**Council Working Group
for strategic and financial plans 2028-2031**
Second meeting – From 20 to 21 February 2025

Report by the Secretary-General

ALL ANSWERS TO OPEN-ENDED QUESTIONS IN THE 1ST ONLINE CONSULTATION ON THE UNION'S STRATEGIC AND FINANCIAL PLANS 2028-2031

Purpose

This Info document presents the full list of answers received to open-ended questions in the online Consultation. It complements the Results of the first online consultation on the Union's strategic and financial plans 2028-2031 (Document CWG-SFP-2/2).

Action required

This document is transmitted to the Council Working Group for strategic and financial plans 2028-2031 **for information**.

References

CWG-SFP-2/2

Consultation by the Chair of the CWG-SFP

Answers to open-ended questions

Contents

1. What suggestions do you have to improve the clarity of financial reporting?

Affiliation with ITU	What suggestions do you have to improve the clarity of financial reporting? Please mention up to five suggestions.
SM	More communication More implications of the actors in sectors Creation of local communities by goals Considered the gender and diversity in financial distribution Open discussion with field
ITU MS	Better internal audit control. Improved workflows. CPA's of excellence that know the ITU Council, i.e., the member states, is the ultimate client of the audit. Clear and concise language.
ITU MS	1. Results based management by matching the outcome to activities and financial allocations 2. Strengthen internal controls: improve governance in use of resources, closing audit queries, reforming internal processes
ITU MS	1- Reporting shall be in quarterly basis 2- Reports shall highlight the breakdown of the spent budget and balance 3- Donation income shall be categories and highlighted in the financial reporting
ITU MS	The current reporting framework is appropriate. Significant progress has been made in the transition to the IFRS reporting standards and the membership is encouraged to continue supporting the secretariat's efforts in this regard

SM	1. Alignment with Strategic Goals: Create direct links between financial reports and strategic objectives, highlighting how budgetary allocations contribute to key goals like universal connectivity or digital transformation. This would help stakeholders see how resources support tangible outcomes. 2. Enhanced Transparency in Revenue and Expenditure Breakdown: Delineate revenue sources (such as member contributions, grants, and fees) and categorize expenditures by strategic objectives. This level of detail can make it easier to see how funds are allocated toward specific ITU initiatives.
SM	Timely review and evaluation of the goals and objectives on monthly and quarterly bases,
Assoc.	Better publicize the plan. Explain each major expenditure category, giving their motivations.
SM	The Financial Operating Reports could be simplified in the interest of greater transparency and enhancing understanding of the financial processes in ITU including service orders. The link to Resolutions with financial implications could be clearer. The methodology for calculating the financial impact of decisions taken by various conferences and assemblies needs to be clarified in CWG-FHR. The membership needs regular updates on the financial impact of the ITU premises project in terms of options for reducing expenditures and the impact on the value of the contributory unit.
ITU staff	Creating smart dashboard balancing detail and clarity.
SM	1. Full compliance with IPSAS. 2. Operationalized Accounting committee with regular reporting to CWG-FHR. 2. More financial ratios to be introduced for the balance sheet, income statements, cash flow statements for better reporting on financial performances. 3. Continuous upgrade of the ERP and report that to CWG-FHR. 4. Implementation of internal controls and reporting on that to CWG-FHR. 5. Further enhancing the implementation of oversight bodies recommendations related to financial matters and reporting.
ITU staff	1. Link resources to outcomes Add a clear mapping showing how money spent connects to specific results. Example: Under "Spectrum and satellite orbits" (TP1), break down the 235M CHF to show exactly how much goes toward each outcome like "efficient spectrum use" vs "avoiding interference" 2. Add visual elements The current presentation is just a table with numbers. Create visual representations of year-over-year changes, proportion of budget by priority, actual vs planned spending and resource allocation trends. Use more charts, graphs, infographics and interactive dashboards. 3. Provide detailed cost breakdowns Examples: Staff vs non-staff costs, operational vs project costs, fixed vs variable costs, and regional distribution of resources. This would improve transparency and understanding of how the budget is used. 4. Include performance metrics Connect financial data with performance indicators, showing cost-effectiveness metrics. Report on "value for money" indicators and efficiency trends over time. This can help justify resource allocation decisions. 5. Standardize reporting format Create and enforce the use of consistent templates for financial reporting. This makes it easier to track changes over time and compare across periods.
ITU staff	Not only disclosing each item of expenditure, but visualizing costs of resolutions, recommendations, and decisions might benefit future adoption of resolutions, etc.
ITU staff	We could reduce descriptive reporting but use dashboards reporting for easy understanding.
ITU MS	- More simplicity - linkage between budget and projects - Shorter reporting - Sending the reporting to the member long time before meetings - Give more time to discuss financial issues during the council
ITU staff	A financial record may correspond to several strategic goals, thus reflecting synergies. So reporting by strategic goals may hide synergies.
ITU staff	Focus on the true cost of delivering the products and services, particularly factoring in staff time (our most costly resource)
ITU MS	Financial reporting is already detailed. In case a country or sector member would like to see additional info: Can be requested on the occasion of the meetings of the council working group FHR, the council, the PP and of course by individual requests to be sent to ITU. Btw: the external auditors report is an additional tool to make yourself familiar and to check key financial figures.
ITU MS	a) To keep improving the financial reporting quality and standards; b) To continue engaging Sector Members to provide their contributions for improvement; c) To keep enhancing comparative and trend analysis to enable a clear understanding of the financial trends; d) Simplify audit reports by including plain-language summaries and key highlights for broader audiences; and e) Conduct sessions with members to explain reports and address stakeholder queries.
ITU MS	Being concrete as much as possible on the financial reporting.
SM	Valoriser la radiodiffusion communautaire en milieu rural.
ITU MS	a. Standardized formats b. Regular audits c. Stakeholder feedback mechanisms d. Visual dashboards e. Annual summaries with regional resource allocation breakdown
ITU MS	1. Standardize reporting format (e.g., IFRAS, IAS, International Public Sector Accounting Standards - IPSAS) 2. Consistent Terminology and Definitions

	3. Enhance Transparency and Disclosure: Providing a clear breakdown of assumptions, methodologies, and key drivers behind financial figures will foster trust among stakeholders. Transparent reporting should include explanations of variances from budgeted figures and future projections, helping stakeholders understand the context of the financial data presented); 4. Visualizations and Data Visualizations 5. Clear Linkage to Strategic Objectives: align financial data explicitly with strategic goals.
ITU MS	Using artificial intelligence technologies as a pivotal technology to improve the quality of financial reports, as these technologies have a high ability to process and analyze huge financial data, quickly and accurately, and have the ability to classify financial data, detect abnormal and unusual patterns, and identify potential risks. It also contributes to verifying financial data, continuously, and conducting accurate monitoring of financial operations, which reduces the possibility of fraud and forgery, in addition to the high predictive ability, which in turn increases the confidence of decision-makers due to the provision of financial reports supported by artificial intelligence technology analyses, and reflects transparency in dealing with financial data
ITU MS	1. Adopt Standardized Reporting Formats Implement a consistent and standardized format across all ITU financial reports to facilitate ease of comparison and understanding by Member States and Sector Members. Ensure reports are aligned with international financial standards, such as IFRS or IPSAS, to enhance credibility and transparency. 2. Include Visual Summaries Utilize graphs, charts, and infographics to summarize key financial data, trends, and resource allocations. Highlight significant variances or achievements against the planned budget for easier interpretation. 3. Enhance Results-Based Budgeting Clearly link financial allocations to strategic objectives, goals, and expected outcomes outlined in the ITU Strategic Plan. Include performance indicators that show how financial inputs contribute to specific targets and objectives. 4. Improve Detailed Explanations Provide clear narratives for significant financial activities, including explanations for deviations, surpluses, or deficits. Include a risk analysis section, detailing potential financial challenges and mitigation strategies for transparency. 5. Encourage Stakeholder Feedback Create mechanisms for Member States, Sector Members, and advisory groups to provide feedback on financial reports. Incorporate stakeholder suggestions to address clarity gaps and enhance engagement.
ITU MS	- Add graphs to visually represent financial trends - Add narrative explanations of financial trends - Add year-on-year comparisons
ITU MS	1. Adopt a standardized format for presenting financial reports, ensuring that key financial statements (such as the balance sheet, income statement, and cash flow statement) follow a consistent structure. This will help both internal and external stakeholders navigate the data more easily. Additionally, the inclusion of fundamental financial ratios and key performance indicators (KPIs) can provide a clearer view of financial health. 2. Provide an executive summary at the beginning of financial reports that highlights the most important data points and key changes. This section should summarize major financial trends, such as increases or decreases in income, significant investments, and any unexpected financial events. 3. Clearly explain the assumptions and methodologies used in financial forecasting, budgetary allocations, and projections. This could include the rationale behind income assumptions, the basis for cost estimates, and details on how funds are allocated across various ITU sectors. 4. Include graphs, charts, and other visual aids to help present complex financial data in a more digestible form. 5. Given that the ITU is a membership-driven organization, it is crucial to be transparent about the financial contributions from member states. Providing clear breakdowns of member contributions both voluntary and assessed can help avoid confusion.
ITU MS	Like it has been mentioned, better clarity on funding and methodology are key to better delivery to member states
ITU MS	Clear elaboration with justification of different expenses
ITU MS	More effort to support countries needs in telecom regulatory affairs
ITU MS	Standardized Reporting Formats Adopt globally recognized accounting standards (e.g., IFRS, GAAP) to ensure uniformity and comparability. Use consistent headings, tables, and chart formats across reports to make it easier for stakeholders to navigate and understand. 2. Simplified Language Avoid technical jargon and use plain, concise language to make the reports accessible to non-financial stakeholders. Include a glossary for essential financial terms to assist readers with varying levels of financial literacy.
ITU staff	Ensure financial report is published within the agreed timeline. Incorporate charts and graphs that represents financial data in a way that is easy to understand.
ITU MS	Producing financial reports with detailed information on expenses the amounts of money spent by item (salaries, insurance, running expenses, trainings, consultancy, projects one by one, etc. in details) and by administrative unit. That would allow for establishing a monitoring and evaluation system. And also would allow to regularly collect data and compare targets with actual results. That would enhance responsibility and accountability both of the Union as a whole and each administrative unit. Having available accurate and timely financial information will allow to identify on time potential financial losses, resource-consuming activities and enable deficit prevention.
ITU MS	To be more detailed on a quarterly basis
ITU MS	Realistic planning for the presentation of financial statements for past financial years is essential to meet Members' expectations regarding the timing of presentation of these statements. Further improve control processes to ensure that financial information is accurate, transparent, reliable and efficient. ITU's financial report could focus more on financial trends and how ITU manages its finances. ITU is called upon to focus on accurately forecasting revenues and taking action in the event of declines to ensure that receivables forecasts are accurate.

	This is in the interest of reducing the continuing flow to the reserve fund to offset losses for the financial year. Improving credit control procedures is essential for ITU's financial health and stability. ITU should review its debtor management procedures to ensure more active monitoring and recovery actions
ITU MS	Standardization of presentation format: Use uniform templates for financial reports, with clear headings, consistent graphics and a logical structure (e.g., income, expenses, results). This helps readers quickly locate and understand key information. Incorporate visualizations: Add graphs, tables and charts that summarize the most important data. For example, use bar charts to show revenue trends or pie charts to break down expenses. Visualizations make complex data more accessible. Explanation of technical terms: Include a glossary of financial terms and brief explanations to avoid confusion among non-specialist readers. For example, defines concepts such as EBITDA or operating cash flow in a simple way. Clear executive summaries: Provides a summary at the beginning of the document highlighting the main points (revenues, costs, profits, and any major variances from the previous period). This allows decision-makers to get a quick overview. Variance analysis: Explains significant variances between periods or against budget. For example, if expenses increased by 15%, detail the reasons (e.g., increases in inputs, specific projects) to provide context and facilitate understanding.
ITU MS	The financial plan should be reviewed in order to enhance the way in which financial resources are planned and prioritized within the Union. We also believe that ITU should focus on reaching financial stability through financial management and planning, systems, processes and tools, as well as internal control and supervision. In addition, ITU should improve the way how the links between priorities and the resources allocating for the priorities are reflected in the financial plan.
ITU MS	-Use clear and concise language to ensure all stakeholders, including non-financial professionals, can understand the reports. -Incorporate charts, graphs, and tables to illustrate key data points, improving understanding of trends and comparisons.
ITU MS	The linkage between the structure of the strategic plan (including its thematic priorities) and the financial plan could be improved.
YAB	1. The Root of Unclear Financial Reporting in the ITU would be unclear allocation of the documents in the ITU website. The website should be enhanced to make access to such documents easy to navigate and user friendly. 2. Provide clear breakdowns of expenditures by programs, initiatives, and regions to show how funds are aligned with ITU's strategic priorities 3. Conduct consultations with the Membership to identify key areas where clarity is needed, tailoring financial reports to their expectations and needs 4. Use AI to translate the reports to the 6 official languages to ensure inclusivity 5. Provide a Glossary for ITU acronyms in the financial reports to increase clarity for those without a background in finance
ITU MS	Introduction of results-based management with identification of clear and measurable objectives.
ITU MS	- Creating a platform for sharing information - Semestrial periodic reporting - Focal point designated for each country - Coaching for member state which have a small knowledge about ITU's process - Standardization of reporting's format
Assoc.	1 - Use Accounting Software; 2 - Implement Automated Processes; 3 - Assign responsibility for key areas; 4 - Provide Adequate Training to the ITU Members State and others; 5 - Establish a Clear Timeline and Review It Regularly;
ITU MS	1. A detailed, systematic review process containing checklists of IPSAS Requirement and multi-person reviews should be embedded to ensure that the next financial cycle is well prepared for and will prevent delays and resource-intensive post-submission revisions. 2. Making the reports clearly available in the ITU Website for access along with making them accessible through dashboards would improve their clarity 3. Empower the CFO's Voice in Decision-Making 4. Include a dedicated section that links non-core resources (such as donor funds and cost-recovery activities) to ITU's strategic objectives. This will provide clarity on how these funds contribute to outcomes. 5. Deploy automated financial reporting tools that adhere to IPSAS requirements and provide dashboards for visualizing trends, variances, and risks. This would streamline data presentation and enhance stakeholder understanding.
ITU MS	• Simplification of report format and structure – Use clearer, well-arranged graphs and tables that provide a quick overview of key financial data, instead of long textual descriptions. The Information must be easy-to-find on the ITU website and transparently show information from all sectors. • Clear connection with strategic goals – Indicate how specific financial allocations contribute to achieving strategic goals, to make it clear how funds are distributed according to priorities. Necessary collaboration across departments, bureaus, regional offices. • Increased transparency in detailed expenditures – Provide more detailed explanations for large expenditure items and their purpose, to clarify what the money was specifically spent on. The Information (meeting reports) must be provided in clear deadlines after the respective bodies meet. • Regular updates and feedback – Ensure that financial reports are regularly updated and include a space for feedback from members, which will improve engagement and understanding. • Explanation of key financial indicators – Offer brief explanations of key financial indicators (e.g., budget performance, contribution-to-expenditure ratio) so that members can more easily understand their significance.
ITU MS	Proposed benchmarks: • UNESCO's Approved programme and budget 2022-2025 • WHO's programme budgets
ITU MS	1. Improve the clarity and Explanations of the summary; 2. Evaluate the cost-benefit of implementing a data governance framework; 3. Evaluate the cost-benefit of implementing a real-time reporting mechanism.

ITU MS	We believe there is an opportunity to improve the connection or use of the text found in the financial reporting with the strategic plan, as mentioned previously in the above questions for the Strategic Plan. Although the financial information is contained within the annexes in Decision 5, there is an opportunity to better convey the connection between the information in Annex 1 and Annex 2. Additional information may be needed to expand on in the financial reporting, including illustrations to convey figures and the volume of information. It may be helpful to group the provided information (text) with an executive summary at the beginning of these documents to facilitate a quick reference on how ITU is progressing with its financial plan.

2. What would be one key suggestion to improve the current strategic plan?

Affiliation with ITU	What would be one key suggestion to improve the current strategic plan?
ITU staff	Rethink Thematic Priorities
SM	Implication with the field
ITU MS	Concentrate projects within the strategic goals. Focus of strategic priorities on ITU's mission.
ITU MS	Agility and flexibility to adapt to changing telecommunications environment
ITU MS	Bureau's completing other's as well as defining new revenue streams strategy
ITU MS	The ITU Value proposition should be clear, concise and appeal to the interests of the diverse ITU membership. Sector members and associates need to be able to see the benefits that accrue from ITU membership
SM	Alignment with Strategic Goals: Create direct links between financial reports and strategic objectives, highlighting how budgetary allocations contribute to key goals like universal connectivity or digital transformation. This would help stakeholders see how resources support tangible outcomes.
SM	regularly review of the key metrics to ensure a proper alignment of the objectives
Assoc.	ITU does a good job with regulations and recommendations. It is not strong in the practical application of those recommendations
SM	Re-formulate Thematic Priority #2 (international numbering resources). This subject is not only duplicated in ITU-T Output #9, but the choice for its selection in the current Strategic Plan is not clear.
ITU MS	At least 4 to 5 Strategic Goals shall be identified. 2 is very limited.
ITU staff	Following the rules of establishment of RBM.
SM	1. Review the current approach of the results framework. 2. Consider the regional presence. 3. New enablers are key and a must; accountability framework, internal justice system, oversight, etc. And their roles and related KPIs should be clearly stated. 4. Better reflect the sector's role. 5. Further consider collaboration across the UN (VERY IMPORTANT) particularly at Country level. 6. Further reflect the General secretariat role in the strategic plan. 7. Further consider the ICT-TF, ISCG in the strategic plan.
ITU staff	While providing stability, the current four-year fixed plan might be too rigid given the rapid pace of technological change. Conducting a "mid-term review" at the two-year mark, with the authority from Council to make limited adjustments, could help ITU stay relevant and effective while maintaining overall strategic direction - essentially adding flexibility without compromising stability.
ITU staff	We might need to evaluate the strategic plan in the previous period.
ITU staff	Make it shorted and easy to read.
ITU MS	More clarity of the reporting
ITU staff	add baseline for target indicators in the ITU results framework
ITU staff	Direction on which activities should be reduced or phased out, and which should receive more effort and investment
ITU MS	- On the 53 pages of Res 71: Simply three times the term "Industry" in the paper, not even once the terms "residential Customer", "Business Customer". - To see the SWOT-Analyses as a well-arranged chart
ITU MS	a) To keep focus on Innovations and Digital Transformations while intensify the focus on cybersecurity and resilience against emerging threats.
ITU MS	Considering the needs of the ITU membership
SM	Valoriser la radiodiffusion par voie hertzienne
ITU MS	Probably introducing a stronger framework for stakeholder engagement that includes regular feedback loops from diverse sectors, with a particular focus on the needs of underrepresented communities.
ITU MS	enhance stakeholder engagement and feedback mechanisms. monitoring and evaluation/enforcement

ITU MS	You should determine which departments you will need help with, how many employees each will have, and how that will change over time. Keep in mind that many companies are also automating hiring, using freelancers or remote workers, not to mention using interactive software and applications to perform many of the required tasks
ITU MS	prioritize measurable, cross-sectoral impact goals that address emerging global challenges, such as digital inclusion, AI governance, and climate resilience: Measurable Impact Goals: Establish clear, quantifiable objectives tied to specific outcomes, such as bridging the digital divide or expanding broadband access by a defined percentage in underserved regions. Cross-Sectoral Alignment: Integrate these goals across the ITU's three Sectors and Regional Offices to leverage expertise and resources effectively. Emerging Challenges: Incorporate a forward-looking perspective, focusing on topics like AI regulation, cybersecurity, and the role of ICT in sustainability, ensuring relevance to members' evolving priorities.
ITU MS	To improve transparency on relationship between the ITU and private sector and civil society
ITU MS	One key suggestion for improving the current strategic plan is to place a stronger emphasis on regional adaptation and inclusivity to ensure that the diverse needs of ITU members particularly low-income countries and emerging economies are better addressed. Actions: Establish regional advisory groups that provide ongoing input to the ITU's strategic direction, ensuring that local needs are prioritized. Develop customizable modules that allow ITU initiatives to be adapted based on the socio-economic and technological context of member states. Track the plan's success through region-specific KPIs that measure progress not only at the global level but also regionally.
ITU MS	It is useful to discuss the progress of the plan with frequent meetings
ITU MS	Introduce a feedback loop with regular reviews, stakeholder input, and real-time data monitoring. This ensures the plan adapts to evolving ICT trends, identifies bottlenecks, and remains aligned with stakeholder needs, enabling timely adjustments for greater impact.
ITU MS	Targeted Training Program Public- Private Partnerships
ITU staff	Include regional strategies that are more specific and measurable. Strategies for each region could be more tailored.
ITU MS	Results-based management approach to be implemented when developing and implementing the ITU Strategic Plan. The structure of the ITU Strategic Plan should include some new important elements, such as: organizational results framework, associated with clear objectives and indicators; identification of clear and measurable objectives; regular monitoring and assessing progress towards the achievement of results.
Acad.	By enhancing stakeholder engagement, the ITU can ensure that its Strategic Plan remains responsive to the evolving needs of the global telecommunications landscape, ultimately leading to more effective and inclusive outcomes in ICT development
ITU MS	• Align the strategic plan with the GDC • Reflect the new and emerging technologies
ITU MS	Strengthening collaboration with other organizations and industry for partnerships to improve strategic plan.
ITU MS	One key suggestion to improve a strategic plan is to enhance the alignment of goals with measurable outcomes. This can be achieved by ensuring that each strategic goal has clearly defined key performance indicators (KPIs) and timelines.
ITU MS	We believe that is necessary to consider and to understand the perspectives off all the stakeholders, including sector members. We also support that the organisation should focus (more) on membership engagement strategies. Furthermore, ITU should consider the outcomes of the Summit of the Future and Global Digital Compact. In addition, the vision and the mission should be adapted accordingly to the current environment and new challenges. Finally, a better alignment of the thematic priorities to the Goals is essential in our view.
ITU MS	Strengthen stakeholder engagement by incorporating more direct feedback from diverse groups
ITU MS	To improve the connection between the ITU strategic plan and the operational plans at the sectors' level (including the regional components)
YAB	Considering that the ITU Priorities include Sustainable Digital Transformation, the current ITU strategic plan would benefit from including dedicated youth-focused targets across its thematic priorities and goals to ensure it remains adaptive. For example, specific youth-oriented metrics (e.g. percentage of youth trained in ICTs, youth employment in the ICT sector) would ensure that the strategy actively engages and empowers the next generation, ensuring that the transformation remains sustainable. This approach should be complemented by strengthened collaboration with UN agencies to embed digital transformation across their strategic plans, prioritize regional activities with adequate funding, and foster inclusive partnerships that address emerging technologies (e.g., AI, IoT) through multi-national cooperation and standard-setting initiatives. This holistic strategy ensures sustainability, inclusivity, and global alignment and enables the ITU to achieve its strategic goals through enabling other UN Agencies.
ITU MS	Process and clarity of information
ITU MS	The strategic plan should focus on enhancing agility and responsiveness to the fast-evolving technology landscape. This includes establishing frameworks that can quickly adapt to disruptive innovations such as 6G, AI, quantum computing, and digital twins. A flexible approach will help ITU remain relevant in the face of rapid technological shifts. Additionally, to improve the strategic plan report is to include a dedicated section that provides a high-level summary of what has been implemented and the challenges faced, this would give membership a clear overview of progress and obstacles, making the report more actionable and focused.
ITU MS	It is necessary to strengthen the relationship between the strategy and related resource allocation. It is recommended that a document on resource allocation be provided before drafting the financial plan (Decision 5), so as to provide a reference for the subsequent refinement of the financial plan.

ITU MS	We suggest enhancing the linkage between the strategy and the resource allocation. One follow-up suggestion is to provide a document to explain the rationale for resource allocation, as a reference for breaking down the strategic plan to a feasible financial plan.
Assoc.	Continue to regularly consult members online, during the term of the strategic plan, every 6 months.
ITU MS	Considering that the ITU Priorities include "Sustainable Digital Transformation, the current ITU strategic plan must remain adaptive to the change in digital by Introducing e a dynamic feedback and adjustment mechanism into the strategic framework to enhance its agility and responsiveness.
ITU MS	A key suggestion would be to streamline and prioritize the strategic goals to focus on the most critical global challenges. By narrowing the focus and ensuring that resources are allocated more efficiently towards these priority areas, ITU could increase its impact and better align with the rapidly changing ICT landscape. Regular updates and a more flexible approach to adjusting the plan based on current trends and member feedback would help maintain its relevance and effectiveness. The ITU, its management and staff must communicate openly and clearly.
ITU MS	Incorporate RBM framework: Include relevant indicators, establish targets, demonstrate progress with those targets, and use root cause analysis to contextualize the basis for strategic objectives, outcomes, strategies, outputs etc. Results chain should also be clearly defined: Needs > Desired Impact > Desired Outcomes > Priority Outputs > Activities > Inputs/Resources Where applicable, highlight specific focus areas for certain regional/ Member State groupings/ groups in society. The Strategic and Financial Plan should also include clear linkages between the organisation's strategic priorities and the Action Plans/sector-specific priorities of the ITU-D (and the regional presence), ITU-T and ITU-R.
ITU MS	The definition of specific products and the identification of the Target Population, as well as priority sectors, the definition of performance indicators focused on results.
ITU MS	Although the current Plan encompasses thematic priorities, it still lacks principles or a mechanism for prioritization of activities. Having these guidelines or mechanisms would be a key improvement to the current scenario of limited resources.
ITU MS	Keeping it simple and informative. It should not be expanded (e.g. avoid including SWOTs) and better linked with the Financial Plan/budget.
ITU MS	It is necessary to strengthen the relationship between the strategy and related resource allocation. It is recommended that a document on resource allocation be provided before drafting the financial plan (Decision 5), so as to provide a reference for the subsequent refinement of the financial plan.

3. What is the main strength of the ITU?

Affiliation with ITU	What is the main strength of the ITU?
SM	Convener power
SM	The collaboration.
SM	Its network
ITU MS	Excellent knowledge of the standards development process
ITU MS	Global outlook and Influence: With 193 member states and over 900 sector members from the private sector
ITU MS	International reference
ITU MS	Global network of ICT/Telecom policy makers and practitioners, Mandate as the UN lead agency for ICTs, Diverse membership coupled with Government support, recognition and participation from 194 member states
SM	The main strength of the International Telecommunication Union (ITU) lies in its unique role as a global organization that brings together governments, private sector companies, and other stakeholders to establish universal standards, policies, and regulations in telecommunications and information and communication technology (ICT).
ITU MS	Enabling universal meaningful connectivity
SM	To ensure the standards are progressive and in line with development of the sector
Assoc.	Technical regulations and recommendations.
SM	Continuous improvements to the relationship between Member States and Sector Members.
ITU MS	Its governance structure, Developing Strategic Plan and targets that aligns with SDG goals, convening different platforms, developing recommendations.
ITU Staff	Uniqueness in the international governance landscape.
SM	Same strength always being reflected in Resolution 71.
ITU Staff	ITU's main strength lies in combining almost 160 years of technical expertise with our unique position as a specialized agency of the United Nations, bringing together 194 nations and over 1000 industry members to drive global digital transformation through evidence-based standards and regulations. This blend of deep technical authority and diverse public-private membership at the international level sets ITU apart, with the potential to tackle complex digital challenges directly beyond events and policy dialogue.

ITU Staff	Members are not limited to government but private sector, academia, NGOs and many players. In addition, 193 government member countries can be boasted for its global inclusiveness.
ITU Staff	The convening power and neutrality.
ITU MS	Commitment of members
ITU Staff	Setting standards
ITU Staff	Convening power
ITU MS	The expertise of the experts in the Study Groups, they work out the largest part of ITU's added value.
ITU MS	a) An international organization with 194 Member States (synergies); b) Inclusion in making decisions while maintaining its neutral position while coordinating International standards and Policies in telecommunication and Information Technologies; c) Inclusion of stakeholders in the process of establishing resolutions; d) Having many members with financial and technical capability; and e) Membership driven.
Acad.	Consensus objective
ITU MS	Standardizing and defining new terms according to the evolution of technologies to speak a common language in the sector.
SM	Valoriser la radiodiffusion par voie hertzienne
ITU MS	The ITU's main strength as we know its established global authority and expertise in establishing international telecommunications standards, which facilitates cooperation among member states and supports the development of a unified digital infrastructure.
ITU MS	Spectrum Management Expertise
ITU MS	Foreseeing the future and publishing the results
ITU MS	The main strength of the International Telecommunication Union (ITU) lies in its unique position as a global platform for multilateral cooperation on telecommunications and ICTs, bringing together governments, private sector entities, and academia to shape the future of connectivity and digital innovation. Key Aspects of ITU's Strength: Inclusivity and Membership: ITU has a diverse membership structure that includes 193 Member States and over 900 private sector and academic institutions, enabling comprehensive and inclusive discussions on global ICT policies. Standardization Expertise: ITU plays a pivotal role in developing international standards that ensure interoperability, innovation, and equitable access to communication technologies globally. Spectrum Management: As the steward of global radio-frequency spectrum and satellite orbits, ITU ensures equitable distribution and efficient use, critical for maintaining global communications. Capacity Building and Development: Through initiatives like the Development Sector (ITU-D), ITU helps bridge the digital divide by providing technical assistance and capacity-building programs to developing countries. Consensus-Driven Processes: ITU's ability to bring stakeholders together to reach consensus fosters global cooperation and ensures that diverse perspectives shape telecommunications policies and technologies.
ITU MS	That coordination of frequency spectrum and satellite orbits, developing standards and capacity building brings global players together thus providing platform for cooperation in other fields
ITU MS	The main strength of the ITU lies in its global reach and role as the leading UN agency for ICT development, which allows it to connect countries, industries, and organizations for the collective advancement of technology and infrastructure across the world.
ITU MS	Cooperation of ITU's Member States and other members among themselves and with technology companies, industry bodies, and academic institutions to develop international standards and recommendations to ensure that ICTs are safe and easy to use
ITU MS	The ITU's main strength is its global network of diverse stakeholders, uniting governments, private sectors, and academia to set international standards, drive innovation, and promote universal access to ICT for sustainable development.
ITU MS	Connecting the world by tackling various and multiple important topics and issues that affect Telecommunications and other important areas by using multiple approaches and methods and taking into consideration the different aspects and needs of different countries around the world.
ITU staff	Developing global standards for telecommunications and ICT to ensure interconnectivity and interoperability of networks and technologies. Overseeing allocation of spectrum management and satellite orbit.
ITU MS	The main strength of the ITU lies in its ability to foster global cooperation – bringing together governments, private sector and academia. This collaboration facilitates global communications infrastructure which is essential for innovation and international connectivity.
Acad.	These strengths enable the ITU to play a pivotal role in shaping the future of global telecommunications and ICT, ensuring that advancements are inclusive, sustainable, and beneficial for all member states
ITU MS	• The ITU strength lies in its ability to foster cooperation in telecommunication/ICTs field, by bringing together governments, private sector and Academia to share experience and knowledge towards achieving the ITU's vision and mission • The only intergovernmental SDO and its role in supporting developing countries and LDCs • collaboration with UN bodies and other international organizations
ITU MS	Ensuring coherence between the strategic plan, the financial plan, the operational plans and the RH.

ITU MS	The main strength of the International Telecommunication Union (ITU) lies in its ability to serve as a global platform for cooperation and standardization in telecommunications and information and communication technologies (ICTs).
ITU MS	Large array of members (administrations/governments, private sector, academia) – bringing together all relevant stakeholders, expertise, 160 years of existence, reputation, excellence in human resources, coordinated efforts to leverage and converge existing, as well as new and emerging technologies.
ITU MS	Its global reach and unique mandate as the UN's specialized agency for ICTs. It brings together 193 Member States and over 900 private-sector entities, facilitating international cooperation on telecommunication standards, spectrum management, and digital inclusion
ITU MS	Its technical expertise and technical resources, particularly in the field of connectivity and radiocommunications.
YAB	The ITU's main strength would be its credibility in standard setting and coordinating Spectrum. This reputation allows the ITU to maintain its relationship with its stakeholders and enables it to continue to attract more membership effectively. The ITU's wide membership, which serves as a platform for member states, private sector entities, and academia, among others, allows diverse perspectives to influence its work, making it a genuinely collaborative organization.
ITU MS	Experiences of the institution
ITU MS	The ITU's main strength is its global leadership and influence in setting international standards for telecommunications and ICT. It serves as a neutral platform that facilitates cooperation among governments, private sectors, and international organizations, ensuring the interoperability and universal access of technology.
ITU MS	With the expertise and experience in allocating radio spectrum and satellite orbits, and promoting technological innovation and application, ITU plays a pivotal role in facilitating achieving the SDGs.
ITU MS	With the expertise and experience in allocating radio spectrum and satellite orbits, and promoting technological innovation and application, ITU plays a pivotal role in facilitating achieving the SDGs.
Assoc.	It is the oldest international telecommunications organization. It has more than 180 members, which includes member states, associations, NGOs
ITU MS	It's dedicated Regional Presence that provides tailored collaboration and technical assistance to countries
ITU MS	The main strength of the ITU lies in its unique ability to bring together governments, industry, and other stakeholders from across the globe to collaborate on shaping the future of information and communication technologies. It is a leading digital agency, with valued name, the only one with the global reach. Its role as a neutral platform for discussion, standard-setting, and policy development enables it to address global challenges and promote inclusivity, ensuring that technology benefits all countries and regions, regardless of their development level.
ITU MS	• Valuable, high-quality products and services • Skilled and dedicated workforce • Motivated membership
ITU MS	ability to promote the development of ICTs among members and associates.
ITU MS	The main strength of the ITU is building consensus on increasing sensitive matters (including regarding the allocation of scarce resources) keeping a technical perspective.
ITU MS	ITU focus on global telecommunications/ICT-related capacity development and policy development, technical expertise in developing telecommunication/ICT infrastructure and interoperability, including spectrum management and advocating for inclusion in promoting access to ICTs for all.
ITU MS	With the expertise and experience in the management of radio spectrum and satellite orbits, accelerating technological innovation, and promoting digital connectivity and transformation, ITU plays a pivotal role in facilitating achieving the SDGs.

4. What is the organization doing well and what should it continue doing?

Affiliation with ITU	What is the organization doing well and what should it continue doing?
SM	Convening platforms
SM	The Transparency.
SM	Circular communication
ITU MS	Technical standards for interoperability of electronic communication technologies
ITU MS	Maintain the lead in emerging technologies, spectrum and development agenda
ITU MS	Fairness, transparency and inclusivity
ITU MS	Spearheading the development of technical standards that define the Global ICT/Telecom ecosystem, Coordinating the management of communication resources, providing a platform for technical exchange and knowledge sharing on telecom/ICT matters
SM	The ITU excels in setting global standards, promoting universal connectivity, and fostering international collaboration in telecommunications and ICT. It should continue advancing these efforts, particularly by supporting digital inclusion, sustainable development, and innovation in emerging technologies in developing countries, ensuring that all nations and communities benefit from digital advancements.

ITU MS	ITU benefits from a broad and diverse membership
SM	Advocate for digital inclusion
Assoc.	Development of said regulations and recommendations.
SM	WRCs continue to be the main strength of ITU. Efforts recently underway in ITU-T to strengthening and enhancing the role of industry in standardization work need to continue to ensure that ITU-T plays an important role in an increasingly complex global standards ecosystem.
ITU MS	The strengths mentioned under Item No. 25 are areas the ITU is doing well and shall be continued.
ITU Staff	Management of the Radio Regulations with the ITU-R and BR.
SM	1. Internal initiatives. 2. Internal dialogue, e.g;. Town Halls, Retreats, world cafés, etc. 3. Digitalization. 4. Preparing CWGs and Council through, correspondence groups using MS Teams.
ITU Staff	I believe ITU is doing well at "putting ourselves on the map" within and beyond the United Nations system and establishing a solid reputation as the UN agency for digital technologies.
ITU Staff	Disseminate technologies (standards) and policies all over the world. No one nor member states leave behind the benefit of technologies.
ITU Staff	ITU in general is doing well on providing support on the ground to the countries but not communicating the impact well. We should show more the impact we do instead of meetings and conferences
ITU MS	Solidarity of member states for the important role of governments in the ICT /telecommunications field.
ITU Staff	Compilation of harmonised statistics
ITU Staff	Convening, spectrum, space
ITU MS	Doing well: You can't accuse the ITU of having too few meetings. The ITU offers plenty of opportunities to contribute your ideas as a member country or company. Every member country or sector member can express themselves in the ITU.
ITU MS	a) ITU-R, ITU-T) and ITU-D sub-sectors. The Agency should continue improving working on those subsectors; b) Setting Global standards; c) Spectrum Management; d) Promoting Digital Inclusion; e) Encouraging Collaboration across sectors; f) Strengthening Cybersecurity Capacity; g) Inclusion of stakeholders in the process of establishing resolutions; h) Embracing technological advancement; and i) Membership engagement
Acad.	Gathering experts and users
ITU MS	Coordinating standards for telecommunications and ICT.
SM	Valoriser la radiodiffusion par voie hertzienne
ITU MS	The ITU at the moment is effectively promoting initiatives aimed at bridging the digital divide and enhancing global connectivity. We believe it should continue these efforts while also focusing on adaptive regulations that support emerging technologies.
ITU MS	Standardization Leadership: doing well Promoting Universal Connectivity & Capacity building
ITU MS	Achieving Sustainable Development Goals through ICT Innovation Allocating radio spectrum and satellite orbits worldwide, setting technical standards that ensure seamless connectivity between networks and technologies, and improving access to information and communications technologies for underserved communities around the world
ITU MS	What the ITU is Doing Well: Global Standardization Leadership: ITU's success in developing widely adopted international standards ensures compatibility, interoperability, and innovation across telecommunications and ICT systems. This work supports the seamless operation of global networks like mobile communications, satellite systems, and the internet. Spectrum Management: The ITU excels in managing the global allocation of radio-frequency spectrum and satellite orbits, which is vital for maintaining efficient and interference-free communications worldwide. Bridging the Digital Divide: Through its development-focused programs, ITU actively supports capacity-building initiatives, infrastructure development, and policy assistance for developing countries, fostering equitable digital transformation. Facilitating Multistakeholder Collaboration: ITU's unique structure, encompassing governments, private sector players, academia, and civil society, creates a powerful platform for inclusive dialogue and cooperation on ICT challenges. Focus on Emerging Technologies: ITU stays at the forefront of innovation by addressing critical areas such as 5G, AI, cybersecurity, and digital inclusion, ensuring its work remains relevant in a rapidly evolving technological landscape. What ITU Should Continue Doing: Fostering Inclusivity: Continue engaging diverse stakeholders, especially developing countries, in decision-making processes to ensure fair representation and equitable benefits of technological advancements. Adapting Standards to Emerging Needs: Maintain its role as a leader in setting standards for cutting-edge technologies like AI, IoT, and 6G, ensuring a

	smooth transition to next-generation innovations. Strengthening Regional Engagement: ITU's Regional Development Forums and other localized initiatives should continue to provide tailored solutions for regional challenges, building stronger connectivity ecosystems. Promoting Digital Inclusion: Persist in efforts to bridge gender, accessibility, and socioeconomic gaps through programs that empower marginalized communities with digital tools and skills. Encouraging Consensus-Building: Sustain its collaborative approach to resolving complex global issues, such as spectrum allocation and cybersecurity, through transparent and consensus-driven processes. By continuing these activities, ITU will solidify its role as a trusted and effective organization in shaping the future of global connectivity and ICT development.
ITU MS	Advocating for universal access to broadband
ITU MS	The ITU is effectively facilitating global connectivity, advancing digital inclusion, promoting cybersecurity, and fostering collaboration. It should continue building on these strengths, with a particular emphasis on tailoring its approach to regional needs, expanding partnerships, and supporting digital innovation and resilience in all its member states. Through this, the ITU can maintain its leadership in ICT development and global connectivity. The ITU should continue its work in global standardization and spectrum management, ensuring that future technologies such as 5G, AI, and IoT are deployed universally and in a way that maintains global connectivity standards. The ITU should continue strengthening its cybersecurity initiatives and expand collaboration with national governments, private sectors, and civil society to address the growing threat of cybercrime and data breaches globally. The ITU should continue to expand its training programs, focusing on areas like AI, 5G deployment, cybersecurity, and digital governance to ensure the next generation of global leaders is equipped with the necessary skills to navigate an evolving digital landscape.
ITU MS	It is critical to continue prioritizing ICTs as a key enabler of development
ITU MS	What ITU is Doing Well: Setting global ICT standards. Bridging the digital divide in underserved regions. Engaging diverse stakeholders. Supporting sustainable development goals (SDGs). Building ICT capacity worldwide. What ITU Should Continue: Strengthening partnerships and collaboration. Driving innovation and emerging technology adoption. Promoting inclusivity in ICT access. Leading sustainability-focused initiatives. Adapting policies to evolving global challenges.
ITU MS	Hosting High Level Events Covering and tackling up to date telecommunication issues and matters SDG's: Bridging the digital divide Standardization and Policy Development
ITU staff	Efforts in reducing digital divide with projects like GIGA and capacity building programs in regional offices to enhance digital skills.
ITU MS	The ITU plays a crucial role in bridging the digital divide by promoting global connectivity, especially in underserved and remote regions. The ITU strengths lie in its ability to bring global stakeholders together, establish standards and ensure that technology serves the broader goal of sustainable, inclusive development. These efforts should be sustained and adapted to meet the challenges of a rapidly changing digital world. ITU's continued efforts to integrate telecommunications with the UN's SDGs are vital. It should continue promoting solutions that address global digital challenges, including those related climate change, healthcare, education, and poverty reduction. Overall, the ITU's work in facilitating global cooperation, ensuring standardized technology development, and advocating for universal access to communication technologies plays a critical role in shaping the global information society.
Acad.	Facilitating Global Forums, Supporting Sustainable Development, Capacity building
ITU MS	• study of new and emerging technologies towards internal standards development, • efforts in inclusion of women and youth in ICTs/telecommunication field • creating initiatives that showcase and empower member states projects • providing guidance for navigating regulatory challenges • Supporting Developing countries and LDCs
ITU MS	The latest reform of the control and supervision mechanisms of ITU activities is commendable. It is suggested to continue the implementation of this reform and to strengthen the efficiency of these supervision and control mechanisms.
ITU MS	The International Telecommunication Union (ITU) plays a fundamental role in developing international standards that ensure interoperability, efficiency, and security in the field of information and communication technologies (ICT). Its management of radio spectrum and satellite orbits guarantees equitable and efficient use, benefiting both developed and developing countries. Additionally, the ITU leads global initiatives to bridge the digital divide by improving internet access in marginalized communities and developing nations. Its ability to bring together governments, the private sector, academia, and international organizations makes it an inclusive platform that fosters cooperation on critical issues such as cybersecurity, 5G networks, and artificial intelligence. Moreover, its training programs and technical assistance strengthen national capacities in ICT infrastructure and digital policies. To continue advancing, the ITU should focus on expanding equitable access to ICT through projects that reduce digital inequalities. It is essential for the ITU to maintain its role as a facilitator of international partnerships to address global challenges and update its standards for emerging technologies such as IoT, blockchain, and the metaverse. The organization should also deepen its efforts to promote sustainability in the ICT sector by mitigating its environmental impact and encouraging eco-friendly practices. Lastly, it is important for the ITU to constantly evaluate the impact of its programs to ensure they meet the needs of its member states, adapting its strategies to address global challenges. This approach will enable the ITU to continue leading international cooperation and technological progress in support of sustainable development.

ITU MS	Bringing together all major stakeholders, enabling dialogue, facilitating consensus, promoting universal connectivity, fostering the enabling role of ICTs to accelerate implementation of the SGDs, forming innovative partnerships and engaging with partners from the UN family for initiatives like Partener2Connect, Giga, pledging to leave no one behind – strong points To continue to be involved in major topics, such as: gender and youth inclusion, reducing digital gap, sustainability, monitoring and reducing electronic waste and greenhouse gas emissions. Furthermore, ITU should leverage its existing strength as the leading UN agency focused on telecommunications/ICTs. – future objectives
ITU MS	The ITU is excelling in its ability to foster global cooperation across diverse sectors, including governments, private companies, and academic institutions. It has made significant progress in standardizing ICT infrastructure and closing the digital divide. The organization is also effective in capacity building, providing technical assistance and policy frameworks that support sustainable development. ITU should continue to enhance international collaboration, expand digital inclusion efforts, and further focus on environmental sustainability within the ICT sector.
ITU MS	Supporting connectivity worldwide
YAB	Achieving its mandates through initiatives and launch of: 1. The Parter2Connect resource mobilization Initiative 2. Connect 2030 Agenda and Digital Transformation Centers (DTC) Initiative that promotes digital inclusion and build capacity in underserved regions. 3. It's new approach of presenting statistics in dashboards rather than lengthy documents 4. The Youth Advisory Board (ˆ ⌣ˆ)
ITU MS	
ITU MS	Sharing information and emphasize capacity building
ITU MS	The ITU excels in fostering global cooperation and establishing robust telecom/ICT that ensure consistency across countries. It should continue this leadership role, while also focusing more on digital inclusion and bridging the digital divide to ensure equitable access for all regions, especially underserved and developing countries.
ITU MS	Firstly, ITU plays an prominent role in the rational, equitable, efficient and economical use of the radio-frequency spectrum by all radiocommunication services, developing the telecommunication/ICT standards, and promoting telecommunication development though technical cooperation and assistance activities, to close the digital divide. It effectively promotes universal and meaningful connectivity, enhancing cybersecurity and resilience, and promoting sustainable development in space. Secondly, ITU also contributes to innovation in emerging fields, such as collaborative and integrated development of digital transformation and green transition, and artificial intelligence innovation and application. Last but not least, ITU endeavours in the fair participation of different members, especially developing countries, by facilitating inclusive process and outcome shared by all.
ITU MS	Firstly, ITU plays an prominent role in the rational, equitable, efficient and economical use of the radio-frequency spectrum by all radiocommunication services, developing the telecommunication/ICT standards, and promoting telecommunication development though technical cooperation and assistance activities, to close the digital divide. It effectively promotes universal and meaningful connectivity, enhancing cybersecurity and resilience, and promoting sustainable development in space. Secondly, ITU also contributes to innovation in emerging fields, such as collaborative and integrated development of digital transformation and green transition, and artificial intelligence innovation and application. Last but not the least, ITU endeavours in the fair participation of different members, especially developing countries, by facilitating inclusive process and outcome shared by all.
Assoc.	Implement projects aimed at improving telecommunications services, integration of member states, Regulate telecommunications worldwide
ITU MS	Achieving its mandates through initiatives and launch of: 1. The Parter2Connect resource mobilization Initiative 2. Connect 2030 Agenda and Digital Transformation Centres (DTC) Initiative that promotes digital inclusion and build capacity in underserved regions. 3. It's new approach of presenting statistics in dashboards rather than lengthy documents
ITU MS	The organization is doing well in fostering global collaboration and setting international standards that help ensure the interoperability and security of ICTs worldwide. ITU has also made significant progress in promoting digital inclusion and supporting capacity-building initiatives in developing countries. These efforts should continue, as they play a crucial role in bridging the digital divide. This means, amongst others, the educational programmes, webinars, youth participation, ITU Academy, capacity building projects, training centres, publications etc. Additionally, ITU's ability to adapt and respond to global challenges is a key strength that should be maintained and further enhanced. Looking to the future, ITU should continue to prioritize a human-centric approach, ensuring that technology development considers the needs and rights of individuals, promoting ethical standards and inclusivity in all aspects of digital progress.
ITU MS	• Collaborative, organized and transparent working methods • Spectrum Management and Standardization • Capacity building and technical assistance initiatives • Best practice and trends publications
ITU MS	What the ITU does best is radio spectrum harmonization.
ITU MS	The organization is making efforts to reposition itself and its deliverables to offer digital solutions to crucial global challenges such as climate change. ITU started working besides universal connectivity and dealing with meaningful connectivity. Work on IA should continue as well. Work on Digital Public Infrastructure should "come to the main stage". The recent initiative on submarine cables is an excellent example of new frontiers to be reached.
ITU MS	See above answer
ITU MS	Firstly, ITU plays a prominent role in the rational, equitable, efficient and economical use of the radio-frequency spectrum by all radiocommunication services, developing the telecommunication/ICT standards, and promoting telecommunication development through technical cooperation and assistance

activities, to close the digital divide. It effectively promotes universal and meaningful connectivity, enhancing cybersecurity and resilience, and promoting sustainable development in space.

Secondly, ITU also contributes to innovation in emerging fields, such as collaborative and integrated development of digital transformation and green transition, and artificial intelligence innovation and application.

Last but not the least, ITU endeavours in the fair participation of different members, especially developing countries, by facilitating inclusive process and outcome shared by all.

5. What is the main weakness of the ITU?

Affiliation with ITU	What is the main weakness of the ITU?
SM	Lack of coordination
SM	No retargeting and follow upon communication
ITU MS	Dispersion of activities across subjects that are thinly related to electronic communications technologies
ITU MS	Encroachment of ITU mandate by competing UN and other non-governmental organization
ITU MS	On-ground implementations of activities
ITU MS	Limited synergies/collaboration between the different sectors. Insufficient and narrow resource base (largely dependent on member contributions
SM	The main weakness of the ITU is its slow adaptability to rapidly evolving technologies and the lengthy consensus-building process, which can delay timely responses to emerging challenges in the ICT user communities, tech, and telecommunications sectors.
SM	Lack of proper representation of low-income countries
Assoc.	Work on the practical application of the recommendations, meaning things like conformance and interoperability testing, and assistance programs to meaningfully promote the deployment of technology into the third world.
SM	In some cases, ITU remains too Member State-centric, e.g., in relation to the activities of the CWG-Internet. In other cases some of the work of ITU-D needs to be more results-based focused to enhance efficiency and cost-effectiveness.
ITU MS	Though ITU is an intergovernmental organization and member states have a sovereign right to regulate their telecommunications, ITU is not strong enough in persuading member states to implement the decisions and resolutions of the union including technical recommendations.
ITU Staff	Lack of competency of leadership to create "teams" to achieve goals.
SM	The following points represent the main weaknesses of the ITU; 1. Operationalization of the Accountability Framework. 2. Internal justice system. 3. Financial strategic planning (An increase in financial implications from conferences/Assemblies. Bureaux are not anticipating change and membership needs. Strategic planning (including strategic financial planning) needs to be embedded, in a permanent manner at sectors level) 4. HR (HRSP is not predefined anymore, with KPIs, etc, as it was in the past, we have moved to activities-based reporting. Recruitment, etc). 5. ITU Council. 6. Regional presence (In theory, supposed to represent the whole Union, but in practise, is not the case, plus other issues). 7. Internal controls (particularly, at Regional presence level). 8. Risk management (particularly, at Regional presence level). 9. RBM. 10. Alignment of internal policy documents (staff/financial regulations, etc) with the new dynamics. 11. Zero nominal growth rate of the contributory Unit. 12. Disconnect between the strategic planning between GS, sectors and regional offices levels. 13. Over reliance on consultants. 14. Internship Policy. 15. General secretariat-centred organization.
ITU Staff	ITU's main weakness is organizational rigidity combined with a lack of prioritization and inadequate performance management, which impedes our overall ability to respond quickly to a rapidly evolving digital landscape. The organization's siloed structure coupled with process inefficiencies and duplication of efforts across sectors make it difficult to deliver timely solutions or adapt to emerging technologies - a critical limitation for an agency meant to be at the forefront of digital transformation.
ITU Staff	So many players and members are hard to reach a single and simple solution and/or agreement.
ITU Staff	Lack of focus on reporting Impact and resource mobilization across different Union Target goals.
ITU MS	Adaptation to the speed development of ICT/Telecommunications field.
ITU Staff	Heavy bureaucratic procedures, which are often changed but not streamlined
ITU Staff	High administrative costs, overload of small activities with small reach. Delivery model is supply driven (i.e., what staff can do or have always done) and not demand driven (i.e., where is the need and biggest prospective opportunities)

ITU MS	Many meetings last so long that industry representatives are deterred.
ITU MS	a) Slow decision-making processes that may be contributed by the diverse interests of 194 Member States which can hinder its ability to respond quickly to the fast-paced evolution of technology; and b) Relying on members' financial contributions.
Acad.	The work done in the frame of ITU by university researchers is not acknowledged
ITU MS	Limited regional presence.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	From time to time, we identify one of the primary weaknesses of the ITU is its bureaucratic processes, which can slow decision-making and hinder timely responses to rapid technological advancements and market changes.
ITU MS	inability to effectively balance the influence of diverse member states and stakeholders; financial resources compared to other international groups.
ITU MS	significant weakness of the ITU is its financial sustainability. The organization relies heavily on membership fees and outsourced funding (such as contributions from governments, donors, and private-sector partners) to support its operations. This dependence on external funding sources can create financial vulnerabilities, particularly during times of economic instability or changes in membership contributions. To address this weakness, ITU could explore several strategies to enhance its financial independence and sustainability, including: Developing Revenue-Generating Projects: ITU could look into creating initiatives or services that generate revenue directly, such as offering specialized consultancy, conducting high-impact training programs, or developing premium membership tiers that provide additional benefits. Public-Private Partnerships: By forming strategic partnerships with the private sector, ITU could leverage funding and resources from industry leaders who stand to benefit from the organization's work, especially in areas like telecommunications, digital inclusion, and cybersecurity. Endowment Funds: ITU could consider setting up an endowment fund or other financial mechanisms to generate income for long-term operations, ensuring greater financial stability and reducing reliance on volatile sources of funding. Innovation and Intellectual Property: ITU could potentially develop and commercialize intellectual property (IP), particularly in the area of telecommunications standards and innovations, to bring in additional revenue streams. Cost Efficiency and Resource Optimization: Enhancing operational efficiency, such as optimizing the use of resources across sectors and regions, could help reduce costs and make the organization more financially resilient. Weaknesses of the ITU is its relatively slow adaptation to the rapid pace of technological change. While ITU is widely regarded for its role in setting standards and fostering global cooperation in telecommunications and ICT, it sometimes faces challenges in keeping up with emerging technologies such as artificial intelligence (AI), blockchain, and quantum computing. These technologies evolve quickly, and the ITU's consensus-based decision-making processes, while inclusive, can take time to accommodate new developments. This slower adaptation may create a gap between the pace of technological advancements and the establishment of global standards or regulatory frameworks. In a rapidly changing digital world, the ability to act quickly and decisively is becoming increasingly important. Therefore, ITU needs to find ways to streamline its processes and enhance its agility to address emerging technologies faster while maintaining its inclusive, multistakeholder approach.
ITU MS	- limited ability to quickly adapt to rapidly changing ICT environment - overlapping competences in the three sectors
ITU MS	The main weakness of the ITU revolves around its ability to adapt quickly to technological changes, the bureaucratic inertia of its processes, and its difficulty in balancing the diverse needs of its member states. To overcome these challenges, the ITU must focus on streamlining decision-making, fostering stronger partnerships with the private sector, and accelerating its responsiveness to emerging technologies and regional disparities.
ITU MS	Geopolitical tensions around digital governance
ITU MS	The main weakness of the ITU is its slow adaptability to rapidly changing technology trends and innovation cycles, which can hinder its ability to address emerging challenges like AI, cybersecurity, and digital inequality effectively. This stems from its consensus-driven decision-making process, which, while inclusive, can delay timely action and limit agility in a fast-evolving ICT landscape.
ITU MS	Need for a more stable financial base Duplication and overlap of management and administrative functions
ITU staff	ITU lacks agility and quick responsiveness in the face of change. Being consensus based, decision-making process in the organization is somewhat slow while technology advances rapidly. Role and responsibility of ITU regional office lack clarity.
ITU MS	One of the main weaknesses of the ITU is its slow adaptability to the global challenges and implementation of the outcomes of the decision-making process. Improving stakeholder engagement, putting more focus on practical results and clearly visible added value to all stakeholders as well as and streamlining its processes could enable ITU to be more responsive to the rapid evolution of technology and global ICT issues. Another weakness is financial instability or, in general, the lack of a fit for the present financial policy, good financial planning and budgeting.
Acad.	Complex Decision-Making Processes, Resistance to Change, and Challenges in Implementation Addressing this weakness requires ITU to streamline its processes, enhance its agility, and foster a culture of innovation.
ITU MS	• Slow Decision-Making • Limited financial and human resources • Complex and time-consuming procedures • Overlapping responsibilities among its sectors • Some ITU Resolutions are not implemented
ITU MS	The ITU's greatest weakness lies in its inability to find a definitive solution to the problem of the Union's new building.

ITU MS	The main weakness of the International Telecommunication Union (ITU) lies in its slow adaptability to the fast-paced innovations and changes in the ICT sector. Due to its intergovernmental structure and the need for consensus among its numerous members (193 countries and over 900 private and academic entities), the processes for developing standards, updating regulations, or implementing decisions can be lengthy and, in some cases, outdated compared to market needs or the demands of new technologies.
	This delay can hinder its relevance in contexts where emerging technologies (such as the Internet of Things, artificial intelligence, and 6G networks) require swift and flexible responses to regulate their development and ensure global interoperability. While the ITU remains a key player, this limitation could reduce its ability to lead effectively in strategic areas, particularly in comparison to more agile organizations or the private sector, which often act more quickly in driving technological innovation.
ITU MS	The journey from decisions to implementation due to many specific needs of the Members States that must be accommodated; duplication of work among sectors; ITU does not keep the pace with dynamics of the sector with lengthy decision process.
ITU MS	Slow adaptation to rapidly changing technology
ITU MS	Capacity building
YAB	The ITU's main weakness lies in its bureaucratic decision-making processes, which lack the agility needed to adapt swiftly to global challenges. In our opinion, the underrepresentation of youth delegates in the Union restricts fresh perspectives that is crucial to addressing the needs of younger generations using the current and new technologies. This demographic gap also affects the ITU's ability to develop public-friendly communication strategies, making it harder for the broader audience to understand and engage with the organization's mission and activities.
	Furthermore, unclear and non-transparent methodologies for measuring indicators weaken the credibility and effectiveness of its strategic goals, leading to potential misinterpretation and inconsistent implementation. Together, these challenges restrict the ITU from fully leveraging its potential as a transformative Agency in the ICT field
ITU MS	To ensure effectivity, proposals for new work items should have support from five member states from at least two regions.
ITU MS	A key weakness is the slow pace of adapting to rapid technological advancements. The ITU's processes, particularly in policy development and standard-setting, can sometimes be cumbersome and delayed, making it harder to address emerging challenges promptly.
ITU MS	With the emerging technology evolving rapidly, the influence of the ITU in standardization needs to be further enhanced.
ITU MS	With the emerging technology evolving rapidly, the influence of the ITU in standardization needs to be further enhanced.
ITU MS	The ITU Website
ITU MS	We see some lack of coordination between the General Secretariat and the Bureaux leading to duplication, lack of synergy, inefficient use of resources. A potential weakness of ITU is its sometimes slow adaptability to rapidly evolving technological landscapes. Given the fast pace of digital innovation, ITU may face challenges in staying fully aligned with trends and the diverse needs of its members. While ITU does a commendable job in addressing global ICT issues, there may be room for improvement in streamlining decision-making processes and ensuring faster response times to various challenges. Additionally, greater emphasis could be placed on promoting collaboration across sectors and integrating a more agile, human-centric approach into the organization's work. Not least the documents really should be generally well accessible, transparency is paramount.
ITU MS	Limited regional/in-country presence, when compared to other international/UN organizations that support member states with various digital transformation initiatives (e.g. UNDP, IDB in the Latin American and Caribbean)
ITU MS	slowness in management for the development of resolutions and recommendations.
ITU MS	The length of certain cycles to address emerging challenges such as LEO and MEO satellites (space sustainability). The lack of enforcement regarding compliance with rules such as Radio Regulations.
ITU MS	The high volume of work, activities, commitments, initiatives, and programs that need to be undertaken by ITU is a weakness. There is a duplication of initiatives which appears at times to be more focused on information sharing events rather than programs that actually build capacity and technical skills. There is a lack of basic project management expertise and systems to support project implementation. ITU is facing challenges with revenue, funding constraints, limited resources, and mandates in some areas. This exacerbates its stretched work program and severely impacts the workload and well-being of ITU staff. The structure of ITU also hinders decision-making.
ITU MS	Along with the rapid expansion of emerging technologies such as AI, the influence of the ITU in standardization needs to be further enhanced.

6. What do you believe the organization should stop doing?

Affiliation with ITU	What do you believe the organization should stop doing?
SM	Too many publications and events
ITU MS	Promoting events that are not related to the core mission of the ITU - WTPF, WCIT, NoW, GSR are the main ones
ITU MS	Reduce the number of forums being organized and focus more on projects on the ground.
ITU MS	Unclear reporting and documentations
SM	Reducing rigid political and bureaucratic procedures and streamlining operations would allow the ITU to respond more quickly to technological advancements and industry needs, enhancing its relevance and effectiveness in the fast-paced digital landscape.
SM	Using one size fits for all approach

Assoc.	Writing nice-sounding reports that imagine how the digital divide could be bridged. These reports, in the end, don't solve any problems. The sponsorship of developing country's representatives to attend ITU meetings is being abused as a way to get a vacation to Geneva.
SM	Not so much stop doing as becoming more partnership-oriented with other international and regional organizations engaged in the same topics.
ITU MS	I don't think there are activities that the Organization should stop doing. But, there are very laborious activities which needs much effort and time from member states to fulfil ITU's requests. to mention some the ICT indicators data collection especially the household indicators shall be limited in numbers. Also, doing survey every year cannot be achieved easily. It is not advisable for ITU to request the survey document and methodologies used every year when collecting these data from member states. The other issue events, workshops, symposiums, and study group meetings organized by ITU are very frequent and many in numbers. Some are even to take place for one day or hours of a day. Such events are really not encouraging member states to travel thousands of miles for such a very short meeting. ITU shall consider the way it convenes platforms. There are also a series of events that take place one after the other, even overlapping. These makes the member states travel plans unmanageable. Also, good if offering partial fellowships is stopped. As much as possible offering full fellowships for LDCs should be considered.
ITU Staff	Multitasking Micromanagement
SM	NOT proposing to ITU Council to reduce duration of its meetings, shortening reporting documents, considering important documents just for "noting" or "to take note".
ITU Staff	Trying to be everything to everyone, and everywhere all at once - especially where it duplicates work better handled by other agencies (or trying to be other organizations) where activities diverge from technical expertise. ITU should also stop accepting operational inefficiencies and any form of underperformance that compromises technical excellence. The organization cannot afford to maintain teams or processes that don't meet the high standards required by our technical mandate - doing so not only compromises organizational excellence but risks undermining ITU's credibility as a technical authority.
ITU Staff	Each section/department seeks contribution/donation to members. We need to provide required/collecting resources well in advance to members in order that members can understand needs of contribution/donation and allow them to prepare and make their financial/resource plan.
ITU Staff	Reduce reporting on meetings and bilateral meetings.
ITU MS	Politicize the work/decisions of ITU
ITU Staff	number of participants to events is frequently given as an indicator of impact/activity. Instead, more focus should be given to exposing the creation/exchange of knowledge (which is more difficult to measure, though)
ITU Staff	Significantly cut the volume of output (number of events, publications, meetings) and invest more focus and resources in a short menu of the most valuable products and services
ITU MS	a) Politics in its activities e.g. in WTSA, WTDC, and PP, and focus on its mandate; b) Reducing Dependence on Membership Contributions as a Primary Funding Source. ITU may Explore alternative funding models, such as public-private partnerships, grants, and fee-based services that provide added value; c) Not emphasizing regional block organization meetings; and d) Excessive Focus on Traditional Telecom. Focusing too much on traditional telecommunication may lead ITU to overlook emerging sectors like IoT, AI, and space-based communications and risk the Union losing relevance in shaping the future of ICT.
ITU MS	Stop trivial one-page submissions for the same work item
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	The ITU should reconsider overly complex regulatory frameworks and bureaucratics that may hinder innovation and flexibility in the telecommunications sector, aiming instead to establish more agile regulations.
ITU MS	ITU should stop sidelining feedback from smaller member states, private sector partners, or civil society groups. These stakeholders are essential for ensuring that its policies and strategies remain inclusive and effective on the ground; The organization should avoid using excessively technical jargon in its communications and reports. By simplifying language and making documents more accessible, ITU can enhance understanding among a broader audience, including policymakers, civil society, and the general public; Stop overly bureaucratic processes that hinder agility and responsiveness.
ITU MS	ITU should consider stopping or re-evaluating is its over-reliance on traditional models for funding and operational execution, particularly the heavy dependency on membership fees and external funding sources. This approach can create significant financial volatility, especially when member contributions fluctuate or when there is limited diversity in funding streams.
ITU MS	- any possible duplication of work allocated to sectors
ITU MS	The ITU should stop relying on slow and overly bureaucratic decision-making processes that often delay the implementation of new technologies and initiatives. Long approval chains and redundant procedures can slow down the adoption of vital global standards, especially in fast-moving sectors like cybersecurity, AI, and 5G. ITU should stop enforcing universal regulations that may not always be suitable for different countries' contexts.
ITU MS	All the activities carried out so far seem useful
ITU MS	The ITU should stop relying heavily on slow, consensus-driven processes for decision-making and policy development, as these can delay responses to rapidly emerging ICT challenges and innovations.

	Instead, the organization should adopt more agile frameworks, enabling quicker action and more dynamic adaptation to technological advancements and global needs.
ITU MS	Reduce redundant management functions and streamline decision making
ITU staff	Scheduling overlapped significant meetings. ITU should reconsider schedule management of meetings to avoid any overlap such as Council Working Group on Financial and Human Resources and Informal Expert Groups on WTPF; TSAG and Council Working Groups to ensure maximum participation and efficient outcomes, especially for small delegations. Additional meetings prior to, during lunch time or after meetings could be reconsidered to ensure delegates are not overloaded. (Encourage chairs to be more decisive and manage meeting time effectively.)
ITU MS	While the ITU's broad mandate remains crucial it would benefit from reducing bureaucratic inefficiencies and the implementation of a results-based approach.
Acad.	Overly Bureaucratic Processes and Move Away from Rigid Frameworks
ITU MS	• Minimize Policy statements and high level side events in conferences • Stop replicating initiatives among ITU's three sectors taking into account overarching initiatives that server the concept of "One ITU" and achieve its goals is a sufficient solution
ITU MS	The ITU Secretariat is supposed to stop the budget deficit by improving the alignment of activities with annual revenues and consequently stopping the draw on the reserve fund whenever a deficit is recorded.
ITU MS	The ITU should consider stopping its over-reliance on slow intergovernmental processes for decision-making, which often hinders its ability to respond to rapid technological transformations. The need for consensus among its members, while important for ensuring fairness and global representation, can lead to delays in creating standards and regulations that are relevant and timely in a dynamic technological environment. Additionally, the ITU should avoid focusing too much on traditional regulatory processes that do not always align with the speed of innovation in the private sector and emerging technologies. By reducing the focus on overly rigid bureaucratic procedures, the ITU could enhance its ability to be more proactive and flexible, allowing it to adapt more quickly to advancements in areas such as artificial intelligence, cybersecurity, and next-generation networks.
ITU MS	ITU should avoid duplication among sectors and excessive emphasis on bureaucracy that led to reactive and slow decision making.
ITU MS	ITU can consider stopping the over-reliance on lengthy bureaucratic processes that can slow down decision-making and responsiveness. In a rapidly evolving ICT landscape, it's essential for the organization to adapt and respond more quickly to emerging challenges and technologies
ITU MS	Organizing events that don't have a clear focus and limited added value to participants
YAB	Overgeneralizing its initiatives and strategies to fit a "one-size-fits-all" approach. Yes, its global mandate is to serve all member states, but this broad perspective has led to programs that lack tailored solutions for specific regions or demographic groups. For example, initiatives targeting digital inclusion need to recognize the unique challenges faced by different communities, such as youth in developing countries or rural populations. The lack of this focus in previous ITU initiatives has led to ineffective or irrelevant projects to the very groups they aimed to serve.
ITU MS	Instead of organizing "extracurricular" workshops and forums, the capacity-building efforts should be done with stronger linkages to the study groups and alike in order to keep the capacity-building focused on the core tasks of the Union.
ITU MS	None
ITU MS	The ITU could reconsider its reliance on traditional, bureaucratic processes that slow down decision-making and responses to emerging trends. A streamlined, more agile approach would allow the ITU to stay ahead of fast-paced technological changes.
ITU MS	Overgeneralizing its initiatives and strategies to fit a "one-size-fits-all" approach and ensure that programs are tailored for specific regions or demographic groups.
ITU MS	The organization should consider stopping the practice of maintaining outdated processes or structures that may hinder its ability to respond quickly to emerging global challenges. While tradition and long-standing practices have their value, ITU could benefit from streamlining certain operations that might no longer serve its evolving mission. We should stop discussing too much, stop arguing and look beter for results and oucomes. The aim is to help the organization focus more on high-impact activities and improve overall efficiency.
ITU MS	The organization should plan better its annual calendar of events and concentrate efforts.
ITU MS	Work that is already being carried out in other international organisations or the UN, or work that ITU does not have the mandate or expertise to do.

7. What would be the main opportunities for improvement for the ITU?

Affiliation with ITU	What would be the main opportunities for improvement for the ITU?
SM	WSIS rethinking
SM	Help and financial assistance to participants and local actors activists
ITU MS	Effective internal audit Revised workflows to better answer the increased rate of change in the electronic communications

	Less geopolitical influence in the standards development process, in the strategic planning activities. Focus on events and projects addressing the core mission of the Union
ITU MS	The emerging technologies opportunities
ITU MS	1- New revenue streams strategy must be developed
ITU MS	Strengthen Revenue Mobilization through demonstrating value to associate members especially SMEs, Leverage networks of regional regulatory bodies to have more impactful results, stronger collaboration and harmonized interventions with sister UN agencies for impactful and sustainable results, partnership with the academia and civil society organizations, youthful global population, advancements in technology
SM	1. Accelerating Decision-Making Processes: Streamlining bureaucratic processes could enhance responsiveness to emerging technologies and global connectivity needs. 2. Expanding Partnerships with Private Sector Innovators: Collaborating more closely with tech companies, startups, Universities, and Regional Internet Registries, could help the ITU stay ahead of industry trends and influence tech developments that align with global standards.
ITU MS	ITU should continue with the one-ITU approach
SM	Proper representation
Assoc.	Better promotion of the technology is the best way to increase the relevance of ITU. More focus should be given on training courses and other outreach activities. There are other SDOs/groups that already do this - ITU could team up with them, and better ensure that our recommendations dovetail into their training.
SM	With the enhancement of WTSA Resolution 68 on the role of industry in the work of ITU-T, there are now greater opportunities to enhance the value proposition of the Sector and to create a positive incentive to retain existing Sector Members and attract other entities to join the Sector.
ITU MS	Having regional presence is good, but these offices should be empowered budget-wise and making decisions. The reason why Regional Offices report to ITU-D is not clear. Good to ensure whether they are addressing well the works of ITU-R, and ITU-T as well. Regional offices should be provided more flexibility in serving and addressing the regions under them. ITU's collaboration with the industry is so far so good. But the innovations made by the industry are happening before ITU works to standardize them. Emerging and future technologies needs prior concern of ITU. ITU should improve tracking of the advancement of technologies.
ITU Staff	Teleworking is a valuable means for improving productivity at no additional cost to ITU. I believe increased opportunities for teleworking would be very much in ITU's interest in achieving both financial and strategic goals.
ITU Staff	Identifying and building on expertise and experience of staff to achieve goals and increase its efficiency.
SM	1. Enhance Leadership. 2. Enhance Strategic planning at all levels. 3. Decentralization (bold actions to strengthen Regional presence as per PP Res. 25).
ITU Staff	ITU could sharpen its focus on providing cutting-edge technical expertise and evidence-based solutions by leveraging data better. This means doubling down on core technical strengths - from spectrum management to standardization - while building new capabilities in areas like AI governance, space, and environmental sustainability - and credibly communicating those strengths. The organization needs to take a more proactive approach to performance management, ensuring all functions actively contribute to its mission of technical leadership in the digital age. This requires building a culture of organizational excellence in which performance directly influences advancement opportunities, enforcing clearer metrics for success, recognizing outstanding contributions, and implementing consistent standards for technical competence across all levels of the organization. This would strengthen ITU's ability to deliver value while ensuring it attracts and retains the highest caliber of technical expertise needed to stay relevant.
ITU Staff	Council discussion
ITU Staff	Focus on impact we deliver, communicate them bring the human face to our work and be practical. Have membership communicate instead ITU staff communicate our achievements.
ITU MS	To adapt to the innovation: AI, metaverse, smart cities, ...
ITU Staff	Improve the interconnectivity of internal procedures (e.g. HR, accounting). Despite promoting digitalization, there still are hundreds of Word, Excel and PDF documents circulating internally.
ITU Staff	Ability to make difficult decisions on legacy work that can be discontinued
ITU MS	E.g.: Some Study Group meetings take two weeks; really necessary two weeks? A possibility to streamline?
ITU MS	a) Enhanced cooperation among Member States; b) Enhancing Focus on Cybersecurity and Data Privacy; c) Expanding Digital Inclusion and Capacity-Building Initiatives; d) Strengthening Partnerships with Private Sector and Other Organizations; e) Standardization of technologies with AI embedded; f) Presence of regional blocks organization; g) Strengthen Engagement with Emerging Technologies; h) Modernize Decision-Making Processes; and i) Strive to position as a global authority on cybersecurity, privacy, and data protection standards.
ITU MS	Strengthen collaboration with other partners in areas such as agriculture, education, finance, healthcare, employment, etc., taking advantage of the fact that telecommunications and ICT are transversal to other areas of society.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural

ITU MS	The ITU has an opportunity to enhance internal collaboration across its sectors to streamline operations and improve responsiveness to member needs, fostering a more innovative environment. There are significant external opportunities for the ITU to partner with private sector stakeholders, academia, and civil society organizations to drive innovation in telecommunications and expand access to digital technologies globally.
ITU MS	Concentrating on small island developing states and developing regions' capacity building, particularly in the Pacific Islands; Reducing bureaucratic complexities within its governance structure can help the ITU become more agile and responsive to emerging challenges in the telecommunications sector. This includes simplifying management committees and improving coordination across different sectors to enhance efficiency and effectiveness in decision-making; Enhancing transparency in decision-making processes, financial management, and project implementation can increase public trust and accountability. Regular reporting, clear communication, and stakeholder engagement can help to build confidence in the ITU's work. Address the growing need for global standards and capacity-building in cybersecurity to combat threats like ransomware, data breaches, and misinformation. Advocate for robust frameworks for data privacy and digital trust in the ICT ecosystem
ITU MS	Through memoranda of understanding with member states, by providing cooperation and consultations that may have a good financial return.
ITU MS	he ITU has several key opportunities for improvement that could enhance its relevance, efficiency, and impact on the global stage. Here are some main opportunities to consider: 1. Diversifying Revenue Streams The ITU can reduce its dependency on member fees and external funding by exploring new revenue-generating models, such as: Partnerships with private sector entities: Collaborating with leading tech companies and startups can open up new funding and innovation pathways. Developing commercial products or services: For example, providing paid research, consulting services, or training programs on emerging technologies like AI, 5G, and cybersecurity. Grant funding and public-private partnerships: Actively seeking grants or building partnerships with international financial institutions (e.g., World Bank) for specific development projects. 2. Strengthening Digital Infrastructure and Innovation The ITU could play a more proactive role in driving digital transformation by: Fostering innovation ecosystems: Collaborating with universities, tech hubs, and start-ups to support and fund digital innovation in underserved regions. Accelerating the adoption of emerging technologies: Leading efforts in AI, Internet of Things (IoT), and blockchain to set global standards, best practices, and frameworks for these technologies. Implementing new models for digital inclusion: Ensuring that its policies, funding, and initiatives focus on reducing the digital divide, especially for underserved communities. 3. Enhancing Regional and International Collaboration Strengthening collaboration with other UN agencies: Focusing on cross-agency cooperation, particularly with organizations involved in development, education, and human rights, could enhance ITU's influence and reach. Promoting public-private partnerships (PPPs): This can help bring innovation, investment, and expertise to projects that address global digital challenges, especially in developing countries. Increased focus on regional development: ITU should tailor its efforts to the specific needs of different regions and develop region-specific solutions, helping increase engagement with both developed and developing nations. 4. Agility and Adaptation to Emerging Trends The ITU needs to become more agile and adaptable to respond swiftly to emerging trends in technology and regulation. It could: Create a more dynamic decision-making process: Streamlining its governance structure to make faster, more flexible decisions in response to global digital challenges. Establish agile task forces to deal with emerging issues (like cybersecurity, quantum computing, or space communications), allowing quicker mobilization of resources. 5. Increasing Member Engagement and Inclusion Expanding member participation: ITU should work on engaging a broader and more diverse range of stakeholders, especially those from small and medium-sized enterprises (SMEs), tech startups, and academic institutions. Enhancing transparency and accountability: ITU could improve its internal processes to allow for greater transparency in decision-making, budget allocation, and project execution, which would increase trust and engagement from its members. 6. Enhanced Focus on Capacity Building Supporting global digital literacy: Launching more global training initiatives focused on developing skills in emerging technologies, especially in underserved regions. Expanding training programs for regulators: By offering training tailored for telecommunications and technology regulators, ITU could help improve regulatory frameworks and support better governance across member countries.
ITU MS	Recognising and supporting the complementary roles played by other stakeholders while focusing on the expert work
ITU MS	ITU can broaden its focus beyond traditional telecommunication issues to encompass new digital domains, including cloud computing, blockchain, data privacy, and digital identity.
ITU MS	The evolution of technologies in data exchange and processing and the development of integrated networks
ITU MS	Streamline decision-making for faster responses to ICT challenges. Strengthen partnerships with private sector innovators. Focus on digital inclusion in underserved regions. Leverage data and analytics for better tracking and decisions. Boost efforts in ICT-driven environmental sustainability.
ITU MS	Focus on key initiatives Improve Global collaboration

ITU staff	Enhance connectivity by bridging digital divide; provide capacity building training programs and resources; encourage development of innovative technologies to enhance global connectivity; accelerate development and implementation of international standards
ITU MS	The ITU should intensify its efforts to help countries overcome infrastructure, financial, and policy barriers to universal broadband access. The ITU should expand its capacity-building programs and provide stronger frameworks for international cooperation. The ITU could expand its capacity-building initiatives, offering more training, technical assistance, and resources to help countries build the necessary expertise and infrastructure for digital transformation. This would help ensure that all countries can take full advantage of the opportunities offered by new technologies.
Acad.	Leveraging Emerging Technologies and Focus on Innovation:
ITU MS	• Enhancing collaboration between ITU sectors to avoid repetition of work and wasting of resources • Improve coordination of regional offices with ITU sectors, according to the needs and priorities of each region. • Increased partnerships with other agencies including funding agencies to finance projects with Member States • Enhancing collaboration with other UN agencies
ITU MS	ITU is designated as one of the facilitators of the establishment of the GDC, which represents an opportunity for ITU to strengthen its role as the leading UN institution responsible for aspects relating to the development and generalization of telecommunications/ICT technologies and in particular the digital economy. Reposition the role of ITU to contribute to the implementation of the results of the United Nations conferences on climate change, in particular COP 29. ITU could gain by channelling its know-how to benefit from joint action for the response to the challenges of climate change.
ITU MS	The International Telecommunication Union (ITU) has several opportunities for improvement that could enhance its relevance in the global technological landscape. One of the main areas for improvement is accelerating its decision-making processes, particularly regarding emerging technologies such as artificial intelligence, the Internet of Things, and 5G networks. Reducing reliance on lengthy intergovernmental processes and increasing agility in creating standards would allow the ITU to keep up with the pace of innovation. Additionally, strengthening collaboration with the private sector and other non-governmental organizations could foster innovation and streamline the implementation of new technologies, better aligning its actions with market needs. Another key opportunity would be improving digital inclusion and sustainability, with a focus on ensuring access to ICT in rural and marginalized communities, especially in developing countries. The ITU could also play a more active role in developing global cybersecurity policies to address growing cyber risks. Furthermore, by adopting emerging technologies in its own internal processes, such as artificial intelligence and blockchain, the ITU could improve its operational efficiency and transparency. These initiatives would help strengthen its global leadership and address the technological and connectivity challenges of an increasingly interconnected world.
ITU MS	New technologies (AI, metaverse etc), widespread digitalization, as well as the reliance of the modern societies on connectivity represent driving and motivating forces that propel change and shape the direction of ITU work.
ITU MS	Opportunities for improvement for the ITU lie in enhancing collaboration with emerging technology sectors such as artificial intelligence, 5G, and blockchain. By doing so, ITU can play a more active role in shaping global ICT standards for these technologies
ITU MS	Improving cross-sectoral coordination, suppressing silos, sharing expertise across sectors, including at the regional level.
YAB	The ITU can enhance its impact by prioritizing youth as a core thematic focus, allocating specific budgets and forming strategic partnerships to support youth-related activities and initiatives. If direct budget allocation is not feasible, the ITU can prioritize resource mobilization efforts to secure funding for youth-centric programs, ensuring meaningful engagement of younger generations in the organization's work and fostering innovation in ICT development.
ITU MS	Further emphasis should be placed on the engagement of the telecom/ICT industry especially in the standardization work of the ITU
ITU MS	Capacity building
ITU MS	The ITU should take advantage of opportunities to deepen collaboration with private sector innovators, start-ups, and academia. Leveraging these partnerships can help drive more dynamic innovation, ensure that its standards are relevant, and provide better access to resources and expertise for developing countries.
ITU MS	With the background of the implementation of the Global Digital Compact, the 20-year review of WSIS (WSIS+20), and the attention to SDGs increasing, the opportunities for the ITU to play a professional role in telecommunication/ICT are raising.
ITU MS	With the background of the implementation of the Global Digital Compact and the 20-year review of WSIS (WSIS+20), and the attention for achieve the UN SDGs is increasing, ITU has potential to play as the specialized agency in ICTs in these areas.
ITU MS	Adapting more swiftly to the rapid pace of technological advancements, such as 5G, AI, and IoT, by ensuring that the regulatory frameworks and standards evolve in a timely and effective manner.
ITU MS	A key opportunity for improvement for ITU lies in strengthening its engagement with a broader range of stakeholders, including private sector players, civil society, and academic institutions. Expanding further collaboration beyond government entities would help ITU stay more attuned to the diverse needs of the digital economy and foster more inclusive innovation. Another opportunity is to further integrate a human-centric approach into all aspects of its work, ensuring that technology development prioritizes the needs and rights of individuals. Additionally, adopting more agile methods for decision-making and implementation could allow ITU to respond more effectively to rapidly changing technological landscapes and global challenges. In general, it must provide open access to clear and transparent, up-to-date data.
ITU MS	• Implement organizational transformation for more efficient and effective use of resources in executing the mandate. This should include strengthening accountability measures. • Improve ability to prioritize activities based on member state and voluntary contributions, as well as other established funds (e.g. ICT development fund). • Improve ability to identify the additional activities that could be implemented from resources that could be successfully mobilized and spent. • Introduce a mechanism to assess the financial implications of proposed resolutions and decisions to facilitate more informed decision-making by the major decision-making bodies of the union. • Implement a structured and transparent approach to mobilizing additional resources and allocating those resources fairly among Member States.

	• Improve process/criteria to assess project viability prior to initiating projects. • Improve strategic partnerships with regional organizations, where these do not yet exist, or provide autonomy at the regional/area office level to do this. See further details in response to question 20.
ITU MS	*Increase links with standardization organizations *Improve communication with stakeholders
ITU MS	The Global Digital Compact (GDC) implementation and a strong presence in the WSIS+20 process.
ITU MS	ITU should prioritise work programs and areas within its mandate and expertise and avoid diluting priority work with new work and activities. It needs to put into place sensible resource mobilisation efforts that is within ITU's purview. There is a need for improved governance and oversight to ensure that Member States can continue to fund the ITU. ITU should focus on finding efficiencies within the Union and avoid any duplicative work among the Sectors.
ITU MS	With the background of the implementation of the Global Digital Compact and the 20-year review of WSIS (WSIS+20), and the attention for achieve the UN SDGs is increasing, ITU has potential to play an important role as the specialized agency in ICTs in these areas.

8. What are the main threats ITU faces today?

Affiliation with ITU	What are the main threats ITU faces today?
SM	GDC
SM	Working with the real actors
ITU MS	Geopolitical clashes Other SDOs - more agile and immune to political influence Lack of qualified personnel due to work environment and behaviours that new generations dislike.
ITU MS	1. Competing organisations 2. Increasing sovereignty 3. Policy and regulatory changes impacting member states
ITU MS	1- Internal Bureau collaborations 2- consensus process 3-GDC
ITU MS	Decreasing recognition as the global ICT agency, Declining revenues to support initiatives and projects, partner fatigue especially where impactful results are not demonstrated, dwindling support from membership due to lengthy decision-making process
SM	1. Rapid Technological Advancements: The swift pace of innovation in telecommunications and information and communication technologies (ICT) can outstrip the ITU's standardization processes, potentially diminishing its influence in setting global standards. 2. Geopolitical Tensions: Disputes among member states can impede the ITU's ability to foster international cooperation and consensus.
Assoc.	BBF is promoting various non-ITU pseudo-standards that are in direct competition with ITU-T recommendations. We have had a long and positive collaboration with BBF, but I think that is reaching a breaking point.
SM	Competition from other organizations in an increasingly complex telecommunication/ICT ecosystem.
ITU MS	In my opinion, the threats ITU faces today emanates from our polarized world. ITU's decisions and resolutions are being debated with geopolitical motives, and member states are aligning themselves to these influences. This makes ITU loose its neutral and independence position to serve all member states equally.
ITU Staff	Burn out, Bore out, Brown out of staff at every level and sectors.
SM	1. Mandate being diluted in other UN organizations. 2. Playing less role at International and Regional levels, particularly in Global Agendas.
ITU Staff	ITU's greatest threat comes from within: an organizational culture that inadvertently penalizes excellence while tolerating underperformance. The current system creates an unsustainable dynamic where high-performing staff are continuously loaded with additional responsibilities to compensate for underperforming colleagues, leading to burnout or turnover of the best talent. Reluctance to address persistent underperformance not only drains resources but actively undermines ITU's effectiveness, creating unofficial workarounds that further strain the system. Left unaddressed, internal dysfunction poses a greater risk to ITU's future than any external challenge. Ignoring incompetence or underperformance exhausts the organization's most valuable asset: competent, dedicated staff.
ITU Staff	Leave/decrease of sector members.
ITU Staff	Competition from other UN agencies entering the mandate of ITU
ITU MS	Financial management
ITU Staff	There is a strong focus on getting external funding for projects, but the internal systems for project management are cumbersome. This may hamper the institutional capacity to efficiently manage such external funds, leading ultimately to a lose of credibility.
ITU Staff	Relevance and reputation

ITU MS	Standardization sector: more ICT standardization fora but ITU (ETSI, IEEE...). So ITU has to pay attention to stay with sufficient industry expertise. Companies that send their experts to committees now (compared to 20 years ago) pay much more attention to "What's in it for me"?
ITU MS	a) The existence of political differences among Member States; b) Cybersecurity Threats and Rising Geopolitical Tensions which may fragment global cooperation on telecommunications and spectrum management; c) Rapid Technological Changes; and d) Challenges of member countries to reach targets.
ITU MS	Unqualified staff
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	Competition from private organizations in setting standards and regulations, as well as geopolitical tensions that may affect international cooperation in telecommunications.
ITU MS	The ITU relies on member state contributions, which can be subject to budgetary constraints and competing priorities. This can limit its ability to implement ambitious initiatives and programs; The rising sophistication of cyberattacks and data breaches poses serious risks to critical infrastructure and digital economies; The complexity of ITU's governance structure can lead to inefficiencies and slow decision-making processes. Issues related to accountability, coherence, and coordination among its various sectors may undermine its ability to respond effectively to emerging challenges in the telecommunications sector; ITU's consensus-driven, bureaucratic approach is sometimes seen as slow and outdated, potentially alienating private-sector stakeholders and innovative partners; Increasing geopolitical conflicts and divisions among member states, especially on issues like internet governance, 5G deployment, and data sovereignty, can hinder consensus-building and decision-making.
ITU MS	Competition
ITU MS	The ITU faces several key threats that could impact its effectiveness, relevance, and ability to achieve its goals in the rapidly evolving global digital landscape. These threats are both external and internal, and addressing them will be critical for the organization's continued success. Here are some of the main threats the ITU faces today: 1. Geopolitical Tensions and Fragmentation Increasing geopolitical competition: Rising tensions between major powers (e.g., the U.S., China, Russia) can lead to fragmentation in global standards-setting and hinder multilateral collaboration. Countries may prioritize their national interests over global consensus, which can complicate ITU's role in creating universally accepted policies and standards. Digital sovereignty: Countries may focus on protecting their own digital ecosystems (e.g., regulating technology companies within their borders) and may not fully engage in global cooperation efforts. This can reduce the ITU's effectiveness in unifying nations around common goals. 2. Technological Disruption and Rapid Innovation Technological pace outstripping regulation: The rapid pace of innovation in areas like artificial intelligence, 5G/6G, blockchain, quantum computing, and space communications may leave ITU struggling to keep up with setting standards and regulations. If the ITU cannot quickly adapt, it risks being left behind as countries or private companies take the lead on critical technologies. Emerging technologies and cybersecurity risks: As emerging technologies evolve, so too do the cybersecurity risks associated with them. The ITU has to ensure that global standards for cybersecurity and data privacy keep pace with the increasing complexity and threat landscape in the digital world. 3. Resource Constraints and Financial Stability Dependence on member contributions: The ITU faces financial pressure from its reliance on member contributions, which may fluctuate depending on global economic conditions. This can impact its ability to fund key initiatives, especially if the membership base is unwilling or unable to contribute sufficiently. Competition for funding: As the digital and telecommunications sectors grow, there are more entities competing for limited financial resources (governments, private sector, NGOs, etc.). This may affect the ITU's ability to secure the funding it needs for development projects and other key initiatives. 4. Lack of Global Consensus and Fragmentation in Standardization Divergence in standards and regulations: With rapid technological change, different regions or countries may develop their own standards, potentially leading to a lack of interoperability between systems. This can undermine the ITU's role in fostering global standards for telecommunications and digital infrastructure. Private sector dominance: The private sector, particularly tech giants like Google, Amazon, and Huawei, may begin to set their own technical standards, bypassing international bodies like the ITU. This could reduce the ITU's influence and create a fragmented global digital environment. 5. Insufficient Member Engagement and Participation Decreasing relevance to some members: As technology evolves, some member countries or stakeholders may feel that the ITU is no longer relevant to their needs or that it is not agile enough to address emerging digital challenges. This could lead to disengagement, especially from private sector entities or smaller, less resource-rich countries. Limited participation from developing nations: Many developing countries face resource constraints and may not actively participate in ITU activities, which undermines the global inclusivity that the ITU aims to promote. These countries might also be left behind in terms of access to new technologies and regulatory frameworks. 6. Erosion of Trust and Credibility Transparency and accountability concerns: Any lack of transparency in decision-making processes, budget allocations, or leadership choices
ITU MS	Cyber threats and geopolitical tension
ITU MS	The ITU risks falling behind as technological advances such as AI, 5G, quantum computing, and blockchain progress at an accelerating pace. As new technologies continue to develop, ITU's existing frameworks may not always be sufficiently agile or up-to-date to address emerging challenges.
ITU MS	Ransomware attacks targeting government services and other sectors, cyber breaches affecting core industries, costly system outages, and breaches of privacy for individuals and organizations

ITU MS	AI regulations
ITU MS	Rapid Technological Change: Difficulty keeping pace with innovations like AI and 5G. Cybersecurity Risks: Increasing cyberattacks on global communication systems. Geopolitical Tensions: Member state conflicts affecting consensus and progress. Digital Divide: Persistent ICT access disparities between regions. Resource Limitations: Financial and human resource constraints hindering initiatives.
ITU MS	Balancing Sovereign interest
ITU staff	Rapidly evolving technological and digital developments that are beyond ITU's guidelines
ITU MS	The fast pace of technological advancements poses a challenge to the ITU's ability to keep pace with developing standards and regulations. The growing digital divide between countries remains a significant challenge.
Acad.	Emerging Technology and Funding from countries
ITU MS	• Rapid technological change is a challenge for ITU and its membership to develop timely and relevant standards • Global crises may lead to deepening of the digital divide • Financial and human resources constraints • Other parallel processes and organizations assuming roles and work overlapping with ITU mandate • Politicization of discussions • Different approaches leading to biased decisions
ITU MS	There are no serious threats other than those intrinsic to the organization. The ITU is supposed to have a strategic plan for adapting to its environment changes and to the risks associated with geopolitical challenges and even crises between the major powers. An resilient and agile ITU that brings together industry and intergovernmental initiatives is a necessity to stabilize the Union and face the various challenges of its environment.
ITU MS	One of the main threats the ITU faces today is the rapid evolution of technologies and its limited ability to adapt quickly to these changes. Innovations such as artificial intelligence, the Internet of Things, and 5G networks advance at a faster pace than the ITU's ability to establish updated global regulations and standards, which could jeopardize its relevance in regulating new technologies. This slow adaptation can also create discrepancies between regulatory frameworks and market needs. Another significant threat is geopolitical fragmentation and differing interests among member countries. Political conflicts and trade tensions can hinder international cooperation and the adoption of common agreements on key issues such as spectrum management, cybersecurity, or the regulation of new technologies. These divisions can slow down the implementation of global policies and limit the ITU's effectiveness in its role as the global coordinator in the telecommunications and technology sector.
ITU MS	Fragmentation and lack of predictability within international relations systems, the risk of not keeping the pace with changes and dynamics of the sector, other international entities filling ITU shoes that could lead to lose ITU relevance.
ITU MS	Difficult financial situation, rapidly evolving digital landscape, polarization of positions
YAB	As its decision-making processes often lacks the speed required to keep pace with technological advancements. The ITU faces the significant threat of falling behind in a rapidly evolving industry. This reactive rather than proactive approach risks weakening its relevance in shaping the future of digital transformation. Especially considering that as digital advancements continue to accelerate, there is a growing challenge for the ITU to ensure that its mission remains aligned with and impactful in addressing emerging global ICT needs.
ITU MS	The main threats include: 1. Diverse priorities and interests among member states can lead to difficulties in reaching consensus, particularly on complex issues. 2. Competition from other global bodies or regional organizations that may attract members and influence away from the ITU. 3. Cybersecurity risks threatening the integrity of global telecommunications infrastructure. 4. Technological fragmentation, where countries or companies pursue different standards, making global cooperation more difficult.
ITU MS	The challenges related to the rapid development of telecommunications/ICT and digital transformation continue to emerge, and the demands and increasing concerns from Member States need to be addressed. For example, there is still around one third of world population are not connected and we face significant challenges in achieving sustainable development goals. Additionally, the digital divide brought about by emerging technologies like AI continues widening between developing and developed countries. The Union needs to address these issues and play pivotal roles within its mandate.
ITU MS	The challenges related to the rapid development of telecommunications/ICT and digital transformation continue to emerge, and the demands and increasing concerns from Member States need to be addressed. For example, there is still around one third of world population are not connected and we face significant challenges in achieving sustainable development goals. Additionally, the digital divide brought about by emerging technologies like AI continues widening between developing and developed countries. The Union needs to address these issues and play pivotal roles within its mandate.
Assoc.	The biggest contributions come from countries that end up dictating the rules
ITU MS	A reactive rather than proactive approach risks weakening its relevance in shaping the future of digital transformation. Especially considering that as digital advancements continue to accelerate, The ITU needs to ensure that its mission remains aligned with and impactful in addressing emerging global ICT needs.
ITU MS	One of the main threats ITU faces today is the rapid pace of technological change, which can sometimes outpace the organization's ability to adapt and provide timely solutions. There is the challenge of maintaining relevance and engagement in an increasingly fragmented global digital ecosystem, where regional disparities and differing national priorities may make coordination more difficult. Furthermore, ITU often suffers from inactionability, blocking of negotiations. Finally, ITU faces the ongoing challenge of securing sustainable funding and resources, especially as member needs and expectations grow.
ITU MS	That financial resources are not sufficient to fulfil the vision and vision of the organization

ITU MS	Losing opportunities to reinforce its role in the Global Digital Compact (GDC) implementation and the WSIS+20 process. Another threat is politicization and double standards as in the implementation of assistance to countries whose infrastructure has been affected by war, for example.
ITU MS	It's burgeoning work program and commitments. This impacts the ITU at many levels from delivering its work to countries and members and its staff.
ITU MS	The challenges related to the rapid development of telecommunications/ICT and digital transformation continue to emerge, and the demands and increasing concerns from Member States need to be addressed. For example, there is still around one third of world population are not connected and we face significant challenges in achieving sustainable development goals. Additionally, the digital divide brought about by emerging technologies like AI continues widening gaps between developing and developed countries. The Union needs to address these issues and play pivotal roles within its mandate.

9. Who are the main "competitors" for the Union?

Affiliation with ITU	Who are the main "competitors" for the Union?
SM	OSET
ITU MS	Other SDOs Other agencies that promote telecommunication development and network rollout Organisations that are more effective at capacity building activities
ITU MS	Other UN organisations e.g WTO
ITU MS	UN- GDC
ITU MS	Global ICT/Telecom Industry associations, Sister UN agencies spearheading ICT initiatives
SM	I don't see main competitors for the Union.
ITU MS	Other international standards organizations with whom the ITU minimizes competition by close coordinating with them
SM	Other none profit organizations who are advocating for the sector
Assoc.	The major competitor is not a single entity: it is the rise of non-standards-based specifications. This includes open source, multi-source agreements, and single party dictat. These can be imagined as "political systems of specifications", namely: anarchy, oligarchy, and dictatorship; respectively. The ITU consent system is more like a republic.
SM	Other SDOs, forums and consortia in ITU-T.
ITU MS	In my opinion ICAO, IMO, and ILO are main competitors to the union in terms of enforcement. Member states of these organizations are obliged to comply with the decisions and resolutions passed by the organizations. ITU lacks such powers.
ITU Staff	Because of uniqueness of the mandate of ITU, I see only potential partners to create synergies and global impact. Those who want to compete in our UN environment will fail.
SM	UN Tech Envoy UNDP UNESCO World Bank
ITU Staff	Industry-led technical standards bodies moving faster than ITU processes, private sector consortia setting de facto standards without waiting for ITU, other UN agencies expanding into digital domains without deep technical expertise are all potential competitors. But ITU's main "competition" is internal: resistance to necessary cultural change and self-imposed barriers to effectiveness through outdated processes and internal politics. Rather than worrying about external competitors, ITU needs to focus on becoming a more agile, performance-driven technical agency worthy of our unique position.
ITU Staff	Other international organizations or forum for de fact standards.
ITU Staff	UNDP, UNESCO, GFCE, UN Tech Envoy, UNICEF, ...
ITU MS	standardization organizations, satellites organizations, regional ICT organizations
ITU Staff	in the concrete field of statistics, private sources may provide different data with shorter delays, as they do not necessarily go through the same validation processes.
ITU Staff	UN-NY efforts to claim a much bigger space in digital, growing influence of important private sector players that are not engaged/included/participating
ITU MS	- Standardization Sector: other standardization fora. - The multitude of major ICT events worldwide (IGF, MWC, General Assemblies of all other standardization fora, computer fairs, regional congresses...)
ITU MS	a) Institute of Electrical and Electronics Engineers (IEEE); b) International Organization for Standardization (ISO); c) European Telecommunications Standards Institute (ETSI); d) Institutions/bodies for standardizing the internet; and e) Other ICT-related Standards Bodies.

ITU MS	Private companies providing same statistical data.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	Other international organizations and regional regulatory bodies that also play significant roles in shaping telecommunications policies and standards globally.
ITU MS	Organizations that promote multistakeholder approaches to internet governance, such as the Internet Engineering Task Force (IETF) or the Internet Corporation for Assigned Names and Numbers (ICANN), represent a different model of governance. These entities often advocate for more inclusive participation from various stakeholders, which can challenge the ITU's traditional intergovernmental focus;
ITU MS	The ITU (International Telecommunication Union) operates in a complex environment with several organizations that could be considered its competitors or counterparts, depending on the area of focus. While these organizations may not always directly compete with the ITU's mission, they do overlap in terms of responsibilities, scope, and influence, which can affect the ITU's role and leadership in global telecommunications and digital policy. Here are the main competitors or organizations with overlapping mandates: 1. World Trade Organization (WTO) Area of Overlap: Trade-related aspects of telecommunications and technology policy. Competition: The WTO deals with international trade regulations, including the services sector, which overlaps with telecommunication and digital trade. While the ITU focuses on technical standards and development, the WTO handles trade agreements and disputes regarding services like telecommunications and the digital economy. There can be tension when regulations or policies intersect with trade agreements, especially on issues like market access, service liberalization, and cross-border data flows. 2. Internet Corporation for Assigned Names and Numbers (ICANN) Area of Overlap: Internet governance, domain names, and addressing systems. Competition: ICANN is responsible for managing the global domain name system (DNS) and IP address allocation. The ITU also deals with aspects of Internet governance, including technical standards for telecommunications networks. The divergence in focus, especially when it comes to the governance of the Internet infrastructure, sometimes leads to competition for influence in shaping global Internet policy. 3. The World Economic Forum (WEF) Area of Overlap: Digital economy, technological standards, and innovation. Competition: The WEF brings together government leaders, business executives, and other stakeholders to discuss global economic issues, including digital transformation and technology. While the ITU focuses on the development of technical standards and the regulation of telecommunications infrastructure, the WEF addresses similar issues from an economic and policy perspective, influencing global business and regulatory practices, sometimes with a different set of priorities and stakeholders. 4. European Telecommunications Standards Institute (ETSI) Area of Overlap: Telecommunications standards. Competition: ETSI, as a regional organization in Europe, develops standards for telecommunications and other networks. While the ITU works on global standards for telecommunication systems, ETSI focuses specifically on the European market and has become a significant player in global standardization efforts, sometimes competing with the ITU's own standardization initiatives. ETSI's influence has grown particularly in areas like 5G, where it plays a key role in shaping standards. 5. The International Organization for Standardization (ISO) Area of Overlap: Broad technical standards, including telecommunications. Competition: ISO is an international body that develops and publishes global standards in a variety of sectors, including telecommunications. While the ITU specializes in telecom-related standards, ISO's broader mandate can sometimes overlap with ITU's work in the development of universal standards, particularly when it comes to ICT, data security, and emerging technologies. 6. World Bank and Other Multilateral Development Banks (MDBs) Area of Overlap: ICT development, digital infrastructure funding, and capacity-building. Competition: The World Bank and other MDBs, such as the Asian Development Bank (ADB), often fund digital infrastructure and development projects in emerging and developing countries. The ITU also works on capacity-building and digital inclusion initiatives but faces competition for influence and funding in these areas. While the ITU has a focus on policy and standards, the MDBs focus more on the financial and developmental aspects, often working
ITU MS	3GPP, ETSI, IETF, ICANN, ISOC, GSMA, W3C, big technology companies
ITU MS	● IEEE competes with ITU in the development of telecommunication standards, particularly in areas such as 5G, Wi-Fi, and cloud computing. It has a broader participation from technical experts, which gives it influence in setting engineering standards. ● GSMA plays a role in shaping the mobile communications ecosystem, advocating for the telecom industry's interests, and influencing the development of global mobile standards. It directly competes with ITU in areas like 5G, mobile broadband, and digital inclusion. ● The WTO can impact ITU's work on digital regulation, trade in ICT products and services, and the development of global frameworks for cross-border data flows. While ITU is focused on technical standards and policy, the WTO focuses more on trade regulation in telecommunications and ICT. ● The OECD's work on digital economy policy and ICT governance often intersects with ITU's initiatives on digital transformation, particularly in developing countries. ● UNIDO and ITU both work on digital transformation initiatives, particularly in developing countries. However, UNIDO's focus on industrial development and technology transfer can overlap with ITU's work on digital inclusion and ICT development.
ITU MS	The Union should not have competitors in its area of competence, but should instead encourage cooperation with other organizations according to their respective area of competence
ITU MS	Regional Telecom Bodies: ETSI, APT, ATU offer localized agility. Industry Standards Groups: IETF, IEEE set global technical standards. World Economic Forum: Drives multi-stakeholder ICT initiatives. Development Banks: World Bank funds ICT infrastructure projects. Private Sector Alliances: GSMA and Big Tech influence global ICT agendas.
ITU MS	Private Sector Organizations Multistakeholder Internet Governance Bodies

ITU staff	IEEE IETF
ITU MS	ITU is a unique UN agency and the Union should put maximum efforts to benefit from that status and reaffirming it. Rather than looking for competitors.
Acad.	IEEE, ISO and ETSI
ITU MS	• Other SDOs and UN agencies
ITU MS	The ITU is unique. However, several international technical organizations are still emerging or will continue to emerge and specialize in niche digital sectors. The ITU could win if it continues to be open to these organizations and not consider them as competitors. The ITU's main competitor is the behavior of its members, and more precisely the marginalization of voices within the ITU.
ITU MS	The main competitors of the International Telecommunication Union (ITU) include international organizations such as the Organisation for Economic Co-operation and Development (OECD), which influences digital and economic policies, and the European Commission (EC), which regulates the European digital market and sets global standards. Additionally, ICANN, responsible for managing domain names and IP addresses, plays a key role in internet infrastructure, while the World Economic Forum (WEF) organizes global discussions on technological issues such as artificial intelligence and cybersecurity, with a growing impact on digital policies. Furthermore, large tech corporations like Google, Microsoft, and Amazon, although not regulatory bodies, have significant influence in creating standards and technological innovation, allowing them to compete in shaping the global ICT landscape. These entities, like the ITU, are actively involved in developing norms, policies, and regulatory frameworks for the tech sector, creating competition in defining and managing emerging technologies and global connectivity.
ITU MS	We strongly believe that we should focus our attention and efforts on working closely with the already existing structures.
ITU MS	Increased fragmentation in global digital governance, with various organizations developing their standards and policies, leading to inefficiencies. Cybersecurity risks are also a growing concern, as ICT infrastructure becomes more vulnerable. Additionally, funding constraints and the digital divide in developing countries limit the ITU's ability to implement programs effectively
ITU MS	Multistakeholder fora and standards development organizations
YAB	Organizations such as the IEEE, which play a significant role in setting global standards, and the UN Office for Outer Space Affairs, which addresses space-related communication and technology issues. In addition to major tech corporations like Google, Microsoft, Huawei, and Amazon that seem to be emerging as key players in areas traditionally within the ITU's scope, such as shaping internet standards, cloud computing regulations, and developing connectivity solutions, posing a challenge to the ITU's leadership in these domains.
ITU MS	Private financial partners
Assoc.	Other organizations in the sector
ITU MS	The main "competitors" for the Union could be other international organizations and private sector entities that focus on similar areas of ICT development and standardization. For example, organizations like the World Wide Web Consortium (W3C), the Internet Engineering Task Force (IETF), and the Institute of Electrical and Electronics Engineers (IEEE) are active in developing global standards for technology. Additionally, large tech companies, including major players in the telecommunications and digital infrastructure sectors, may also compete by driving industry-specific standards and innovation independently. While these entities could be seen as competitors, a more collaborative approach would be beneficial, turning these competitors into partners. By fostering closer partnerships with these organizations, ITU can strengthen its influence, align efforts, and ensure more inclusive and unified progress in global ICT development.
ITU MS	In terms of international radio spectrum management, the ITU-R is the only organization with this mandate. In terms of standardization and promoting universal and meaningful connectivity, there are a few international and regional organisations that have either overlapping or complementary mandates. However, there are several agencies that support countries with various digital transformation initiatives that may compete with the ITU in terms of Goal 2 (Sustainable Digital Transformation). Agencies include UNDP, UNCTAD, IDB, World Bank Group, UNESCO, OECD, etc. There are instances where the ITU collaborates with other organizations on sector-specific digital transformation initiatives (e.g. WHO, UNICEF).
ITU MS	standardization organizations since they carry out the procedures more quickly
ITU MS	In the UN agencies, UNESCO regarding AI, digital platforms, and meaningful connectivity. Many SDOs regarding standardization.
ITU MS	Organisations/member states that can actually deliver meaningful/impactful capacity building programs (as opposed to funding a large amount information sharing events throughout the year and flying their staff around the globe).

10. What do you see as the top value proposition of the ITU for 2028 onwards?

Affiliation with ITU	What do you see as the top value proposition of the ITU for 2028 onwards?
SM	AI
ITU MS	ITU is the No. 1 agency that produce industrial strength standards
ITU MS	Enabling Universal Connectivity and Sustainable Digital Transformation by use of Emerging technologies e.g. AI and the adoption of satellite beyond the hard to reach areas
ITU MS	The only ICT/Telecom international reference

ITU MS	ITU needs to demonstrate or articulate its impact to the membership, placing focus on addressing their digital inclusion needs. The value proposition should also seek to address the pain points/risks that the ITU is facing or anticipates
SM	The ITU's top value proposition for 2028 is its role as a global leader in setting telecommunications standards, promoting digital inclusion, and ensuring secure telecommunications, driving equitable digital progress and connectivity worldwide.
ITU MS	The core value proposition of the International Telecommunication Union (ITU) in the future will be its role as a key enabler in accessing future technologies, fostering international cooperation, and ensuring that all countries and communities benefit from the opportunities provided by the digital revolution
ITU MS	Helping to achieve all the Sustainable Development Goals
SM	Digital inclusion
Assoc.	To remain the worldwide technical specification development organization.
SM	The opportunities for Member States and Sector Members and other entities to engage cooperatively and collaboratively to achieve common objectives.
ITU MS	1. Enhancing Global Connectivity 2. Leadership in Standardization and Innovation 3. Policy and Regulation Leadership
ITU Staff	The Radio Regulations, ITU-R publications and the Master International Frequency Register.
SM	The value proposition would clearly outline the sectors mandate; Radiocommunication, Standardization and Development.
ITU Staff	ITU's top value proposition for 2028 onwards should be as the world's authoritative technical agency for digital technologies, leveraging its unique combination of UN legitimacy, deep technical expertise, and diverse public-private membership to drive evidence-based solutions to global digital challenges.
ITU Staff	Ensure peace, human rights and raising living standards of people through telecommunication technologies.
ITU Staff	Report on under reported impact ITU delivers.
ITU MS	To finish the building works
ITU Staff	Space and AI
ITU MS	Current one
ITU MS	a) To enhance cooperation with Member States toward innovation and standardization; b) Championing Global Digital Inclusion; c) Setting Flexible Standards for Emerging Technologies; d) Enhancing Cybersecurity and Resilience in ICT Systems; e) Promoting Sustainable and Environmentally Friendly ICT Development; f) Universal communication services around the globe; g) Safety in Internet usage; h) Driving Global Digital Inclusion; i) Spectrum Management and Coordination; j) Promoting Trust and Security in ICTs; k) Supporting Sustainable Development Goals (SDGs); and l) 5 Thought Leadership in Emerging Technologies.
ITU MS	Foster empowers people and societies for sustainable development through equitable and inclusive use of telecommunications and ICT.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	a. Strengthening Digital Inclusion. b. Strengthening Cybersecurity and Trust in Digital Ecosystems. c. Promoting Sustainable Digital Transformation. d. Facilitating Innovation and Regulation for Emerging Technologies. e. Building Collaborative Ecosystems. f. Universal and Meaningful Connectivity. g. Supporting the Development of Smart and Resilient Cities. h. Encouraging Diversity and Inclusion in Technology Leadership. i. Data Protection Concerns in Telecommunication Products. j. Digital Public Infrastructure.
ITU MS	A trusted global leader in connecting the world and shaping the future of digital transformation. The ITU's top value proposition lies in its unique ability to unite governments, private sector entities, and civil society to set global standards, allocate critical resources (like spectrum), and ensure inclusive, secure, and sustainable digital growth. As the global steward of digital inclusivity, the ITU will be indispensable in ensuring that no region or community is left behind in the digital era while addressing shared challenges such as cybersecurity, climate change, and equitable access to emerging technologies.
ITU MS	Focus on memoranda of understanding between member states
ITU MS	The ITU's value proposition for 2028 and beyond will revolve around shaping the global digital landscape by facilitating international cooperation, creating universal technical standards, and promoting inclusive access to digital technologies. By focusing on sustainability, resilience, and digital inclusivity, the ITU

	will continue to be a pivotal organization in guiding the world through the ongoing digital revolution, ensuring that the benefits of technology are shared by all.
ITU MS	Bringing together governments and the private sector
ITU MS	The top value proposition of the International Telecommunication Union (ITU) for 2028 onwards could be framed around its ability to drive inclusive and sustainable global digital transformation through innovation, collaboration, and capacity building.
ITU MS	Sustainable digital transformation
ITU MS	Enabling global digital inclusivity, secure standards, and sustainable ICT solutions through collaboration, innovation, and bridging the digital divide.
ITU MS	Bridging the Digital Divide
ITU staff	Outer space allocation and management.
ITU MS	The ITU's value proposition for 2028 onwards will be defined by its role as a global leader in ensuring universal connectivity and shaping the dialogue on global digital governance. By continuing to support digital inclusion, ITU should reaffirm its position of the key UN agency addressing the global challenges posed by digital transformation.
Acad.	Global Connectivity and Inclusivity Standardization and Interoperability Sustainable Development Goals (SDGs) Cybersecurity and Digital Trust Technological Advancement Internet Governance
ITU MS	Metaverse and AI regulation
ITU MS	The primary value proposition of the International Telecommunication Union (ITU) starting in 2028 will likely be its role as a global leader in facilitating collaboration on emerging technologies, ensuring their safe and equitable development. The ITU will continue to be essential in fostering international cooperation to tackle challenges related to cybersecurity, digital inclusion, and the regulation of rapidly evolving technologies such as artificial intelligence, 5G/6G, and the Internet of Things (IoT). As these technologies become increasingly integrated into daily life and the global economy, the ITU's ability to bring together governments, private sector actors, and other stakeholders will be critical for setting global standards, ensuring interoperability, and managing the digital divide. Additionally, the ITU will have a key role in driving sustainability in the digital transformation. As global attention shifts toward reducing the environmental impact of technology, the ITU could focus on promoting sustainable ICT practices, including energy-efficient technologies and green innovation. Its influence will be crucial in ensuring that the digital ecosystem grows in a way that benefits both developed and developing countries, fostering economic growth and social inclusion while addressing environmental concerns. This balanced approach will enhance the ITU's value as an institution that shapes the future of global communication and technology.
ITU MS	To respond to the rapid changes in today's societies, it will be very important for ITU to leverage its role as a facilitator, in enhancing a sustainable, secure and equitable digital transformation. Furthermore, ITU should continue to prioritize membership demands and to promote a very inclusive membership composition.
ITU MS	2028 onwards will likely center around its ability to drive global digital inclusion by standardizing emerging technologies, such as AI, 5G, and the Internet of Things
ITU MS	Levelling up and focusing its expertise on technical areas of excellence where the ITU's value is widely recognized
YAB	To lead global collaboration on transformative technologies like 6G, AI, and quantum, while integrating youth-driven innovation, ensuring sustainable spectrum and orbital management, and advancing resilient connectivity.
ITU MS	The ITU should be focused on its core mandate with foresight. Future telecom technologies (networks, services, platforms) and next generation IMT a.k.a. 6G are key areas that bring the added value of the ITU. Another important area where the ITU could bring added value is greening the ICT/telecom technologies. For example, working on the tools to measure and to collect statistics on the green ICT. Also taking full advantage of emerging tech especially AI in order to promote more climate friendly and energy efficient solutions.
ITU MS	Strengthened confidence with member's state
ITU MS	The ITU's top value proposition will be its ability to serve as the central global body that ensures universal, fair, and secure access to digital technologies. As the digital economy expands, the ITU will be indispensable in setting standards for emerging technologies, facilitating international cooperation, and promoting digital inclusion for all member states.
ITU MS	Endeavours to maintaining trust among its membership and inspire the confidence of the public at large, and conducts activities under the guidance of the following values: efficiency, transparency and accountability, openness, universality and neutrality, as well as people-centred, development-oriented, innovation-driven and results-based.
ITU MS	ITU should endeavour to maintain trust among its membership and inspire the confidence of the public at large, and conducts activities under the guidance of the following values: efficiency, transparency and accountability, openness, universality and neutrality, as well as people-centred, development-oriented, innovation-driven and results-based.
ITU MS	To lead global collaboration on transformative technologies

ITU MS	The top value proposition of ITU for 2028 onwards should be its role as a global facilitator of inclusive digital transformation. By bringing together governments, the private sector, and civil society, ITU can ensure that technological progress benefits all nations and communities, particularly the most underserved regions. ITU's unique ability to provide neutral platforms for collaboration, set international standards, and advocate for equitable access to digital technologies will be crucial in addressing the digital divide and promoting sustainable development. In the future, ITU should continue to lead in fostering international cooperation for emerging technologies, while prioritizing a human-centric approach to ensure that digital transformation respects and enhances the needs and rights of individuals.
ITU MS	Technical Expertise and multi-stakeholder convening power
ITU MS	drive meaningful connectivity
ITU MS	An organization that could address the gap of meaningful connectivity and foster a safe digital environment which includes IA applications.
ITU MS	Stronger regional presence, addressing the needs of the developing countries.
ITU MS	ITU should endeavour to maintain trust among its membership and inspire the confidence of the public at large, and conducts activities under the guidance of the following values: efficiency, transparency and accountability, openness, universality and neutrality, as well as people-centred, development-oriented, innovation-driven and results-based.

11. What would be the key challenges for the ITU as an organization in the 2028-2031?

Affiliation with ITU	What would be the key challenges for the ITU as an organization in the 2028-2031? Please mention up to five challenges.
SM	AI challenge evolution
ITU MS	Demonstrate value to stakeholders Enrol qualified and open-minded personnel Identify trends in electronic communication technologies and quickly adapt thematic priorities and strategic goals/actions/projects Effective and efficient financial management
ITU MS	1. Financial Resources: Ensuring adequate funding to support ITU's initiatives and operations remains a significant challenge. 2. Regional Disparities: Addressing the uneven access to telecommunications and ICT services across different regions. 3. Emerging Technologies: Keeping pace with the rapid advancement of new technologies and integrating them into existing frameworks.
ITU MS	1- Internal Bureaus collaboration 2- emerging technologies Standarization 3- dominance of private sector
ITU MS	Evolving Digital divide, Resource mobilization, high cost of communication services, politicization of the ITU agenda, creating synergies and better collaboration among the different Sectors, limited prioritization and rapid transformation initiatives that are burdening a narrow resource base
SM	1. Keeping Pace with Rapid Technological Innovation 2. Managing Geopolitical Tensions and Regulatory Fragmentation 3. Increase collaboration with the Internet bodies such as RIR, ICANN, ISOC, among others.
ITU MS	Adapting to Rapid Technological Transformations Global Digital Inclusion Cybersecurity and Data Protection
Assoc.	ITU needs to make direct actions to address its competition. That includes both moving faster on new technologies to avoid parties leaving and developing their own standards, and working at actively combat competing standards by developing collaboration agreements with the major competing SDOs like IEEE.
SM	1) Manage the ITU premises project which enhances transparency and cost-effectiveness. 2) Consider reform options to maximize efficiencies in responding to membership needs. 3) ITU should consider whether the appointment of the Directors of the Bureaux would be beneficial in place of the current election process. 4) Consider whether the current allocation of resources among the General Secretariat in terms of percentage best meets the operational requirements of the organization.
ITU MS	1. Keeping Pace with Rapid Technological Evolution 2. Cybersecurity and Digital Safety 3. Regulatory and Policy Fragmentation - Aligning diverse stakeholder interests across countries with varying priorities. 4. Addressing Climate Change and Environmental Impact 5. Political and Geopolitical Tensions - Navigating disputes over internet governance, spectrum allocation, and emerging technology leadership. 6. Addressing Misinformation and Digital Ethics - Establishing global frameworks for ethical ICT usage and combating harmful content.
ITU Staff	Budget allocation, staff motivation, delegates capacity to build consensus in a fragmented geopolitical environment.
SM	1. Financing its operations. 2. The Building project. 3. Attaining the 2030 Agenda, WSIS, and GDC. 4. Bridging the Connectivity gap, particularly, in Africa (and in its LDCs, LLDCs, SIDs). 5. Bridging the Data and AI gaps. 6. Stakeholders engagement, particularly, in the sectors.

ITU Staff	1. Cultural transformation: ITU must overcome deeply entrenched resistance to building a performance-based culture that rewards excellence rather than tolerating underperformance. 2. Technical authority: As technology accelerates exponentially, ITU must maintain cutting-edge expertise across an expanding range of digital domains while competing with faster-moving private sector bodies, while at the same time resisting trying to be everything to everyone. 3. Resource sustainability: Securing adequate funding to invest in new capabilities and retain expert talent, while demonstrating clear value for members in an increasingly resource-constrained environment. The key challenge is to focus ITU's limited resources on areas where our technical expertise adds unique value. This requires making tough choices about what to stop doing, even when facing political pressure to expand our scope. 4. Organizational relevance: ITU must prove its unique value in an increasingly crowded digital governance space by delivering timely, practical solutions despite institutional constraints. This means converting technical expertise into tangible impact more efficiently than other organizations. 5. Environmental imperative: As the climate emergency worsens and the digital sector's environmental footprint grows, ITU must lead technical solutions for sustainability while balancing digital progress with environmental responsibility.
ITU Staff	1. Its value for costs and performance 2. A role and performance of ITU in the UN family 3. Benefit to the all human being
ITU Staff	Financial, Technological and Leadership challenges.
ITU MS	- Financial issues - adaptation to the ICT sector innovations - impove the management of the organization - to remain a first technical organization for ICT/telecommunication - minimum of politic
ITU Staff	Too much effort and resources on activities where ITU does not have a competitive advantage
ITU MS	1. Sufficient expertise in the study groups 2. Meeting needs of the industry 3. Not to get lost in too many events 4. Major events: less conference days
ITU MS	a) Making new commercial policies, standards setting, allocation of spectrum and development assistance; b) Managing Geopolitical Tensions and Diverging National Interests while required to keep pace with rapid technological innovation; c) Ensuring the target of Universal communication services is met (Digital Inclusion and Bridging the Digital Divide); d) Cyber security-related challenges such as cyberattacks, data breaches, and other security threats will increase; and e) Financial Constraints caused by limited funding from memberships can restrict ITU's ability to implement its initiatives.
ITU MS	Improving regions collaboration in order to get greater impact for membership.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	a. Bridging Digital and Gender Divide b. Adapting to Robustness Technological Development c. Managing Geopolitical Tensions/situation d. Ensuring Environmental Sustainability e. Enhancing Cybersecurity Preparedness
ITU MS	The rapid pace of technological advancement, particularly in AI, IoT, and 6G, will require the ITU to adapt quickly and develop relevant standards and regulations; Geopolitical Tensions; The evolving threat landscape necessitates robust cybersecurity measures and international cooperation to protect critical infrastructure and data privacy (Cybersecurity threats); Bridging the digital divide and ensuring equitable access to ICTs remains a significant challenge, particularly in developing countries/Pacific Islands. Climate Change.
ITU MS	Financial Resources Developing skills to keep pace with developments in the telecommunications sector
ITU MS	ITU will face several key challenges in the 2028-2031 period as the global landscape continues to evolve rapidly with advances in technology, geopolitical shifts, and emerging threats. Here are five critical challenges that the ITU will need to address: 1. Adapting to Rapid Technological Advancements The pace at which new technologies are emerging—such as 5G, artificial intelligence, quantum computing, blockchain, and the Internet of Things (IoT)—poses a significant challenge for the ITU in maintaining its role as the global leader in setting technical standards and frameworks. As these technologies evolve quickly, the ITU will need to ensure that its processes for developing standards remain agile and adaptable, while also ensuring that new technologies are effectively integrated into existing regulatory frameworks. Challenge: Keeping up with the speed of technological innovation while ensuring that standards and regulations remain relevant, comprehensive, and forward-looking. 2. Ensuring Universal Connectivity and Bridging the Digital Divide While global digital inclusion is a core priority for the ITU, significant digital divides persist, particularly in developing countries and rural or underserved areas. Achieving universal broadband connectivity, especially in remote regions, will remain a key challenge, particularly in the face of financial constraints, inadequate infrastructure, and insufficient local capacity to adopt and manage new technologies Challenge: Overcoming the logistical, financial, and regulatory barriers that hinder universal access to digital infrastructure and services, ensuring that the benefits of digital technologies reach everyone, regardless of geographic location or socio-economic status. 3. Strengthening Cybersecurity and Digital Trust

	As more critical services and systems become digitalized, the risk of cyberattacks and breaches in privacy will continue to grow. The ITU will be under increasing pressure to create global frameworks that ensure cybersecurity and digital trust, protecting sensitive data and national infrastructures from cyber threats while addressing global challenges such as data privacy and online misinformation. Challenge: Developing international cybersecurity standards, fostering trust in digital systems, and addressing emerging threats like cyber warfare and data privacy violations. 4. Managing Geopolitical Tensions and Regulatory Fragmentation Geopolitical tensions, trade disputes, and regulatory fragmentation between nations could undermine the ITU's effectiveness in fostering international collaboration. Countries may increasingly adopt nationalistic policies that prioritize their own digital sovereignty over global standards, potentially leading to splintered regulations and competing technological ecosystems. Challenge: Navigating the geopolitical landscape and maintaining global cooperation on regulatory issues, ensuring that ITU's standards and initiatives are respected across different regions while mitigating risks of fragmentation and "digital silos." 5. Sustaining Financial Viability and Securing Resources As the demand for ITU services grows and the scope of its initiatives expands, the organization will face increasing pressure to secure financial resources. The ITU's current reliance on member state contributions may become a limiting factor, especially if some member states face economic challenges, or if ITU's relevance is questioned in light of emerging private-sector-driven initiatives in telecommunications and digital policy. Challenge: Securing sufficient and diverse sources of funding to support ITU's expanded role, reducing dependence on member states' contributions, and finding innovative ways to generate revenue, such as through partnerships, joint ventures, and project-based funding. Conclusion The ITU will need to be nimble and proactive to address these challenges in the 2028-2031 period. By focusing on innovation, inclusivity, global coop
ITU MS	- cybersecurity - diverse political interests - climate change - adequate funding - emerging technologies standards development
ITU MS	1. Despite ongoing efforts, significant gaps remain in global internet access, particularly in developing countries, rural areas, and marginalized communities. 2. Competing interests among nations regarding technology governance, data sovereignty, and cybersecurity could hinder ITU's ability to mediate and create consensus-based standards. 3. The accelerating pace of innovation in areas such as AI, quantum computing, blockchain, and advanced wireless communication (6G) may outpace ITU's ability to establish relevant, timely standards and regulatory frameworks. 4. The increasing complexity and frequency of cyber threats, coupled with rising concerns about privacy and data security, will require ITU to lead in establishing global cybersecurity protocols and fostering trust in digital systems. 5. Ensuring that ICT development aligns with global sustainability goals, such as reducing the environmental footprint of technology and addressing e-waste, will be a critical challenge.
ITU MS	- Applying artificial intelligence (AI) technologies for good - Confidence-building and sustainable development in outer space - Empowering women and girls through digital transformation - How new technologies can mitigate, rather than exacerbate, the climate crisis - How technologies can protect against global pandemics - The Internet of Things (IoT) for smart and sustainable cities and communities
ITU MS	Keeping up with rapid tech advancements (AI, 6G). Bridging the widening digital divide.
ITU MS	Maintaining relevance in a rapidly evolving tech landscape bridging the persistent digital divide sustainable digital transformation
ITU staff	Financial Resources Management especially with inflation, HQ building project and other future risks. Maintaining the significant role of being an organization that allocates global radio spectrum and satellite orbits and develops technical standards. Improving access to digital technology in underserved communities worldwide.
ITU MS	- Emerging/new technologies that could change the existing telecommunications landscape - Growing financial needs - Global challenges with impact for the telecommunications sector and digital policies - Remaining or growing digital divides
Acad.	Rapid Technological Advancements Global Digital Divide Cybersecurity Threats Regulatory Fragmentation Sustainability and Environmental Impact
ITU MS	• Rapid technological changes • Conflict that may lead to deepening the digital divide • Financial and human resources constraints • Other organizations that discuss the work of the ITU, which may result in the ITU's efforts being dispersed across multiple entities rather than being concentrated within a single organization

ITU MS	Emerging AI-based technologies are the future of digital and consequently of the ways of change and the daily life of human beings, organisms and humanity as a whole. Future activities of ITU should focus on how to ensure the strategic plan of ITU by benefiting from the assets of AI.
ITU MS	The key challenges for the ITU as an organization in the 2028-2031 period may include: 1. Adapting to Rapid Technological Advancements: With the rapid pace of technological innovation, particularly in fields like artificial intelligence, 5G/6G networks, and quantum computing, the ITU will face significant challenges in keeping up with new developments and establishing timely global standards. The organization will need to ensure its regulatory frameworks remain relevant and flexible enough to accommodate these evolving technologies. 2. Managing Global Cybersecurity Threats: As cyber threats grow more sophisticated, the ITU will play a critical role in promoting global cybersecurity standards and facilitating international cooperation on this front. However, geopolitical tensions, differing national interests, and the lack of a unified global approach to cybersecurity will complicate the ITU's efforts to create a coherent and effective international cybersecurity strategy. 3. Bridging the Digital Divide: Ensuring universal access to digital technologies, especially in underserved regions, will remain a significant challenge. The ITU will need to intensify efforts to bridge the digital divide, focusing on rural, remote, and low-income areas, and addressing issues like affordability, infrastructure development, and digital literacy. 4. Ensuring Sustainable Digital Transformation: As the world increasingly depends on digital technologies, there will be mounting pressure to ensure that digital transformation is sustainable and environmentally responsible. The ITU will face the challenge of promoting energy-efficient technologies, reducing the carbon footprint of ICT infrastructure, and ensuring that digital growth does not come at the expense of environmental goals. 5. Navigating Geopolitical Tensions and Fragmentation: Geopolitical fragmentation could become more pronounced as countries pursue competing visions of digital sovereignty, regulation, and governance. The ITU may encounter challenges in fostering consensus among member states, especially in areas like data governance, spectrum management, and global standards. Political divisions may hinder its ability to facilitate meaningful global cooperation and progress.
ITU MS	New initiatives within the UN systems (Pact for the Future, GDC, etc) fulfilling the objectives of current initiatives (Agenda 2030, WSIS, etc), transforming working mechanisms, encouraging involvement of relevant stakeholders, reaching gender balance targets.
ITU MS	Keeping pace with rapid innovations like AI, 5G, and quantum computing, and ensuring they are effectively regulated and standardized globally. Addressing rising cybersecurity threats as digital infrastructure becomes more interconnected and critical.
ITU MS	Duplication of activities, lack of coordination, financial situation (including the building project), keeping up to date with the latest technological developments, avoid overlap with the work of other organizations
YAB	1. Political Instabilities: As access to ICT becomes more critical by the day, political and economic instabilities may lead to widening the connectivity gap which will critically affect equal access and the overall quality of life as lack of connectivity increasingly isolates communities, leaving them unable to participate in the digital economy and global opportunities. 2. Addressing the Digital Divide: The widening gap between the connected and unconnected presents significant challenges, as more services and opportunities become exclusively online, further marginalizing those without access. 3. Timely Regulation for Emerging Technologies: The ITU's current pace of creating regulatory frameworks for emerging technologies needs improvement to ensure inclusivity, particularly for young innovators and entrepreneurs who may otherwise turn to more adaptable platforms for collaboration. 4. Member states political Dynamics: Political tension between member states could hinder collaboration and consensus-building, impacting the ITU's ability to function as a cohesive and effective global body. 5. Balancing Digital Opportunities and Risks: While digital transformation offers numerous opportunities, the ITU must proactively address associated challenges, such as cybersecurity, privacy concerns, and ethical considerations, to ensure sustainable and inclusive digital progress.
ITU MS	- Involvement of member's state - Confidence - Reduce gap of communication - Give priorities to small and island countries - Permit small and island countries to attend financial forum, meeting or workshop about ITU's financial strategy
ITU MS	1. 2.6 billion people worldwide are still offline, and universal internet access is still a long way off in least developed and landlocked developing countries, where only 39% of the population is online. Enabling affordable access is one of the major obstacles to the generalization of sustainable connectivity. 2. Ensuring equitable access to 5G/6G and broadband in underdeveloped and rural regions, addressing digital inequalities. 3. Developing and enforcing comprehensive cybersecurity frameworks to protect the global digital infrastructure. 4. Adapting global regulations to keep pace with rapid technological changes (e.g., AI, quantum computing, IoT). 5. Ensuring financial sustainability, given the evolving financial landscape and potential reductions in member contributions.
ITU MS	• Adapting to Rapid Technological Changes – The fast pace of Innovation will challenge ITU to stay relevant and responsive. Ensuring its frameworks and standards remain up to date will require agility and foresight. • Bridging the Digital Divide – Despite progress, there are still significant disparities in access to digital technologies across regions. ITU will face the ongoing challenge of ensuring that digital inclusion remains a priority, especially in developing countries and underserved populations. • Maintaining Global Cooperation in a Fragmented Digital Landscape – As technology ecosystems become more complex and fragmented, ITU will need to strengthen its role as a neutral platform for dialogue, navigating diverse interests and ensuring cooperation across governments, industries, and other stakeholders. • Supporting Global Digital Trust and Resilience – As digital infrastructures continue to grow, ITU will need to focus on fostering international cooperation to ensure digital trust and resilience. This includes supporting the development of best practices, frameworks, and guidelines for securing digital environments, while facilitating collaboration between governments, industry, and other stakeholders to address emerging challenges. • Securing Sustainable Funding and Resources – As member needs grow, ITU will need to secure adequate funding and resources to effectively support its initiatives, while balancing the interests of different member states and stakeholders.

ITU MS	• Because of the varying stages of development of its membership, the biggest challenge the organization will face is maintaining focus on addressing last mile connectivity and digital inclusion, while trying to stay ahead of the technological evolution (AI, quantum computing, metaverse). • Funding and resource constraints. • Overlapping mandates with other organisations, that requires greater coordination and collaboration.
ITU MS	*The use of artificial intelligence *Promote reduction of the digital divide *Boost Program Continuity Connect the Unconnected
ITU MS	1. Growing geopolitical polarization that could politicize ITU work; 2. Effective Telecommunication standards, especially those addressing IA aspects, are being produced not by ITU but by different private SDOs; 3. Scarce financial resources.
ITU MS	The efficiency and effectiveness of ITU's regional presence are maintained and strengthened; an aligned revenue and expenditure process; progress with the new ITU HQs project is being made in a timely manner and within budget, ensuring that the established institutional governance and oversight mechanisms continue to be strengthened and fully accommodated for; the number of activities, work program, and initiatives are properly funded and managed to ensure they are realistic for the ITU to implement.

12. How can the ITU improve collaboration among Sectors to create synergies and achieve greater impact for membership?

Affiliation with ITU	How can the ITU improve collaboration among Sectors to create synergies and achieve greater impact for membership?
SM	Follow up the communication create the smal working group on digital
ITU MS	Revise procedures for communicating across sectors Streamline activities Better alignment of goals and objectives across sectors
ITU MS	Revise procedures for communicating across sectors Streamline activities Better alignment of goals and objectives across sectors
ITU MS	1. Intersectional coordination 2. Cross functional reporting where possible to efficiently utilise resources 3. Clear key performance metrics
ITU MS	Clear intersectoral collaborations mechanism
ITU MS	Joint development and implementation of initiatives, create open information sharing platforms where all sector members can contribute and have access to necessary information
SM	Align Strategic Objectives Across Sectors: Develop a coordinated strategy that outlines common goals and KPIs for all sectors, ensuring alignment on priority areas like digital connectivity, sustainable development, and cybersecurity. Shared objectives promote accountability and a unified direction.
ITU MS	Continue working on the One-ITU approach, including the ISCG
Assoc.	I think that ITU-R stands on its own, and there is little collaboration possible. ITU-T and ITU-D could work together to develop realizable plans promote the deployment of broadband technology to the developing world.
SM	Continue to explore a wide variety of mechanisms and options to enhance Inter-Sector coordination and collaboration. The creation of the ISCG and ISC-TF were positive developments, but other options need to be explored to reduce or eliminate duplication of efforts in all areas.
ITU MS	1. Integrated Strategic Planning - Develop unified action plans across ITU-R, ITU-T, and ITU-D that align with ITU's overarching goals, such as the Connect 2030 Agenda. 2. Harmonized Events and Platforms - Host joint conferences, workshops, and forums where stakeholders from all sectors can collaborate and exchange insights. 3. Unified Knowledge Repositories - Create centralized databases or knowledge-sharing platforms where outputs, research, and insights from ITU-R, ITU-T, and ITU-D are accessible to all. 4. Cross-Sector Capacity Building - Design capacity-building programs that draw on expertise from multiple sectors, ensuring members benefit from a comprehensive understanding of ICT challenges and opportunities. 5. Collaborative or Harmonized Policy Development - Align policy guidelines and recommendations across sectors to address common challenges, such as spectrum allocation, standardization of emerging technologies, and ICT development goals. 6. Inclusive Member Engagement - Actively involve member states, industry partners, and other stakeholders in cross-sectoral discussions and initiatives.
ITU Staff	Identifying where trust is already established and investing in building more trust in general. Trust can unblock collaboration opportunities.
SM	1. Building on existing inter-sector coordination mechanisms. 2. Review the effectiveness of these mechanisms regularly. 3. Reporting to CWG-FHR and to ITU Council on CoCo meetings. 4. Include strategic goals in the strategic plan on inter-sector coordination as it was in the past.

ITU Staff	The key to improving cross-sector collaboration at ITU lies in restructuring how work is organized around outcomes rather than traditional Sector boundaries. Moving from our current siloed approach to an integrated model would enable expertise to flow freely across organizational boundaries to solve complex technical challenges. The focus should be on delivering technical excellence through the most efficient combination of ITU's expertise, regardless of which Sector traditionally 'owns' an issue. This requires not just structural changes but a cultural shift that rewards cross-sector collaboration that demonstrably achieves impact for ITU members.
ITU Staff	Sector members have to be given strong responsibilities and roles in operating the Union. Sector members may receive rights to intervene management of the Union or state their opinions during decision making process.
ITU Staff	Clarity and leadership on the roles, responsibilities and overlaps
ITU MS	-Io have directors of sectors working as a team
ITU Staff	I feel the need for more interaction to better understand what other colleagues do. Informal training sessions would help
ITU Staff	GS improves efficiency and cost of support service provision to the Bureaux. Define the exact (complementary) territory and boundaries of each Bureau and GS, and force them to be interdependent on each other
ITU MS	In order to answer the question, I would have to know the inner workings of everyday life at the ITUheadquarters in Geneva
ITU MS	a) Enhance cross-sector working groups or task forces to address sector issues; b) Sharing of strategic plans and roadmaps from all Sectors; c) Setting platforms for sharing experiences and learning from each other, both successes and challenges; d) Create more avenues for Sector Members to provide feedback; e) Develop Cross-Sectoral Working Groups; f) Strengthen Cross-Sector Training and Capacity Building; g) Coordinate meetings with other bodies that have relevance to communications such as IEC; h) Strengthening regional blocks such as ATU, etc.; and i) Encourages knowledge sharing, avoids duplication of efforts, and ensures holistic solutions.
ITU MS	Keeping regulation timely and efficient and improve regions collaboration.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	a. Establish inter-sectoral task forces focused on specific themes or projects to enhance knowledge sharing and resource optimization. b. Create a centralized platform for ongoing communication between sectors to align strategies and avoid duplication of efforts. c. Organize joint workshops or conferences that bring together different sectors to discuss common goals and challenges.
ITU MS	Establish cross-sectoral task forces to address specific issues and develop joint solutions; Implement regular communication channels, such as newsletters, webinars, and workshops, to share information and best practices; Conduct regular reviews to ensure that Sector activities are aligned with the overall strategic direction of the ITU; Provide cross-sectoral training programs to enhance the skills and knowledge of staff. Leverage Technology
ITU MS	Collaborate with partners and create joint teams
ITU MS	Improving collaboration among the ITU's Sectors (Telecommunication Standardization Sector, Radiocommunication Sector, Development Sector, etc.) is essential for maximizing the Union's impact and delivering greater value to its membership. Here are some key strategies to foster synergies and improve collaboration: 1. Promote Cross-Sectoral Working Groups and Task Forces Establishing cross-sectoral working groups or task forces focused on specific global challenges or emerging technologies would create opportunities for Sectors to work together toward shared goals. These groups could address issues such as digital inclusion, cybersecurity, AI, and 5G deployment. By bringing together experts from different sectors, the ITU can ensure that its solutions are comprehensive, inclusive, and integrated across various dimensions of telecommunications. Actionable Steps: Create collaborative frameworks for new technology initiatives like smart cities or IoT. Develop task forces with members from different sectors to address specific goals, such as the rollout of universal broadband or telemedicine standards. 2. Integrate Cross-Sectoral Goals in the Strategic Plan The ITU's Strategic Plan could more explicitly integrate objectives that require collaboration between Sectors. For example, aligning goals related to sustainable development, digital transformation, or climate change across all sectors could encourage coordinated efforts and allow the ITU to more effectively leverage the diverse expertise of each sector. Actionable Steps: Set clear, joint goals across sectors with shared metrics for success. Monitor progress toward these goals in a unified manner, reporting outcomes at both sectoral and organizational levels. 3. Facilitate Knowledge Sharing and Joint Events Regular joint conferences, workshops, and webinars where experts from different Sectors can share knowledge, explore synergies, and collaborate on emerging topics would enhance collaboration. These events could also serve as a platform to foster dialogue among member states, stakeholders, and private-sector partners. Actionable Steps: Organize annual collaboration forums bringing together representatives from all Sectors to discuss emerging technologies, regulatory challenges, and shared priorities. Hold joint events around global issues, such as climate change, where telecommunications and radiocommunication sectors can align their efforts. 4. Develop Integrated Policy and Regulatory Frameworks To achieve greater impact, the ITU can move towards holistic policy frameworks that take into account the different perspectives of each sector while maintaining coherence in global regulations. For example, when addressing 5G deployment, it's essential to align radio spectrum management

	(Radiocommunication Sector) with network standards (Standardization Sector) and development priorities (Development Sector). Actionable Steps: Create joint policy recommendations that integrate perspectives from all relevant Sectors. Streamline decision-making processes to facilitate coordination across sectors on policy and regulation development. 5. Encourage Cross-Sectoral Funding and Resource Sharing For long-term impact, the ITU could create funding mechanisms that support collaborative projects between Sectors, encouraging joint initiatives with measurable outcomes. By pooling resources from the various Sectors, the ITU can better support projects that span across infrastructure development, capacity building, and technical standardization. Actionable Steps: Establish joint funding initiatives for projects that require input and resources from multiple sectors. Allocate dedicated budget lines within the ITU's financial planning for cross-sector initiatives. 6. Strengthen the Role of Regional Offices in Facilitating Cross-Sector Collaboration The ITU's Regional Offices play a crucial role in localizing ITU's global initiatives and fostering collaboration within regions. Strengthening their r
ITU MS	To strongly promote the 'One ITU' concept to continue the reforms within ITU to increase efficient cooperation and closer working between its three sectors
ITU MS	● Launch and prioritize initiatives that naturally bridge the focus areas of different sectors. ● Form cross-sector task forces or working groups focused on specific global challenges, such as climate resilience in ICTs or cybersecurity. These groups can pool expertise from all sectors to create comprehensive solutions. ● Develop unified communication platforms and forums to facilitate regular exchanges of ideas, updates, and progress reports across sectors. ● Engage with governments, private sector players, academia, and civil society across sectors in an integrated manner to enhance collaboration and participation. ● Create shared digital platforms to centralize access to resources, reports, and data across sectors. ● Use AI-driven tools for better coordination and to identify synergies in project planning and execution. ● Organize joint training programs, workshops, and seminars to foster understanding of sector-specific goals and methodologies among staff and members. ● Share best practices and case studies demonstrating successful inter-sectoral collaboration. ● Integrate budgetary planning across sectors to avoid duplication of efforts and to allocate resources effectively for joint projects. ● Strengthen communication between the leadership of ITU sectors to ensure a unified vision and direction.
ITU MS	Through the organization of workshops, with the greatest possible involvement of stakeholders
ITU MS	Align goals through integrated strategic planning. Form cross-sectoral task forces for shared priorities. Use shared platforms for collaboration and data exchange.
ITU MS	Strengthen public private partnerships Streamline decision making Improve information sharing
ITU staff	Continue intersectoral coordination group to discuss overlapping issues and leverage expertise across sectors. Update website for document sharing among sectors for easy access to resources and data.
ITU MS	ITU can improve collaboration among its three sectors by implementing shared goals, collaborative roadmaps and knowledge sharing. ITU should consider implementing joint monitoring and evaluation framework to assess the progress of initiatives that involve all three sectors. This would help track outcomes and provide feedback on the extent in which each sector's work is aligned with the overall objectives of the ITU.
ITU MS	• Enhance the activities and work of inter-sector coordination group to achieve greater impact for the membership • Launch cross-sector initiatives through the regional presence • Develop joint capacity building programs • Human resources mobilization
ITU MS	The current coordination mechanisms led by the General Secretariat remain sufficient to strengthen coordination within the ITU.
ITU MS	To improve collaboration among its sectors and create synergies, the ITU can establish cross-sectoral working groups to address shared challenges, facilitate data and knowledge sharing, and encourage joint initiatives involving multiple stakeholders. Strengthening communication and coordination among members, as well as fostering strategic alliances with external partners such as the World Economic Forum and the private sector, would also enhance collaboration. These strategies would help the ITU break down silos, align efforts, and amplify its impact, leading to more effective global policies and initiatives.
ITU MS	Avoiding duplication of work, fostering cross-functional collaboration, identifying topics of common interest, as well as their results, mapping resolutions from different sectors on topics of common interest, as well as updating the list of topics requiring cross-sectoral coordination, implementing knowledge-sharing sessions between team members from different areas to exchange ideas and best practices.
ITU MS	Form joint teams to tackle issues that require expertise from multiple Sectors, promoting shared goals and strategies. Enhance communication between Sector leaders to align priorities and reduce duplication of efforts.
ITU MS	Create incentives for the ITU staff to work together across sectors
YAB	The sectors could achieve efficiency by matching the needs of different sectors that intend to serve the same purpose, in other words, Cross-sectoral initiatives. Ex: Greater synergy can be achieved by linking ITU R's expertise in spectrum management with ITU D's development programs to support underserved regions in deploying affordable, high-quality connectivity infrastructure Additionally, ITU T's standardization efforts can integrate more closely with ITU D's capacity-building initiatives to ensure that technical standards are not just developed but effectively implemented in regions lacking technical expertise.

	Youth can contribute in this aspect by participating in a Hackathon that could focus on enabling young entrepreneurs to develop ICT solutions for climate resilience, relying on ITU T's standards, ITU R's radio technologies, and ITU D's training and capacity-building resources.
ITU MS	Clearness of information shared
ITU MS	The ITU can improve collaboration among its Sectors by encouraging regular dialogue and cooperation between the three Directors of the Radiocommunication Sector (ITU-R), the Telecommunication Standardization Sector (ITU-T), and the Telecommunication Development Sector (ITU-D). Regular interactions and coordinated efforts among these leaders can help identify synergies and align priorities. Strengthening collaboration allows the ITU to better address global challenges.
ITU MS	By matching the needs of different sectors that intend to serve the same purpose, in other words, Cross-sectoral initiatives. Ex: Greater synergy can be achieved by linking ITU R's expertise in spectrum management with ITU D's development programs to support underserved regions in deploying affordable, high-quality connectivity infrastructure Additionally, ITU T's standardization efforts can integrate more closely with ITU D's capacity-building initiatives to ensure that technical standards are not just developed but effectively implemented in regions lacking technical expertise.
ITU MS	ITU could possibly improve collaboration among its Sectors by establishing some cross-sectoral working groups that bring together experts and stakeholders from different areas to address common challenges. Encouraging regular communication and knowledge-sharing between Sectors would help identify overlapping priorities and create synergies, ultimately leading to more efficient and impactful outcomes for the membership. Additionally, ITU could foster a culture of collaboration through joint initiatives, where multiple Sectors work together to create integrated solutions that address both technological and policy challenges. A more unified approach would also help ensure that the needs of all members are met and that the organization's resources are maximized to drive broader, sustainable impact.
ITU MS	See One-ITU Concept recommendations
ITU MS	*Identify common themes between sectors *Develop common strategies between sectors
ITU MS	Improvements in coordination.
ITU MS	Provide a clear definition of "One ITU" and more commitment to achieving this. Identify opportunities for efficiencies while maintaining each of the Sector's own role and responsibilities.

13. How can the ITU improve collaboration with its membership to create synergies and achieve greater impact?

Affiliation with ITU	How can the ITU improve collaboration with its membership to create synergies and achieve greater impact?
SM	Use the small common platforms accessible to all
ITU MS	Concentrate on the core mission Clear and concise communication Adopt flexible work methods and remote participation possibilities Demonstrate value
ITU MS	1. Undertaking Joint Initiatives and Projects: Encouraging collaborative projects and initiatives that leverage the strengths and resources of different member states and sector members. 2. Enhanced Communication Channels: Establishing more frequent and open lines of communication between ITU and its members. This includes regular updates, feedback sessions, and a dedicated online platform for discussions and resource sharing.
ITU MS	Expanding ITU Regional Centers of Excellence and digital academies to provide ongoing support for skills development in emerging technologies.
ITU MS	1-fellowship for events 2- MS close engagement 3- MS ability to showcase their progress
ITU MS	Greater collaboration and involvement of regional telecom regulatory bodies in the planning and implementation of initiatives, greater collaboration with sister UN agencies at the regional level for more impact, Increased involvement of academia, sector and associate membership in the implementation of technology projects
SM	To improve collaboration with its membership and create greater synergies, the ITU could focus on these key strategies: 1. Foster partnership with Regional Internet Registries (RIRs): Promote collaboration among governments, RIRs, and other Internet development stakeholders in membership countries.
ITU MS	Enhancing collaboration among members and activating synergies requires the creation of collaborative platforms, supporting joint projects, and adopting flexible strategies that contribute to achieving the Union's goals more effectively.
ITU MS	Continue to reach out to membership
Assoc.	Better outreach activities, by offering training and educational sessions in the regions.
SM	Again, the establishment of the ISCG was a good start, but a full range of options to enhance synergies and achieve greater impact need to be explored.

ITU MS	1. Enhanced Member Engagement - Organize regular consultations, surveys, and focus groups to understand members' needs and challenges better. 2. Regional and Localized Initiatives - Strengthen ITU's Regional Offices to deliver localized solutions and organize regional meetings that align global goals with local realities. 3. Capacity Building and Knowledge Sharing - Expand training programs, webinars, and workshops to build technical, regulatory, and policy expertise among members. 4. Advocacy and Representation - Act as a unified voice for members in global ICT debates, advocating for their interests in multilateral forums and negotiations. 5. Showcasing Member Success Stories - Highlight successful ICT projects from member states or organizations during ITU events and publications. 6. Adaptation to Emerging Needs - Continuously update ITU's work to reflect emerging challenges like digital inclusion, climate change, and AI ethics.
ITU Staff	Investing in a targeted communication and capacity building in line with the strategic plan.
SM	1. Elaborate a stakeholder engagement strategy to be approved by ITU Council. 2. Regular dialogue, town halls, etc.
ITU Staff	ITU needs to focus on making its existing data, tools, and activities more accessible and valuable to members rather than creating new ones. ITU-T's MyWorkspace is a great example of a tool that should be accessible ITU-wide. To improve collaboration with Membership, we could standardize and streamline access to unified digital tools (not creating new ones), make ITU's rich technical data and resources more easily discoverable and usable, and improve communication about existing opportunities for engagement. The goal shouldn't be creating new mechanisms for collaboration, but to better leverage what we already have by making information more accessible, user-friendly, and efficiently communicated to members. This means investing in better digital interfaces and in teams that can competently implement cross-sector communications rather than maintaining separate tools, systems and processes for each Sector.
ITU Staff	Sector members needs to intervene opinion in the process of management and decision making of the Union such as adopting strategic plan and financial plan, resolution, decision, and recommendation.
ITU Staff	Learn from those within ITU that do this on limited level or thematic level.
ITU MS	To give more importance/budget to the regional offices to respond to the members requests
ITU Staff	in the field of statistics, Member States are not represented as a specific category (they appear as "Misc") while their role is crucial. This may lower the visibility of the importance of their involvement.
ITU Staff	Focus effort where it matters (best value and impact), limit ability of certain delegates to take up so much space (and resources) for low-value reasons
ITU MS	Always keep an eye on: delivering added value for members; not just the member countries but also the sector members.
ITU MS	a) Strengthen multi-stakeholder engagement; b) Improved Communication and Information Sharing; c) Adopting Innovation through collaborative programs; d) Enhance Regional and Sector-Specific Support; e) Organize Member-Driven Working Groups and Task Forces; f) Expand Capacity-Building Programs in Partnership with Members; g) Facilitate Networking and Collaboration Among Members; h) Provide targeted support to under-resourced members (LDC, SIDC, etc.) through training, funding, and tools to enable their active participation and contribution to the work of the Union; i) Develop initiatives that address specific regional or national priorities while contributing to ITU's broader strategic objectives; and j) Involve members more deeply in the development of ITU's strategic plans to ensure alignment with their national ICT goals.
ITU MS	Improving participation of regions.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	a. Develop tailored engagement strategies that consider the unique needs of different member states, particularly focusing on capacity building. b. Foster a culture of open dialogue where member states can share insights and feedback on ITU initiatives, enhancing responsiveness to their needs.
ITU MS	
ITU MS	The ITU should ensure that its strategic goals are closely aligned with the needs and priorities of its member states (big and small). Conducting regular assessments and surveys to gather input from members about their specific challenges and aspirations will help the ITU tailor its initiatives accordingly. This alignment will foster a sense of shared purpose and encourage more active participation from members
ITU MS	Through memoranda of understanding with member states, by providing cooperation and consultations that may have a good financial return.
ITU MS	improve collaboration with its membership and create synergies for greater impact, the ITU can focus on fostering deeper engagement, promoting shared goals, and aligning its efforts with the evolving needs of its members. Here are several key strategies the ITU could consider: 1. Enhance Stakeholder Involvement in Decision-Making Increasing the involvement of member states, sector members, and key stakeholders in decision-making processes will help ensure that the ITU's work aligns with the priorities and needs of its diverse membership. This can be done through consultative processes, roundtable discussions, and inclusive forums where members can voice their concerns, suggest initiatives, and collaborate on strategies. Actionable Steps: Expand the consultation process during the development of strategic plans and policies to allow for more member input. Host regional and thematic roundtables to allow members to discuss sector-specific issues and propose solutions. 2. Foster Collaborative Projects with Member States The ITU can support joint initiatives where its members actively contribute to projects that benefit multiple stakeholders. This would involve pooling resources, expertise, and technology to address shared challenges. Such collaboration would strengthen ties between the ITU and its membership while

	producing tangible results. Actionable Steps: Launch collaborative pilot projects on emerging technologies (such as 5G, IoT, smart cities, AI, etc.) where members can directly participate in design, testing, and implementation. Develop a platform for joint funding mechanisms to allow members to share costs for large-scale projects. 3. Improve Communication Channels with Members Streamlining communication channels and ensuring transparency will help build trust and facilitate smoother collaboration. The ITU can implement regular, structured communications through newsletters, webinars, and online forums where members are updated on ongoing projects and can provide feedback or suggestions. Actionable Steps: Set up quarterly briefings or webinars on key ITU activities, allowing members to engage in discussions and share experiences. Create an online portal for members to access up-to-date information, contribute to discussions, and monitor the progress of ongoing initiatives. 4. Establish Collaborative Networks and Communities of Practice To facilitate the exchange of knowledge and best practices, the ITU can establish thematic networks or communities of practice where members with similar interests or challenges can collaborate, share insights, and co-create solutions. This would foster continuous learning and collaboration between members from different regions and sectors. Actionable Steps: Set up regional or thematic networks that focus on key issues, such as telecommunications infrastructure, regulatory challenges, or digital inclusion. Organize annual or bi-annual conferences where these networks can meet, exchange ideas, and form alliances. 5. Support Capacity Building and Knowledge Sharing The ITU can play a vital role in building the capacity of its members by offering training programs, workshops, and mentorship opportunities. These programs should focus on emerging technologies, regulatory frameworks, and operational best practices to ensure members are equipped to deal with future challenges. Actionable Steps: Develop training programs tailored to the specific needs of different member states, focusing on areas like cybersecurity, AI policy, spectrum management, and network resilience. Promote knowledge-sharing initiatives where members can exchange experiences and lessons learned in implementing ICT solutions. 6. Create a More Inclusive Membership Model To ensure all members benefit from the ITU's work, especially small and developing nations, the ITU could consider a more flexible membership model that allows for greater participation from a wider range of stakeholders, including private sector entities
ITU MS	To increase participation opportunities for private companies, civil society and academia in ITU's processes
ITU MS	● Develop region-specific and country-specific programs that address the unique ICT challenges of individual member states. ● Create platforms for members to provide input on ITU initiatives and policies, ensuring their voices are heard and acted upon. ● Provide technical training programs to enhance the capabilities of member states, particularly in developing nations. ● Collaborate with members to design programs promoting digital literacy and inclusion. ● Work with members to establish PPPs for infrastructure development and technology deployment. ● Develop online tools and dashboards to provide real-time updates and resources for members. ● Partner with member states on initiatives such as 6G development, cybersecurity frameworks, and digital inclusion projects ● Explore crowdfunding or blended financing approaches for projects with high member impact potential. ● Develop clear indicators to measure the success of ITU initiatives. ● Highlight case studies of collaborative projects that have positively impacted member states, inspiring further engagement.
ITU MS	Through the creation of ad hoc groups
ITU MS	Facilitate inclusive forums for sharing and collaboration. Use digital tools for transparent communication. Promote partnerships to drive innovation and impact.
ITU MS	Implement SDG Mapping Establish cross- sector working groups
ITU staff	Develop a digital platform for members to connect and exchange ideas. Develop joint projects and initiatives with shared goals among members. Organize networking opportunities during meetings and conferences.
ITU MS	Improve collaboration with its membership by: -providing more frequent updates and progress reports on the ITU's ongoing initiatives and goals; -improving transparency by regularly publishing detailed information and feedback related to the ITU's initiatives, projects, activities; -putting more focus on creating visible value added for the different membership categories
ITU MS	• Enhancing collaboration and communications through ITU initiatives and platforms • Leveraging regional presence taking into account its role representing "One ITU"
ITU MS	The major challenge for the ITU is to continue to ensure a healthy, neutral and open environment for the participation of the various members. The marginalization of voices from within remains a risk. Also, the ITU should continue its openness to other organizations specialized in niche digital sectors in order to consolidate the synergies of all.
ITU MS	To improve collaboration with its membership and create synergies, the ITU can enhance communication by hosting forums and webinars, promote member-driven initiatives with tailored support, and facilitate cross-member collaboration through joint working groups. Offering customized services based on members' needs and strengthening public-private partnerships would further amplify the ITU's impact. These strategies will help foster stronger relationships, increase member engagement, and drive more effective outcomes across the global telecommunications and technology sectors.

ITU MS	Developing mechanisms to identify the needs of Union members, giving priority to Member States` activities that cannot be implemented without the support of the organization, forging multi-stakeholder partnerships, organizing regional events, geographical distribution of ITU events, facilitating remote participation and virtual meetings.
ITU MS	Host frequent consultations and feedback sessions with members to align priorities and address challenges. Promote collaborative projects that pool resources and expertise, ensuring diverse contributions. Provide tailored assistance to address individual member needs, especially for developing countries.
ITU MS	More transparency and accountability from the ITU, including from the financial point of view, will encourage members to collaborate more with the ITU
YAB	Targeted, Tailored sponsorship opportunities that are customized to a specific Region's/ Country's needs and interests. This can be done by mapping countries trends and contributions to the ITU
ITU MS	More interaction with national focal points
ITU MS	To improve collaboration with its membership, the ITU should create regular feedback loops through surveys, consultations, and collaborative working groups. It can also increase its member-driven initiatives by creating more opportunities for members to lead and co-create projects and strategies. Enhanced communication and involvement will lead to more effective and tailored solutions for member states' needs.
Assoc.	Continue to use the current model, in which organizations actively participate by holding conferences, creating working groups, ensuring the follow-up of recommendations issued every 4 years.
ITU MS	Targeted, Tailored sponsorship opportunities that are customized to a specific Region's/ Country's needs and interests. This can be done by mapping countries trends and contributions to the ITU
ITU MS	ITU can improve collaboration with its membership by ensuring greater accessibility to documents, meetings, and discussions. For example, ensuring that all members have equal access to platforms and tools used for communication. ITU could explore alternative, more inclusive platforms that accommodate the technological limitations of different member states. Furthermore, creating more opportunities for informal, collaborative dialogues among members would help strengthen partnerships and encourage more proactive engagement, like we see in the CWG FHR correspondence groups now. Ensuring transparency in decision-making and offering tailored support to members with diverse needs would further enhance collaboration and create synergies that benefit the entire membership.
ITU MS	• The ITU convenes several forums, events, meetings, workshops and disseminates a large quantity of circulars on a wide range of issues. Member States with limited resources may be challenged in responding, participating or prioritizing what is most relevant/important. The ITU could analyze participation at forums/meetings/workshops, and responses to circulars to determine those Member States that are least engaged. Additional emphasis could be placed on outreach to those Member States. The ITU could explore ways to reduce the frequency of communications, and to highlight priorities of events to member states based on, for example, (i) alignment of thematic focus with regional/national priorities or (ii) necessity in the context of major decision-making conferences. • Improve strategic partnerships with regional organizations, where these do not yet exist, or provide autonomy at the regional/area office level to do this. This effort could be geared towards involving regional organizations in the work of the respective ITU regional presence to strengthen their capacity and to leverage their relationships with Member States to achieve greater impact. For example, if the ITU undertakes a particular project for one or two countries in a particular region, the respective regional organization could facilitate the replication of that initiative in other countries without as much support from the ITU. • Consider applying different conditions in host country agreements for countries that have limited resources. The cost of hosting tailor-made workshops that would benefit multiple stakeholders at the regional or national level may be a disincentive.
ITU MS	address priority issues for members
ITU MS	ITU should improve the aspects related to the Membership driven enabler.

14. Where do you see potential cost-saving opportunities for the ITU without compromising its strategic goals?

Affiliation with ITU	Where do you see potential cost-saving opportunities for the ITU without compromising its strategic goals?
SM	Upgrade virtual meeting and workshop capacity building
ITU MS	Reduce the number of events not closely related to its core mission
ITU MS	intersectional coordination empowering the regional offices and areas offices in project implementation
ITU MS	Yes. Make better use of technology to reduce unnecessary travel-related costs.
ITU MS	1- reduction of non-added value events.
ITU MS	Encouraging Member states to co-fund ICT initiatives, Enhanced digitization of ITU processes, Widespread use of virtual tools for collaboration and participation in ITU events
SM	To achieve cost savings without compromising its strategic goals, the ITU could focus on the following opportunities: 1. Streamline Administrative Processes: simplifying administrative and reporting procedures through automation and digital solutions could reduce overhead costs, allowing resources to be redirected toward mission-critical activities

	2. Foster Shared Services and Partnerships: Collaborate with other international and regional Internet organizations such as RIRs, ICANN, ISOC, among others to share costs on overlapping initiatives, such as joint research projects, infrastructure investments, or training programs, allowing the ITU to benefit from shared expertise and resources.
ITU MS	Consider partnership with other suitable UN Agencies regarding administrative tasks
Assoc.	We should have less emphasis on physical facilities, and more use of flexible meeting spaces. The reconstruction of the HQ has been mismanaged, and we all hope that this can be brought under control in a short time.
SM	Reduce competition among Sectors and General Secretariat for resources vis-a-vis the biennial budgets and Financial Plan by rationalizing the pre-determined percentage as far as budgetary appropriations are concerned. Budgets should be determined on the basis of demonstrated need.
ITU MS	1. Consolidating Events and Meetings - Merge overlapping events, meetings, and workshops across ITU-R, ITU-T, and ITU-D sectors. 2. Enhanced Use of Virtual Platforms - Promote hybrid or fully virtual participation for conferences and capacity-building programs. 3. Increased Use of Open-Source Solutions - Adopt open-source software and tools for ITU's operational and technical needs.
ITU Staff	Increased reliance on teleworking is an opportunity for reducing costs while increasing productivity.
ITU Staff	What was the result of the skill gap study?
SM	1. Assess cost allocation methodology. 2. Continue to work on efficiency measures as per PP Decision 5. 3. Better undertake Strategic planning.
ITU Staff	1. Standardize and digitalize common functions ITU-wide instead of maintaining multiple sector-specific systems, following ITU-T's lead with tools like MyWorkspace to reduce duplication and improve efficiency across all sectors. 2. Critically review and consolidate meetings and events across sectors, standardizing hybrid formats where possible and eliminating redundant gatherings and events to reduce travel and organizational costs while maintaining effective collaboration. 3. Embrace a digital-first approach for all publication, communication and translation services, focusing resources on essential services while consolidating similar content across sectors to eliminate wasteful duplication. 4. Address underperforming functions and reallocate resources to high-impact, high-performing teams, sharing technical expertise across sectors instead of maintaining separate and under-resourced teams for similar work. 5. Transition to a remote working model where possible, reducing office space requirements and associated costs while improving work-life balance and expanding ITU's ability to attract global talent without relocation expenses.
ITU Staff	Adopting most recent technology such as automatic interpretation and more use of remote meeting while limiting physical meeting.
ITU Staff	We just need to increase resource mobilization results to deliver true impact.
ITU MS	- Use more online working, meetings, ... - Less personnel, less travels
ITU Staff	Cancel work where ITU does not have clear competitive advantage (i.e., things that somebody else does better), reduce cost of administrative/overhead functions (digitialization, transformation), focus staff on the maximum value they offer (i.e., do not task people with work they are overqualified for)
ITU MS	Already answered in some of the previous questions
ITU MS	a) By Enhancing digital transformation and ICT infrastructures; b) Enhanced partnerships with regional and international stakeholders; c) Increase Digitalization of Operations; d) Encourage Remote Collaboration Tools and Cloud Solutions; e) Consolidate Regional Offices and Functions; f) Utilizing online platforms for administration activities; g) Prioritize online training programs to reduce travel and accommodation expenses for capacity-building initiatives; and h) Invest in energy-efficient technologies and promote sustainable practices within ITU facilities (e.g., reduced energy and water consumption).
ITU MS	Reviewing human resources. Reduce the number of consultancies contracted by the ITU, especially those contracted in the regional offices.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	a. Streamline administrative processes through digital tools to reduce overhead costs. b. Foster partnerships with private sectors for funding specific projects rather than relying solely on member contributions.
ITU MS	Reviewing the activities of the Union and redistributing tasks, especially in the development of communications.
ITU MS	By leveraging technology, optimizing resources, fostering collaboration, and prioritizing high-impact projects, the ITU can save costs without sacrificing its strategic goals. Focused efforts on digitization, external partnerships, and organizational efficiency will ensure that the ITU remains financially sustainable and continues to deliver on its global mission.
ITU MS	- focus on core mandates and optimize meeting and event costs
ITU MS	● Replace in-person conferences and meetings with virtual or hybrid formats to reduce travel, accommodation, and venue costs. ● Develop joint capacity-building programs with other organizations to share costs while increasing outreach. ● Use short-term contracts, freelancers, or consultants for specialized projects instead of maintaining a full-time workforce for all tasks. ● Prioritize programs and initiatives that align most closely with ITU's strategic goals and member needs, reducing funding for less impactful activities. ● Combine similar programs across sectors to avoid duplication of efforts and resources. ● Attract private sector funding for certain initiatives to offset ITU's direct expenditures.

	● Explore options to adjust membership fees based on the financial capacity of member states while maintaining inclusivity. ● Conduct regular evaluations of programs and initiatives to determine cost-effectiveness and discontinue those that provide minimal value.
ITU MS	In optimising the use of available resources and synergy between sectors and groups, avoiding dupliation of activities
ITU MS	Streamline supply chain management Implement lean principles Enhance Digital transformation
ITU staff	Provide 5-7 year plan of world meetings schedule so members could have enough time to prepare financial resources in alignment with their budget plan. Approach ITU Members to host meetings and conferences. Consider cloud-based services to lower costs of maintaining physical ITU infrastructure. Encourage telework to lessen travel costs for employees and save utility expenses for organization.
ITU MS	Potential cost-saving opportunities: -Streamlining administrative and operational processes; -avoiding duplication of work; -assessing outdated activities, functions and associated tasks; -implementing up to date financial policy that minimises the potential losses due to outdated processes.
ITU MS	• Limit contracting with costly consultancy companies and use coalition of multiple consultants from different Member States whenever needed • Cross-training employees, by equipping staff with multiple skills to reduce dependency on external hires • Encourage economy-class travel among ITU staff and elected officials
ITU MS	- Improve transparency to strengthen trust, and a clear demonstration that the resources of the Union are being efficiently used (good governance & strong financial management). -Ensure full transparency of the money flow / allocation. The interests of the three Sectors of ITU to be represented equally.
ITU MS	The ITU can achieve cost savings by optimizing its internal processes and embracing digital transformation. Streamlining operations, reducing reliance on physical meetings by using virtual platforms, and leveraging more cost-effective technologies for communication and collaboration can help cut costs. Additionally, enhancing efficiency through automation and data analytics could improve resource allocation and reduce administrative overhead.
ITU MS	Facilitating remote participation and virtual/hybrid meetings; digitalisation of ITU activities, use of AI processes (for translations), implementation of efficiency measures, cost-savings in managing ITU facilities.
ITU MS	Automating routine tasks and reducing bureaucracy to improve efficiency. Utilizing virtual meetings and online collaboration tools to reduce travel and venue-related expenses.
ITU MS	Fewer events with a more focused scope
YAB	1. Crowdsourcing Solutions by engaging young innovators globally through challenges and hackathons to develop cost-effective solutions for ITU projects. This approach includes diverse talent and fosters inclusive participation. 2. Optimize travel grants for fellowship programs in the ITU-D sector to reduce travel costs while still including all groups and enhancing capacity building. 3. ITU-R's Spectrum Monitoring initiatives in spectrum management (e.g., International Monitoring System) can incorporate remote monitoring and AI-driven tools for spectrum analysis to reduce reliance on physical monitoring stations.
ITU MS	To ensure effectivity, proposals for new work items should have support from five member states from at least two regions.
ITU MS	Non identified
ITU MS	1. Streamlining internal processes and administrative overhead through automation and digital tools. 2. Collaborating with private sector partners to co-finance research and development 3. Optimizing resource allocation by focusing on high-priority initiatives that align directly with strategic goals. 4. ITU World Café has been productive with providing proposals on how to generate additional revenue streams
ITU MS	Firstly, creation and recruitment for new positions should strictly comply with relevant regulations and be approved by authorized departments before proceeding. Secondly, efforts should be made to utilize the professional capabilities of existing staff, and consultants should following Decision 5 (Rev. Bucharest, 2022).
ITU MS	Firstly, creation of new positions and recruitment for staffs should strictly comply with relevant ITU rules and be approved by authorized departments before proceeding. Secondly, efforts should be made to utilize the professional capabilities of existing staff, and consultants should following Decision 5 (Rev. Bucharest, 2022).
ITU MS	Utilize advanced spend management tools to analyze expenditure patterns, identify inefficiencies, and uncover opportunities for cost reduction to enable informed decision-making and strategic resource allocation
ITU MS	Potential cost-saving opportunities for ITU could lie in optimizing internal processes and adopting more efficient technologies for administrative tasks, communications, and document management. Streamlining certain operational functions could also free up resources for more strategic initiatives. Additionally, ITU might explore more collaborative partnerships with other international organizations or private sector partners, which could help reduce costs through shared services or joint initiatives. Another area for potential savings is reviewing the allocation of resources to ensure that funding is directed towards high-priority activities that directly contribute to achieving the organization's strategic goals, while reducing expenditures on less critical activities.
ITU MS	See Annex 2 to Decision 5 (Rev. Bucharest 2022)

ITU MS	use of artificial intelligence for interpretation and translation
ITU MS	Partnerships with stakeholders such as development banks.
ITU MS	When putting forward proposals for new work programs, activities, initiatives, the proponents should also assess the funding required to deliver on the proposed work programs, activities, etc. Otherwise, these activities should not be carried out, and other activities may need to be postponed or removed. It is important to avoid any duplication of activities or systems among the Sectors. The need for physical meetings should be reviewed, with a focus on shortening remote / hybrid meetings. ITU should prioritize delivering activities or programs that provide real benefits to its members. Therefore, it is recommended to implement an evaluation and review mechanism to learn from past experiences and improve future projects and work.
ITU MS	Firstly, creation of new positions and recruitment for staffs should strictly comply with relevant ITU rules and be approved by authorized bodies before proceeding. Secondly, efforts should be made to utilize the professional capabilities of existing staff of ITU, and the using of consultants should only occur following Decision 5 (Rev. Bucharest, 2022).

15. What new revenue generation strategies should the ITU consider for the 2028-2031 period?

Affiliation with ITU	What new revenue generation strategies should the ITU consider for the 2028-2031 period?
SM	More co-founded projects
ITU MS	Generate leads - identify and attract potential new members Convert the leads into full fee paying members Develop measures to retain the members Optimize fees to maximize profitability (within reasonable limits as the ITU is not a commercial organisation) Continue to create products and services with a clear value proposition to meet members demand
ITU MS	1. Charging the ideal cost recovery for satellite network filings 2. Co-funding of projects and ITU leveraging on the project management fees
ITU MS	this is very crucial topic that many ITU activities are limited due to it. therefore, ITU shall have a consultation to MS to have their inputs, thoughts and ideas as many products and services ITU can consider.
ITU MS	Review the membership categories and contribution points, Develop better value propositions for sector and associate memberships, encourage counterpart funding by member states for specific projects, review the product and services catalogues
SM	1. Develop a Membership Tier for Private Sector Partners: Introduce a tiered membership model for private companies and industry stakeholders, with higher-tier benefits such as access to exclusive ITU research, networking events, and consultations. This approach could attract tech companies and telecom firms interested in global standard-setting.
ITU MS	Maybe to participate in the 4th International Conference on Financing for Development to be held in Spain in 2025
Assoc.	Meeting fees would align the revenue to the costs of the organization. Nearly every other SDO charges a reasonable meeting fee (about 500 USD). ITU should begin to introduce this.
SM	Consider WTSA Action COM3/2: Actions related to Resolution 85 WTSA-24 requests the Director of the Telecommunication Standardization Bureau, in collaboration with TSAG, to: 1. participate actively in the development and implementation of the ITU-wide resource mobilization strategy by exploring potential new measures for generating additional revenue for the ITU-T, including international numbering resources (INRs), stakeholder partnerships, and alternative funding models for standardization purposes, taking in account the interest of Sector Members, 2. explore current and possible new models, in particular to support the transfer of work to ITU-D to promote the implementation of ITU-T standards 3. encourage ITU-T Study Groups to develop Recommendations that are more likely to be adopted by the industry, and 4. submit a report on the above analysis to the ITU Council, and WTSA-28.
ITU MS	1. Monetizing Knowledge and Expertise - Offer paid premium access to specialized knowledge products such as in-depth reports, analytics, training modules, and market studies. 2. Hosting High-Profile Revenue-Generating Events - Organize flagship global events that attract sponsorships and paid registrations. 3. Consulting and Advisory Services - Provide consulting services to member states, regulators, and companies on ICT policy, strategy, and implementation.
ITU Staff	What is the result of the marketing division work on ITU product including ITU's data?
SM	1. Already discussed that in the CWG-FHR on ressource mobilization strategy. 2. Continue to enhance that strategy.

ITU Staff	1. Implement tiered membership fees based on company size and revenue - major tech companies should pay significantly more than smaller players. 2. Increase fees for satellite network filings to better reflect their commercial value and the complexity of coordination work involved. 3. Charge market-appropriate rates for spectrum coordination services, particularly for commercial operators who derive significant revenue from spectrum use. Update pricing to reflect actual costs and value provided. 4. Monetize data services by creating tiered access to ITU technical data analysis, but only for commercial users who leverage this information for business purposes.
ITU Staff	Receive donation from cloud funding for some development projects and expand cost recovery scheme to some services from which specific entity receive benefits.
ITU Staff	The above comment addresses both questions.
ITU MS	- Sell know how / expertise to other organizations and private sector - Create new services for radiocommunications for satellite sector - Improve fundraising strategies for the ITU projects
ITU Staff	Satellite filings, design events that participants are willing to pay for (cost-recovery)
ITU MS	a) Licensing & Certification Programs where ITU can develop certification programs such as a globally recognized certification for those working in 5G, cybersecurity, or IoT and charge fees for courses, testing, and certification, creating a new revenue stream; b) Grants and Funding Programs where ITU can launch a dedicated fund for telecom startups, for example on AI, blockchain, and quantum networking, ITU can earn returns on investments or establish partnership agreements with startups to generate revenue in the future; c) Host High-Profile Sponsored Events and Conferences; d) Create Sponsored Content in ITU Publications and Platforms; e) Offer Premium Membership Tiers with Additional Benefits; f) Consultation with countries with high economies to increase contributions to ITU; g) Offer value-added services, programs, and products to attract new members or retain existing ones, potentially increasing contributions; h) Voluntary Contributions for Specific Programs; i) Leverage ITU's expertise to provide consulting services to member states and organizations. These services could include ICT policy development, regulatory frameworks, and capacity-building programs; and j) Provide exclusive access to premium ITU publications, tools, and research reports on a subscription basis.
ITU MS	Analyze the production of new products aimed at new transversal areas of telecommunications and ICT.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	Explore public-private partnerships that can provide additional funding sources for specific initiatives or projects.
ITU MS	The ITU should explore opportunities to generate revenue from its intellectual property rights related to standards and technologies it develops. By establishing licensing agreements with companies that wish to utilize these standards or technologies, the ITU can create a new revenue stream while promoting global compliance with its established frameworks; Partner with corporations to secure funding for specific projects and initiatives.
ITU MS	He suggested that the Union focus on advisory tasks needed by regulatory bodies through memoranda of understanding, which could be a good financial resource
ITU MS	By exploring diverse revenue generation strategies such as training programs, consulting services, digital content, and strategic partnerships, the ITU can reduce its reliance on membership fees and create new, sustainable funding streams. These strategies will allow the ITU to continue advancing its mission while ensuring financial stability. for example, 1. Offering Paid Training and Certification Programs Strategy: Develop specialized training programs, webinars, and certifications for governments, private companies, and individuals in areas related to telecommunications, ICT regulations, and emerging technologies (e.g., cybersecurity, artificial intelligence, 5G, Internet of Things). Charge fees for participation in professional certification programs or courses. Collaborate with universities or training providers for joint courses and revenue sharing. Offer tailored training packages for member states or specific organizations to meet regional needs. Why It Works: The increasing demand for skills in ICT and telecommunications globally makes this a sustainable revenue stream. 2. Consultancy and Advisory Services Strategy: Leverage the ITU's expertise to offer consultancy and advisory services to governments, international organizations, and private-sector companies. This could cover a wide range of topics including telecom infrastructure development, policy design, and regulatory frameworks, with a focus on emerging markets. Revenue Potential: Charge consulting fees based on project scope and duration. Offer ongoing advisory services, especially to low-income countries looking to build their digital infrastructure or regulatory frameworks. Why It Works: The ITU is a trusted global leader in telecom and ICT policy, making it well-positioned to offer advisory services. 3. Developing and Licensing Proprietary Tools and Data Strategy: The ITU can develop proprietary tools, platforms, or data sets that are valuable to member states, industries, and private companies. This could include advanced telecom network management tools, regulatory frameworks, or comprehensive reports on global telecom trends and market analysis. Revenue Potential: License the use of these tools to telecommunications companies, regulators, and other stakeholders. Provide annual reports or data insights on key industry trends, charging for access to this valuable information. Why It Works: As the global leader in telecom data, the ITU can monetize its knowledge and insights. 4. Partnerships and Sponsorships for Events and Conferences Strategy: The ITU hosts numerous global events and conferences. It could expand its revenue base by securing sponsorships from the private sector,

	particularly for major events such as the Plenipotentiary Conference, World Radiocommunication Conference, or other specialized forums. Revenue Potential: Charge sponsors for visibility at high-profile events. Offer tiered sponsorship packages with various levels of exposure, including branded sessions, speaking opportunities, and media partnerships. Why It Works: Sponsorship is a common revenue model for large international events, particularly in sectors like telecom and technology where private sector interest is high. 5. Establishing Strategic Public-Private Partnerships (PPPs) Strategy: Form strategic partnerships with private-sector companies, especially those involved in telecommunications, technology, and innovation. This could involve joint ventures, research collaborations, or co-financing initiatives for large-scale projects (e.g., broadband expansion, 5G deployment in developing regions). Revenue Potential: Profit-sharing agreements from joint projects. Secure co-investment in development projects, which can also help further the ITU's mission while generating revenue. Why It Works: Private companies often have the technical expertise and resources to expand projects that align with ITU's goals, and they would be willing to co-invest in ventures with shared benefits.
ITU MS	Develop specialized training programs and certifications on emerging technologies Host specialized events on emerging topics with sponsorships and exhibitor fees
ITU MS	● Introduce ITU-certified training programs and credentials in areas like spectrum management, 6G technology, and cybersecurity, generating revenue from course fees. ● Charge for tailored advisory services, such as ICT development plans, spectrum allocation, and regulatory framework design, especially for high-income member states or private entities. ● Collaborate with the private sector to develop infrastructure projects like rural connectivity or smart cities, sharing costs and revenue. ● Develop a premium online platform offering access to exclusive ITU research, case studies, and data analytics for a subscription fee. ● Host specialized forums or expos, such as a Global AI for Good Summit or Cybersecurity Leadership Conference, attracting sponsorships and participation fees. ● Establish ICT innovation labs for emerging technologies like 6G or quantum computing, where companies can test their solutions for a fee. ● Partner with startups to provide mentorship and resources, charging fees or taking equity stakes in return. ● Actively seek funding from international development agencies, philanthropies, and environmental funds for projects tied to digital inclusion, green ICT, and disaster preparedness. ● Organize global ICT competitions, charging entry fees while offering sponsored prize money, creating opportunities for innovation and showcasing ITU's global role.
ITU MS	Increased sales of ITU publications - Increased partnerships with other organizations and entities that can provide voluntary contributions for specific projects
ITU MS	Monetize expertise and data Expand event portfolio (virtual and hybrid events)
ITU staff	Leverage ITU Academy and develop special trainings and certification programs on emerging technologies that could attract participants. Increase collaboration with private sector members in order to gain partnership for joint initiatives and projects. Host events with ticket fees and sponsorship packages like AI Global Summit.
ITU MS	Urgent adoption and implementation of Results Based Management (RBM) approach would lead to revenue generation by increasing the trust in the organization's ability to deliver in a timely and efficient manner the fulfilment of its mandate and tasks, the visibility of added value and the attractiveness of the organization to its current and potential new members.
ITU MS	• Building partnerships
ITU MS	- Engage industry and encourage them to join ITU. - Engage other influential actors to fund ITU's activities in terms of contributing, through digital technology, to the challenges of life on Earth. - Monetize some ITU content and Publications for non membership actors. - Increase Voluntary Contributions and donations among potentiels members.
ITU MS	The ITU could explore new revenue generation strategies such as offering premium services to members, including specialized training, certifications, and consulting on emerging technologies. It could also expand partnerships with the private sector for joint initiatives and projects. Another strategy would be developing new revenue streams through public-private collaboration in areas like smart cities, digital inclusion projects, and cybersecurity services.
ITU MS	Satellite filings in relation with dynamics of the sector, co-optation of new sector/category members, putting in place certain membership services that shall be subject to taxation (similar with other UN agencies – e.g. WIPO).
ITU MS	Offer premium access to data, reports, and research on emerging technologies or industry trends.
ITU MS	New product and service offerings could be explored for sector members and associates, as part of their participation in the work of study groups
YAB	1. Fee-Based Consultancy Services within ITU offering advisory services to governments and industries on spectrum management, digital policies, and ICT infrastructure, leveraging ITU's unmatched expertise. 2. Rental of available space in the ITU to events of other UN Organizations
ITU MS	1. Creating specialized, premium services for members, such as consulting, customized reports, or certification programs. 2. Offering paid training, webinars, and events on emerging topics. 3. Partnering with the private sector for joint research projects and technology development initiatives. 4. Expanding the ITU's role as a facilitator of global ICT policy development and offering policy advisory services to governments and private entities.

ITU MS	1. Fee-Based Consultancy Services within ITU offering advisory services to governments and industries on spectrum management, digital policies, and ICT infrastructure 2. Rental of available space in the ITU to events of other UN Organizations
ITU MS	ITU should apply a rigorous management of arrears and their recovery, strict approach to the collection of contributions. Possible restrictions (of membership, e.g. in terms of access to documents) may be considered in case of long-term non-payment.
ITU MS	Recruitment of new associate members, cooperation and donation
ITU MS	The organization of events that bring value to specific niches in different sectors affected by the digital ecosystem.

16. Which do you consider to be the key financial risks the ITU should prepare for in the 2028-2031 period?

Affiliation with ITU	Which do you consider to be the key financial risks the ITU should prepare for in the 2028-2031 period? Please mention up to five key risks.
ITU MS	Exchange rate risk Dispersion of projects Ineffective internal controls
ITU MS	1. Resistance to Increased Contributory Units: Member states might be unwilling to accept an increase in their financial contributions, potentially leading to funding shortfalls. 2. Inflation-Driven Cost Escalation: Rising costs due to inflation can strain financial resources and impact the organization's ability to maintain or expand its activities.
ITU MS	Big scale projects that won't added value to ITU mandates
ITU MS	Narrowing of the financial base, Donor fatigue, stagnation of the country contributory factors, competition for funding from other priorities, inadequate financial reporting, inadequate flow of fund arrangements
SM	1. Decline in Member Contributions: Economic challenges or political shifts could lead to reduced contributions from member countries, impacting the ITU's core funding and its ability to support key programs. 2. Currency Exchange Volatility: Given that ITU funding is primarily in Swiss francs but its operations are global, fluctuations in exchange rates could increase operational costs, especially in regions with weaker currencies. 3. Increased Cybersecurity and Compliance Costs: As cyber threats grow more complex, the ITU may face rising costs for securing its own digital infrastructure, as well as ensuring compliance with evolving global cybersecurity standards.
Assoc.	The number of sector members will continue to shrink. Smaller companies will fall off, and large multi-national companies will reduce the multiple memberships.
SM	1) The Buildings Project 2) Redundant activities 3) Duplication of effort 4) Reduction of the number of Sector Members, Associates and others and their associate fees. 5) Establishment of a contributory unit value at PP-26 which prompts Member States in particular to reduce their respective contributory shares.
ITU MS	1. Decline in Member Contributions - Economic downturns or geopolitical tensions could lead to delayed or reduced contributions from member states or private sector members. 2. Overdependence on Traditional Funding Models - A lack of innovative financing methods could make ITU vulnerable to shifts in funding priorities or policy changes among traditional contributors. 3. Cost Inflation - Rising operational costs (e.g., staffing, technology, and logistics) 4. Technological Disruption - Rapid technological changes may require significant investment in new areas. 5. Shifting Priorities Among Stakeholders - Changes in the focus of member states or private-sector stakeholders (e.g., pivoting to national priorities or emerging ICT domains outside ITU's core focus) could reduce support for ITU programs.
ITU Staff	Member states contributions level and exchange rate with USD/CHF.
SM	1. Same Financial risks included in the financial operating report. 2. Increase demand from membership without anticipation from the Secretariat (strategic planning). 3. Other indirect factors, such as: bad working conditions, staff well-being aspects, unjust environment, etc.
ITU Staff	1. Private sector members, particularly large tech companies, might reduce participation or withdraw if ITU doesn't demonstrate clear value, while some Member States might face challenges meeting contribution commitments due to economic pressures. This could create significant revenue gaps given ITU's dependence on membership fees. 2. With contributions primarily in Swiss francs but operations and staff costs in multiple currencies, ITU faces significant exposure to exchange rate fluctuations that could impact financial stability, particularly in times of global economic uncertainty. 3. Insufficient reserves could leave ITU vulnerable to unexpected financial shocks or revenue shortfalls, especially if multiple key contributors face payment difficulties simultaneously or if major operational adjustments become necessary. 4. Underinvestment in essential technological modernization due to budget constraints could lead to higher long-term costs and reduced organizational effectiveness, potentially creating a vicious cycle of declining relevance and reduced member contributions.

	5. The financial burden of maintaining underperforming staff represents a considerable drain on ITU's resources, with salary and benefits being paid for minimal return on investment. This systemic inefficiency risks creating additional costs as other staff or consultants are recruited to compensate for low productivity.
ITU Staff	1. Building renovation costs surge 2. Members including Member States decrease 3. Loss of cost recovery due to not able to receive "actual costs"
ITU Staff	unclear deliverables, reduction of contributory units, competition from other UN Agencies
ITU MS	The building works
ITU Staff	Government austerity, impacts of inflation/exchange rates on Members
ITU MS	1. Sector members (paying a huge membership fee) leaving the union due to a lack of added value staying with ITU 2. Lack of countries hosting major events due to domestic budget restrictions
ITU MS	a) Increase in Operational costs and budget management; b) Shifts in priorities for adopting new emerging technologies; c) External economic shutdown (Global economic shift); d) Funding instability from Member contributions due to dependency on membership contributions and volatile funding; and e) Project funding gaps due to over-reliance on specific funding sources (e.g., earmarked voluntary contributions) for critical projects. This could lead to financial gaps if donors withdraw or reallocate funds.
ITU MS	Decreasing memberships.
ITU MS	a. Economic instability among member states. b. Increased competition from private sector entities. c. Cybersecurity breaches. d. Regulatory changes impacting funding models. e. Dependency on limited funding sources.
ITU MS	Political instability in member states can lead to delayed or reduced contributions, affecting the ITU's financial stability. Economic downturns can lead to reduced member state contributions, impacting the ITU's budget and ability to deliver on its strategic goals. Fluctuations in exchange rates can impact the ITU's financial planning and budgeting. Cyber incidents can lead to significant financial losses, not only from direct costs associated with breaches but also from reputational damage and potential legal liabilities. Heightened geopolitical tensions can disrupt international cooperation and affect funding sources. Conflicts or trade disputes may lead to reduced participation from certain member states or shifts in priorities that could impact financial contributions.
ITU MS	Competitive Risks Financial risks refer to challenges related to financing and budget management
ITU MS	In the 2028-2031 period, the ITU should be proactive in identifying and mitigating key financial risks that could impact its ability to carry out its mission and strategic goals. Below are five key financial risks the organization should prepare for: Dependency on Member Contributions Risk: A significant portion of the ITU's budget comes from member contributions. Economic downturns, political instability, or changes in government priorities could lead to delays in or reductions in contributions, especially from lower-income or developing countries. Currency Fluctuations and Inflation Risk: The ITU operates internationally, and many of its funds are denominated in different currencies. Fluctuations in exchange rates or inflation in certain regions could impact the purchasing power of its resources, especially for long-term projects or in countries facing currency instability. Reduced Funding for Global Development Initiatives Risk: As global priorities shift, funding for telecommunications and ICT initiatives, especially in developing regions, might decrease. Donor countries or development agencies may redirect their financial support to other global challenges (e.g., climate change, health crises, or geopolitical conflicts). Competition for Funding from Other Organizations Risk: As the global ICT sector becomes more crowded with organizations and initiatives focused on technology, digital inclusion, and infrastructure development, the ITU may face increased competition for both funding and partnerships, particularly from other international bodies or private-sector actors. Uncertainty in Technology Development and Adaptation Costs Risk: Rapid technological changes and the cost of keeping up with emerging technologies (e.g., AI, quantum computing, advanced broadband networks) could put pressure on the ITU's budget. There may be unexpected costs associated with developing or adopting new technologies for its global standards and projects. Conclusion: By preparing for these financial risks, the ITU can create a more resilient and adaptable financial structure. Reducing reliance on member contributions, managing currency and inflation risks, diversifying funding sources, staying ahead of technological changes, and strengthening its competitive edge will ensure that the ITU remains financially stable and capable of achieving its strategic goals for the 2028-2031 period.
ITU MS	- financial risks concerning new ITU HQ - lowered ability of private sector to invest in ITU initiatives - reduced financial contributions due to economic downturns - inflation
ITU MS	● Economic downturns, geopolitical tensions, or changes in member priorities could reduce financial contributions from member states, particularly from high-income contributors.

	● Limited diversification in revenue streams could expose ITU to vulnerabilities if traditional sources like member fees or donations decline. ● Staying at the forefront of innovation in fields like AI, 6G, or cybersecurity may require significant investments in infrastructure, research, and skilled personnel. ● Growing competition from other international organizations and NGOs in areas like digital transformation, sustainability, and education could reduce available donor contributions. ● Rapid technological advancements may necessitate unplanned investments in new tools, training, or infrastructure, creating budgetary pressures.
ITU MS	Operational Risk, Credit Risk, Market Risk, Liquidity Risk, Legal Risks, Currency Risk
ITU MS	Rising operational costs Competition from private sector
ITU staff	ITU recommendations and standards become outdated with rapid technological advancements. Mainly depending on membership contribution is vulnerable to the organization since members may be facing political and economic changes. Exchange rate risk when the organization uses multiple currencies in operations and investment. Headquarters project could create potential risks that impacts financial resources and over budget of organization. Political conflicts experienced by member states could impact both annual contribution and voluntary contribution. High risk of over expenditures.
ITU MS	- Growing financial needs, - Financial operations risks – inflation, currency exchange rates and Interest rates - Income Risk (the risk of a shortfall in annual income), - Overdue financial obligations of members.
ITU MS	• Inflation • Increased failure of Membership to pay their financial contributions to ITU • ITU loan implementation for the new building project
ITU MS	1. Budgetary constraints due to changing geopolitical and economic conditions. 2. Increased competition for funding from other international organizations. 3. Fluctuations in membership contributions, especially from developing countries. 4. Unforeseen costs related to cybersecurity threats or global crises. 5. Declining revenue from traditional sources, such as events or membership dues, due to shifts in the global economy.
ITU MS	New delays on the project of the new headquarter, the over reliance on the Member States contributions (alternative revenue sources should be identified)
ITU MS	Economic challenges could lead to reduced financial support from member states. Dependence on voluntary contributions and external funding may create instability.
ITU MS	New building project, fiscal constraints on a growing number of Member States, and structural decrease of satellite filings revenues.
YAB	1. Lack of investment in youth-led initiatives and digital inclusion programs will undoubtedly risk distancing the next generation of contributors and stakeholders in the ITU, diminishing its appeal to governments and private entities that prioritize youth engagement. 2. Rising Operational Costs due to Inflation and increased costs will affect hosting large-scale events, maintaining ITU headquarters, and supporting global initiatives may strain budgets, especially as the demand for ITU's activities increases. 3. Economic instability from global recessions and political tensions could lead to reduced funding from governments and private-sector members, while increasing operational costs, thereby limiting ITU's capacity to implement and sustain its initiatives effectively. 4. Decline in Member Contributions due to politicization in the Union 5. Competition in the standardization field: leading to alternative standard-setting bodies attracting private-sector stakeholders, reducing ITU's revenue streams.
ITU MS	- Political measure - Insufficient contribution of countries - Financial foreign exchange risk - Lack of awaerness - Domestic financial process
ITU MS	1. Decreased funding from traditional sources, requiring new revenue streams. 2. Exchange rate volatility, which may affect contributions from international members. 3. Rising operational costs due to inflation or changes in global economic conditions. 4. Financial instability caused by unexpected global events (e.g., pandemics, financial crises).
ITU MS	Firstly, during the construction of the new HQ, financial challenges may create challenges to conference hosting and business continuity. Secondly, as the External Editor's report (C24/144) points out, some important activities, such as the transformation initiative are unclear about financial impact or/and expected deliveries. This could bring challenges in financial planning and long-term financial stability. Thirdly, the increasing labour dispute cases has led to more litigation expenses and greater uncertainty in financial expenditures.
ITU MS	Firstly, during the construction of the new HQ, financial challenges may create challenges to conference hosting and business continuity. Secondly, as the External Editor's report (C24/144) points out, some important activities, such as the transformation initiative are unclear about financial impact or/and expected deliveries. This could bring challenges in financial planning and long-term financial stability. Thirdly, the increasing labour dispute cases has led to more litigation expenses and greater uncertainty in financial expenditures.
ITU MS	1. Decline in Member Contributions due to political tensions 2. Rising Operational Costs due to Inflation and increased costs affecting hosting large-scale events, maintaining ITU headquarters, and supporting global initiatives

ITU MS	• There are Insufficient projected revenues to cover expenses. Unpredictable Funding from Member States – With varying economic conditions globally, ITU may face challenges in ensuring stable and predictable funding from its members, particularly in the face of changing political priorities or financial crises. • Increased Operational Costs – Rising global inflation and costs associated with digital transformation, cybersecurity, and compliance may strain ITU's budget, especially if costs outpace the growth of available funding. • Financial Sustainability of Key Programs – Certain high-impact programs may require long-term funding commitments, and without adequate financial planning, the sustainability of these initiatives could be jeopardized, especially if donor interest or member support wanes.
ITU MS	See External Auditor's reports.
ITU MS	• Not having adequate management of resources in issues such as the construction of the new building • Dependence on contributions from ITU members
ITU MS	1. Inflation; 2. The HQs project implementation.
ITU MS	Unforeseen costs relating to the new ITU building project, unforeseen costs relating to factors beyond the control of ITU and insufficient revenue.
ITU MS	Firstly, during the construction of the new HQ building, financial challenges may create challenges to the business continuity. Secondly, as the External Editor's report (C24/144) points out, some important activities, such as the transformation initiative are unclear about financial impact or/and expected deliveries. This could bring challenges in financial planning and long-term financial stability. Thirdly, the increasing labor dispute cases has led to more litigation expenses and greater uncertainty in financial expenditures.

17. How can the ITU mitigate these risks?

Affiliation with ITU	How can the ITU mitigate these risks?
ITU MS	Consider adopting another work currency other than the Swiss franc Concentrate on projects with a set return on investment and evaluate them during implementation Discontinue project implementation if projects are not meeting intermediate goals Develop better internal controls such as automated workflows and business analytic tools
ITU MS	1. Diversify Revenue Streams: Relying on multiple sources of income, such as, grants, and partnerships, can reduce dependency on amembership fees that contribute >70% revenue. 2. Effective Cost Management: Implement rigorous cost-control measures to manage and monitor expenses. 3. Build Financial Reserves: Establishing and maintaining a financial reserve for key cost drivers. 4. Engage in Strategic Partnerships: Collaborate with other organizations, both within and outside the telecommunications sector, to share costs and resources.
ITU MS	1-implementation of efficient methodology, neglecting the pollical dominance 2- new revenue streams strategy
ITU MS	Explore other financing options e.g. carbon financing, infrastructure bonds, provide for mid-term revenue mobilization strategies within the strategic plan, Incentivize sector and associate members to pay their fees on time
SM	1. Diversify Funding Sources: Reduce reliance on member contributions by developing new revenue streams, such as paid training, private sector partnerships, and monetized research reports. This approach can cushion the organization against potential declines in contributions. 2. Implement Financial Hedging and Reserve Strategies: Use financial hedging for currency exposure and establish reserve funds to manage exchange rate volatility. This strategy can help stabilize budgets when operating in multiple currencies.
ITU MS	Mitigating risks requires a multi-dimensional approach that includes international cooperation, the development of legal frameworks, supporting innovation, enhancing digital inclusion, and continuous preparedness to face future challenges.
Assoc.	Work to give the membership more value, so that the cost can be justified to management.
SM	Continue to enhance the role of industry in the work of ITU-T; determine strategies which enhance the value of money for the membership; avoid the establishment of a prohibitive value for the contributory unit in 2026.
ITU MS	1. Scenario Planning: Develop risk-specific financial scenarios to assess potential impacts and create contingency plans. 2. Diversified Revenue Streams: Reduce dependency on single funding sources to build resilience. 3. Enhanced Financial Governance: Strengthen monitoring and reporting mechanisms for early identification and response to financial risks. 4. Diversify funding sources through partnerships, innovative revenue models, and flexible contribution systems. 5. Continuously monitor technological trends, prioritize flexible resource allocation, and engage stakeholders in emerging technology areas.
ITU Staff	Engage elected officials to meet Member States.
SM	1. Strategic planning. 2. Relevant strategies. 3. Enhancing Council role (up to Council itself to do that).
ITU Staff	1. Institute a robust performance management system with real consequences - including clearer metrics for success, regular 360-degree evaluations, and defined processes for addressing persistent underperformance. 2. Develop mechanisms to shift resources (including positions and budget) away from low-value activities and underperforming teams toward high-impact

	work and collaborative teams. 3. Work within UN system constraints to find creative ways to build more flexibility into ITU's cost structure. This could include more project-based positions, clearer performance requirements for permanent positions, and better alignment of resources with actual productivity.
ITU Staff	1. To maintain appropriate reserve account. 2. To encourage more sector members to join the Union
ITU Staff	Step up our communication of impact, show that we are walking to talk.
ITU Staff	Prepare to adapt flexibly (i.e., how we will reduce size/operations in anticipation of revenue shortfalls)
ITU MS	Providing added value for the sector members ITU will possibly has to host more major events in Geneva (instead of getting hosted outside Geneva)
ITU MS	a) Regularly review operational budgets to identify areas of cost overruns and implement corrective actions promptly; b) Allocate budget for technology upgrades within a longer-term framework, use cost-sharing models, and seek technology partnerships with industry leaders to share or reduce costs; c) Diversifying revenue streams (e.g., through consulting services, premium memberships, or partnerships) and building a reserve fund to buffer against potential shortfalls; d) Flexible Contribution Models, introduce tiered contribution systems that align with members' financial capacities. Offer discounts or deferments for developing countries during economic downturns; and e) Encourage wealthier member states or private sector entities to provide additional voluntary funding to support specific programs targeting developing nations as well as establishing a general fund for critical projects that allow for reallocation of un-earmarked funds during emergencies or shortfalls.
ITU MS	Reviewing membership costs, maybe it could reduce the costs of memberships.
ITU MS	a. Diversify funding sources by engaging more actively with private sector partners and exploring new revenue streams. b. Implement robust cybersecurity measures to protect financial data and reduce vulnerability to breaches. c. Regularly assess economic conditions of member states, among other by using UN scale of assessment, to adjust financial strategies.
ITU MS	Investment in robust cybersecurity measures will be crucial to mitigating this risk. Strengthen partnerships with member states and international organizations to ensure continued support and funding. Maintain transparency in financial reporting and decision-making to build trust with member states and stakeholders
ITU MS	which requires continuous review of revenues and to be in accordance with indicators
ITU MS	Diversify revenue sources to reduce reliance on member fees. Develop more flexible contribution structures that account for changes in member states' financial situations. Engage in proactive advocacy to emphasize the importance of the ITU's mission and its benefits for all member states, encouraging consistent contributions. Implement hedging strategies to protect against adverse currency fluctuations, especially for multi-year projects. Build financial contingencies into project budgets to account for inflation and exchange rate volatility. Use multi-currency accounts or other financial instruments to manage risks associated with currency fluctuations. strengthen relationships with development agencies and international financial institutions to ensure continued funding for ITU-led projects. Expand the ITU's role in managing and coordinating public-private partnerships to attract alternative sources of funding for global initiatives. Demonstrate the economic and social benefits of telecom development, particularly in terms of fostering digital inclusion, education, and sustainable development. Differentiate the ITU by emphasizing its unique mandate and expertise in global ICT standardization, regulation, and policy coordination. Foster closer collaboration with other international organizations to avoid duplication and create joint funding opportunities. Expand the ITU's role in creating global frameworks for emerging technologies (e.g., AI, 5G), thereby attracting additional funding from the tech industry. Build a flexible budget that allows for the reallocation of funds to emerging technological areas. Foster partnerships with tech companies or academia to share the financial burden of technological innovation. Invest in research and development to stay ahead of technological trends and minimize the risk of having to catch up on new developments.
ITU MS	- optimize processes, risk assessment analysis and contingency planning
ITU MS	Develop a tiered membership model to encourage contributions from smaller or emerging economies. Promote voluntary contributions for specific initiatives. Establish and strengthen reserve funds to ensure continuity during periods of reduced contributions. 1. Introduce certification programs, training, and consulting services targeted at the private sector and high-income member states. Monetize access to specialized ITU platforms, such as tools for spectrum management or cybersecurity threat analysis. Collaborate with tech giants and international firms to co-develop projects that generate shared revenue. 2. Partner with universities, research institutions, and private organizations to share the costs of cutting-edge ICT research. Prioritize high-impact areas like AI and 6G, ensuring that investments align with immediate and long-term goals. Focus on developing internal expertise through training programs to reduce dependency on costly external consultants. 3. Emphasize ITU's unique role as the UN's specialized agency for ICT, focusing on standardization and global governance aspects that competitors may lack. Form coalitions with other international organizations to align efforts and reduce overlaps, ensuring ITU's distinct value is recognized. Use case studies, impact assessments, and metrics to demonstrate ITU's effectiveness and leadership in achieving ICT goals. 4. Create a dedicated fund for exploring emerging technologies, supported by voluntary contributions or partnerships with the tech sector. Develop foresight mechanisms to predict and prepare for disruptive trends, ensuring timely action. Invest in modular or adaptable systems that can evolve with technological advancements, minimizing the need for constant replacement.
ITU MS	Through a careful use of available resources, avoiding risky operations, taking into account the reality of the markets and the global geopolitical situation
ITU MS	Expand public private partnerships Adopt result-based management

ITU staff	Encourage innovation and regularly update standards and recommendations. Diversify financial income sources and learn what other UN agencies are doing. Consider strategies that could mitigate the impact of currency exchange rates in daily operational tasks and investment portfolios.
ITU MS	- Improving financial resilience: Strict Accountability and Responsibility , Improvement of staff organization, financial discipline
ITU MS	New revenue generation strategies
ITU MS	The ITU can diversify its funding sources by seeking new revenue-generating partnerships and exploring alternative financial models. It should also improve financial forecasting and planning to manage budgetary uncertainties and maintain a robust financial reserve. Building stronger relationships with member countries and the private sector will help mitigate fluctuations in membership contributions. Furthermore, strengthening its cybersecurity posture and developing flexible financial strategies will enable the ITU to adapt to unforeseen costs and economic shifts.
ITU MS	Prioritizing the most urgent needs, substantiating decisions according to existing financial resources and based on appropriate studies, evidence and experience, adopting a timely manner decision process, building operational effectiveness, encouraging internal innovation.
ITU MS	Develop new income sources, such as paid services, sponsorships, and consultancy, to reduce dependency on member contributions. Build reserves to cushion against economic downturns or funding volatility.
ITU MS	These risks should not be considered in isolation but with a global approach, with a view to identifying common risks and possibly common solutions.
YAB	Risk 1: Lack of Investment in Youth-Led Initiatives and Digital Inclusion. Through creating a funding mechanism supported by private-sector sponsors and member contributions to finance youth-led projects and ensure their visibility within ITU and showcasing the outcomes by highlighting the measurable outcomes of the youth-led initiatives in ITU reports and at global events, reinforcing their value to stakeholders. Risk 2: Rising Operational Costs - By considering allowing Hybrid Participation and Decision Making in major ITU conferences to reduce travel and logistics costs - By shifting more administrative and operational tasks to regional offices to minimize central overheads. Risk 3: Economic Instability Can be better managed by crisis resilient Planning through contingency funds or emergency financing agreements with international institutions to sustain critical operations during economic downturns. Risk 4: Decline in Member Contributions - Through ensuring the ITU's appeal to Members by focusing on sustainable/customized high-impact initiatives that align with member states' national interests. - And most importantly, marinating the Union as a non-politicized body Risk 5: Competition in the Standardization Field Through Strengthening Partnerships with other standardization bodies where synergies exist to avoid duplication and build a unified global framework.
ITU MS	Dialogues with stakeholders where the issue identified
ITU MS	1. Diversify its funding sources by introducing alternative revenue streams (e.g., services, partnerships). 2. Establish financial reserves to cushion against unforeseen events. 3. Regularly review and adjust its membership fee structure based on economic conditions. 4. Engage in proactive financial planning and forecasting to anticipate potential risks and challenges.
ITU MS	We suggest strengthening the implementation of Results Based Management (RBM). The relevant issues should be submitted to the Council for discussion and prudent decision.
ITU MS	We suggest strengthening the implementation of Results Based Management (RBM). The relevant issues should be submitted to the Council for discussion and prudent decision.
ITU MS	Risk 1 Decline in Member Contributions - Through ensuring the ITU's appeal to Members by focusing on sustainable/customized high-impact initiatives that align with member states' national interests. - And most importantly, marinating the Union as a non-politicized body Risk 2: Rising Operational Costs - By considering allowing Hybrid Participation and Decision Making in major ITU conferences to reduce travel and logistics costs - By shifting more administrative and operational tasks to regional offices to minimize central overheads.
ITU MS	To mitigate financial risks, ITU can assess building financial reserves through more flexible budgeting and forecasting, which could help buffer against unpredictable funding gaps. ITU should also prioritize cost efficiency by adopting streamlined operations, leveraging technology to reduce overheads, and ensuring that all expenditures are aligned with the organization's strategic priorities. Strengthening its financial oversight mechanisms, including regular risk assessments and scenario planning, helps ensure that potential risks are identified and addressed proactively. Moreover, it might prove necessary to have a long-term strategy, vision for ITU, with strict budget controls and measures to optimize/reduce expenses to balance budget when required, including through notably strict monitoring and implementation of efficiency measures while being mindful of fixed expenses, priorities.
ITU MS	See External Auditor's reports.
ITU MS	*Diversify income sources *Establish a reserve plan and risk management plan

ITU MS	1. Considering different financial scenarios and keeping a margin of flexibility in expenditure allocation; 2. Close monitoring the HQs project implementation, using the mechanisms already in place.
ITU MS	Continue to seek and implement expert and independent advice (i.e. external auditors, IMAC) to assist in financial planning and management, including understanding economic impacts and inflationary costs; actively pursue opportunities to become more efficient and reduce costs by making ITU's capabilities more efficient and increasing capacity without increasing costs; and review and improve approaches to capital structure and other processes to better support financial stability in the future.
ITU MS	We suggest strengthening the implementation of Results Based Management (RBM). The relevant issues should be submitted to the Council for discussion and prudent decision.

18. Any further thoughts on how to improve the strategic planning and budgeting process?

Affiliation with ITU	Any further thoughts on how to improve the strategic planning and budgeting process?
ITU MS	Promote less geopolitical interference in the process. Attract more professional staff with good knowledge of these processes in their respective organisations to develop the strategic and financial plan. This includes more internal involvement of ITU staff and from the membership. Rely less on external consultants. Adopt best practices in these processes.
ITU MS	1. Data-Driven Decision Making: Utilize advanced data analytics to inform strategic decisions and budget allocations. 2. Enhance Stakeholder Engagement: Involve a wider range of stakeholders in the planning and budgeting process and the cycles e.g WRC, WTSA, WTDC cycles should be synchronised with ITU SP. 3. Strengthen Monitoring and Evaluation: Establish clear KPIs and regular review mechanisms to track progress and assess the effectiveness of strategic initiatives and budget allocations. 4. Flexible planning: Implement agile practices to allow for iterative planning and flexibility.
ITU MS	Frequency engagement of MS on its progress
ITU MS	Develop clear quantifiable targets that are cascaded to the different sectors, Improve the results framework to reflect the impact of the ITU interventions, Align the budgeting to the strategic plan priorities and develop reporting mechanisms to illustrate and track the same, enhance the participation of sector members and associates, strengthen the component of risk management within the strategic plan
SM	Nothing more to add. Thank you.
ITU MS	to improve the strategic planning and budgeting process, focus should be on clear goal-setting, aligning budgets with strategies, engaging all stakeholders, conducting regular reviews, and leveraging technology to support decision-making.
ITU Staff	I hope this survey will provide some useful inputs to map options. Thanks for organizing it!
SM	1. Mainstream RBM, including in sectors and regional presence. 2. Moving from General secretariat- oriented strategic planning towards integrated strategic planning considering the 3 sectors and regional presence. 3. Consider the uniqueness of the sectors and how they shall enhance their own strategic planning.
ITU Staff	Avoid ticking the box approach, focus on strategic impact.
ITU MS	Agile fellow up of the project
ITU Staff	better integration of budgeting/accountancy/reporting systems
ITU Staff	Tie all budgeting, planning and performance management to the substance of the Strategic Plan
ITU MS	No thoughts right now
ITU MS	a) Enhance Stakeholder Engagement and Collaboration where ITU can actively engage Member States in the strategic planning process, ensuring that their priorities and concerns are integrated into the planning; b) Enhance engagement of members in a planning process; c) Strengthen Data-Driven Decision Making; d) Align with Sustainable Development Goals (SDGs); and e) Conduct Regular Strategic Reviews.
ITU MS	Making plans realistic, measurable, and data-based, center on the needs of memberships.
SM	Valoriser la radiodiffusion par voie hertzienne en milieu rural
ITU MS	ITU may improve by setting a specific, measurable, achievable, relevant, and time bound objectives and engage more on regional teams and beneficiaries or other norm-setting international organization in the planning process, as well as with the internal departments in ITU.
ITU MS	Implementing regular feedback loops from member states and stakeholders can enhance the relevance and effectiveness of the strategic plan. This could involve conducting surveys, focus groups, or public consultations to gather input on priorities and challenges faced by members. Engaging stakeholders in the planning process ensures that the strategic goals align with the actual needs and expectations of those it serves, fostering a sense of ownership and commitment
ITU MS	Risk monitoring is an ongoing and essential process within risk management, through monitoring identified risks and evaluating the effectiveness of strategies implemented to address them. This process helps ensure rapid adaptation to any changes in the internal or external environment of the project,

	and enables teams to modify or improve procedures to achieve the best results. Here are some of the key elements of risk monitoring Periodic review: Conducting periodic reviews to assess risks and ensure the effectiveness of the procedures taken Immediate reporting: Encouraging the team to immediately report any developments or changes in expected risks Using technology: Leveraging advanced technological tools to track risks and analyze data effectively Continuous learning: Drawing lessons from past experiences and updating plans based on the information gained
ITU MS	To improve the ITU's strategic planning and budgeting process for the 2028-2031 period, it's important to adopt a more integrated, data-driven, and flexible approach that allows for better alignment with the evolving global landscape and the needs of its membership. Here are several key recommendations to refine the process: 1. Align Budgeting with Strategic Objectives and KPIs Link Financial Resources to Strategic Priorities: Ensure that budgeting is directly linked to the strategic plan and specific outcomes. This means developing clear Key Performance Indicators (KPIs) that will guide how financial resources are allocated and tracked. Each department or initiative should have a defined budget that ties to measurable goals, allowing for real-time assessment of financial performance and impact. Establish a Results-Based Budgeting System: Shift from traditional input-based budgeting (i.e., focusing on expenses and activities) to a more results-oriented approach. Focus on the impact of ITU initiatives on global ICT development, digital inclusion, and policy standardization. This will allow for a clearer justification of expenditures and better tracking of return on investment (ROI). 2. Incorporate Scenario Planning and Flexibility Prepare for Uncertainty: Use scenario planning to model potential future risks and opportunities (e.g., political shifts, economic volatility, rapid technological advancements). Create different budget scenarios—best case, worst case, and most likely—to ensure that the ITU can remain agile and responsive to changing circumstances. Introduce Rolling Budgets: Rather than a rigid annual budget process, consider implementing rolling budgets that are updated quarterly or biannually. This allows the organization to adjust and reallocate resources based on changing priorities, emerging needs, or unforeseen challenges. 3. Enhance Member Engagement in the Budgeting Process Collaborative Budget Planning with Members: Encourage a more participatory budget planning process by involving key stakeholders (e.g., member states, sector members, regional offices) early in the process. This will ensure that the ITU's financial resources are aligned with the needs of the membership and will foster a sense of ownership and commitment to the budget. Transparent Communication of Financial Strategy: Regularly communicate the rationale behind budget allocations to the membership, especially in terms of how it aligns with the ITU's mission, strategic goals, and member priorities. This transparency will build trust and support for financial decisions. 4. Strengthen Financial Forecasting and Risk Management Implement Advanced Forecasting Techniques: Leverage data analytics and financial modeling tools to improve forecasting accuracy. This would help predict future financial trends, understand the potential impact of various risk factors, and provide the flexibility to adjust budgets proactively. Focus on Risk-Based Financial Planning: Develop a robust risk management framework that assesses and addresses financial risks. Include contingencies for unforeseen changes, such as changes in membership contributions, currency fluctuations, or changes in global funding priorities. This ensures that the ITU has the necessary resources to absorb shocks while continuing its strategic work. 5. Improve Resource Allocation Efficiency Optimize Resource Utilization: Conduct a comprehensive review of resource allocation to ensure that funds are being used efficiently. This could involve consolidating or streamlining underperforming projects, eliminating wasteful spending, or reallocating resources to more high-impact initiatives. Improvin the ITU's strategic planning and budgeting processes requires a more data-driven, agile, and collaborative approach. By incorporating flexibility, enhancing member engagement, improving forecasting and risk management, and focusing on financial sustainability, the ITU can ensure its long-term financial health
ITU MS	- align goals with member priorities and focus on measurable outcomes
ITU MS	1. Shift from activity-based to outcome-based budgeting, focusing on measurable impacts. Allocate resources to initiatives that show the highest return on investment or alignment with strategic objectives. 2. Engage with member states, private partners, and other stakeholders early in the planning process. Host strategic workshops and feedback sessions to align ITU initiatives with global priorities and member-specific goals, increasing buy-in and participation. 3. Anticipate future challenges and opportunities through scenario modeling. Develop multiple strategic and financial plans based on different economic, geopolitical, and technological developments.
ITU MS	It is necessary to strengthen actions aimed at reducing the digital divide between the population and within production sectors, accelerating investments in ultra-broadband infrastructures and the application of innovative technologies such as Artificial Intelligence, the Internet of Things, Cybersecurity and Cloud Computing, as well as encouraging the entry and partnership of new non-governmental members, while maintaining the regulatory role of governmental members
ITU MS	More fair for using available funds in ITU
ITU MS	Implement flexible budgeting regularly review and adjust
ITU staff	Consider process for including perspectives of all stakeholders; member states, private sector partners, and academia if open consultation process could not provide all the information. Develop specific objectives and key performance indicators to track progress and conduct assessments to evaluate progress and adjust strategies when necessary. Leverage technology tools for strategic planning and budgeting process. Encourage capacity building programs for ITU staff in terms on strategic planning and financial management.
ITU MS	Adoption and implementation of Results Based Management (RBM) approach. Good practices in this area could be borrowed from other agencies in the UN family.
ITU MS	More details should be made available to ITU Membership on a quarterly basis
ITU MS	To improve strategic planning and budgeting, the ITU should adopt a more agile approach, allowing for flexibility and quick adjustments based on changing global conditions. Greater member engagement in the planning process and clearer alignment between financial resources and strategic goals will enhance outcomes. Additionally, leveraging data analytics for better forecasting and incorporating feedback from all sectors of the organization will ensure that the ITU remains responsive and efficient in its operations.

ITU MS	Working closely with Member States, enhancing transparency and accountability in the decision-making process, exchange of best practices with other UN systems entities, informal consultations with members during the strategic planning and budgeting process.
ITU MS	Regularly consult with a broader range of members and stakeholders to better align strategies with their evolving needs. Link funding more closely with measurable outcomes to ensure financial resources are used effectively. Incorporate multi-year forecasts to improve resource allocation and reduce reliance on year-to-year planning.
ITU MS	The financial plan should be discussed more thoroughly as part of the strategic planning process, and not simply as formal obligation at the end of the process. It should further be a key component of the budgeting discussions at ITU Council.
YAB	1. Utilize advanced analytics and AI tools to evaluate the impact and efficiency of past programs and forecast future trends and budgets related. 2. Scenario based budgeting that pre-studies economic, political, and technological uncertainties
ITU MS	Take into consideration of domestic specificity process in a financial matter
ITU MS	1. Utilize advanced analytics and AI tools to evaluate the impact and efficiency of past programs and forecast future trends and budgets related. 2. Scenario based budgeting that pre-studies economic, political, and technological uncertainties
ITU MS	Adopt the relevant principles/recommendations in the accountability framework, which require, inter alia, taking a results-based approach to planning, monitoring progress and reporting.
ITU MS	*Definition of clear, measurable objectives oriented to results *Performance indicators that show the degree of progress of the objectives as well as the degree of budget execution
ITU MS	ITU should work more on guidelines to prioritize activities and compel in an organized way the membership to review in force resolutions and decisions, to streamline them, and to keep a sound framework oriented exclusively to its priorities.
ITU MS	Make sure that the CWG-SFP is completed through effective consultation, strategic planning, and handling matters in an organised, efficient, and respectful manner.