **<u>Need for a distinctive event identity with strong value proposition</u>:** Future events should focus on target stakeholders' needs, combining event components coherently, to build a distinctive identity. Given the competition, it must be additive to the market and built on ITU's comparative advantage.

  ITU's strengths & competitive advantages include:
  - *Ability to bring together expertise and knowledge (both internally and through relationships with external experts) on governance and regulatory issues related to ICT, societal risks and implications of the ICT sector, and unaddressed needs to bridge the digital divide;*
  - *Ability to attract all types of stakeholders and to bring together country representatives (and SMEs) from different regions through relationships with local governments;*
  - *Legitimacy (through the UN brand) to act as a bridge between ICT stakeholders and the broader SDG and social impact community;*
  - *Well-positioned to facilitate dialogue between corporates and governments/regulators, or allow safe and open spaces for productive conversations between the two;*
  - *Recognized as a facilitator for international discussions and negotiations on global regulation of the sector.*

- **<u>Need for coordination with other ITU events, ensured by adequate governance</u>:** Future events should not seek to add to the crowded ITU event agenda, potentially leading to cannibalization. Where possible, the future event should seek to build synergies and potentially partner with other ITU events. A Unionwide governance body (incl. Bureaus and Secretariat) would help to ensure this coordination.

- **<u>Need for trade-offs between impact and commercial sustainability</u>:** Depending on the objectives pursued, some event concepts might not be commercially sustainable and requiring subsidization, potentially from ITU's budget. It is important to be aware of these areas of tension between impact and commercial sustainability and make the necessary trade-offs, rather than expect commercial profits from all events, regardless of their nature and mission.

Recommendation

➢ Dalberg recommends to consider to design a global, major event dedicated to "Digital for Good" as part of a yearly Global Union-level event, also integrating WSIS and/or AI for Good Global Summit.

Conclusion: We recommend to the Council to consider the opportunity of investigating further this 3rd option, through the Phase II already considered to design a global, major Digital-for-Good event. This phase should include, among other, two decisive workstreams: i) An internal alignment exercise involving the 3 Bureaus and the Secretariat, to agree on a strategic event portfolio and on its operating model (including event governance); ii) A co-creation exercise with a subset of ITU's Sector Members to clearly define their needs and what will make them participate and contribute to the future event.

Option (for consideration by MS)

- CWG-SFP takes into consideration **the Dalberg findings on trends in the ICT sector and ICT event landscape and its implications for ITU and ITU events beyond Telecom** when developing the new strategic plan.

• The CWG-SFP takes into consideration **the Dalberg findings and recommendations on ITU events** when developing the new strategic plan.

- New strategic framework to support clear alignment of **events with ITU's mission and objectives.**

- CWG-SFP to **consider ways to build synergies across ITU events.**