



ITU Funding & Resource Mobilization Strategy 2023

ITU-T Industry Engagement Workshop

Graeme Burns
Partner, LON & GVA



APRIL 2024

Context

As a follow up to PP 2022 (decision 5) and building on the 2022 Visioning Exercise Pillars I & II and the 2023 ITU Senior Management Retreat...

BCG were engaged to support the ITU to develop an ITU-wide **funding and resource mobilisation strategy** that draws on and articulates ITU's **value proposition and engagement model**

BCG project outcomes



Baseline ITU's funding requirements



Segment private sector players



Define ITU value prop. & positioning



Model realistic contributions

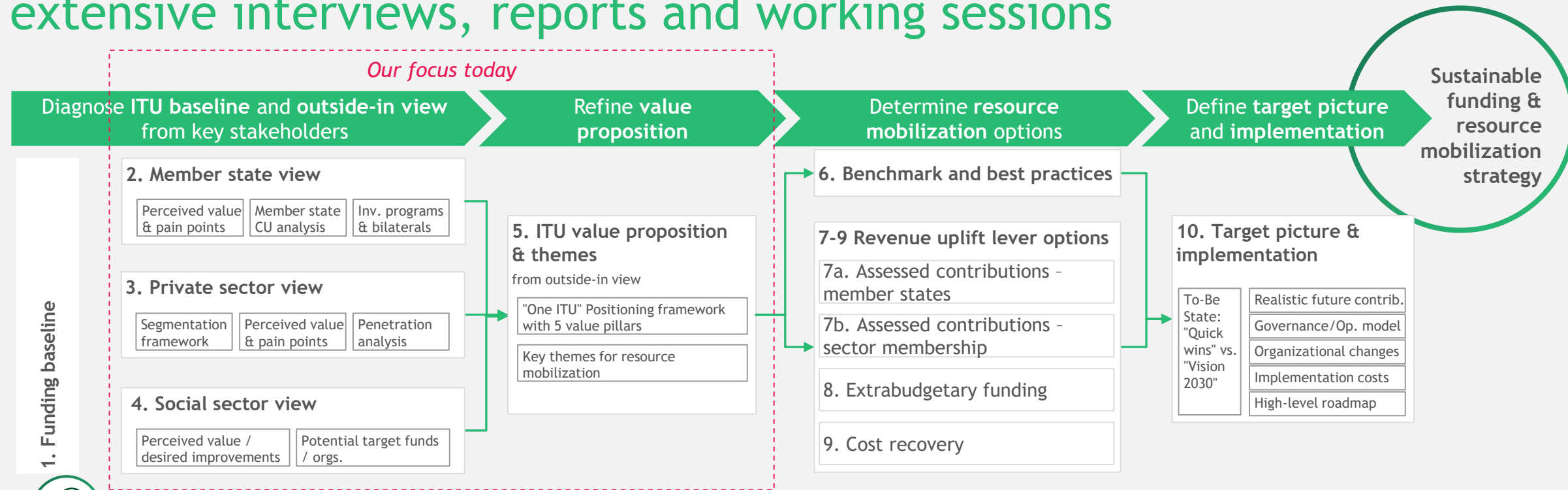


Define private sector engagement model



Articulate requirements for success

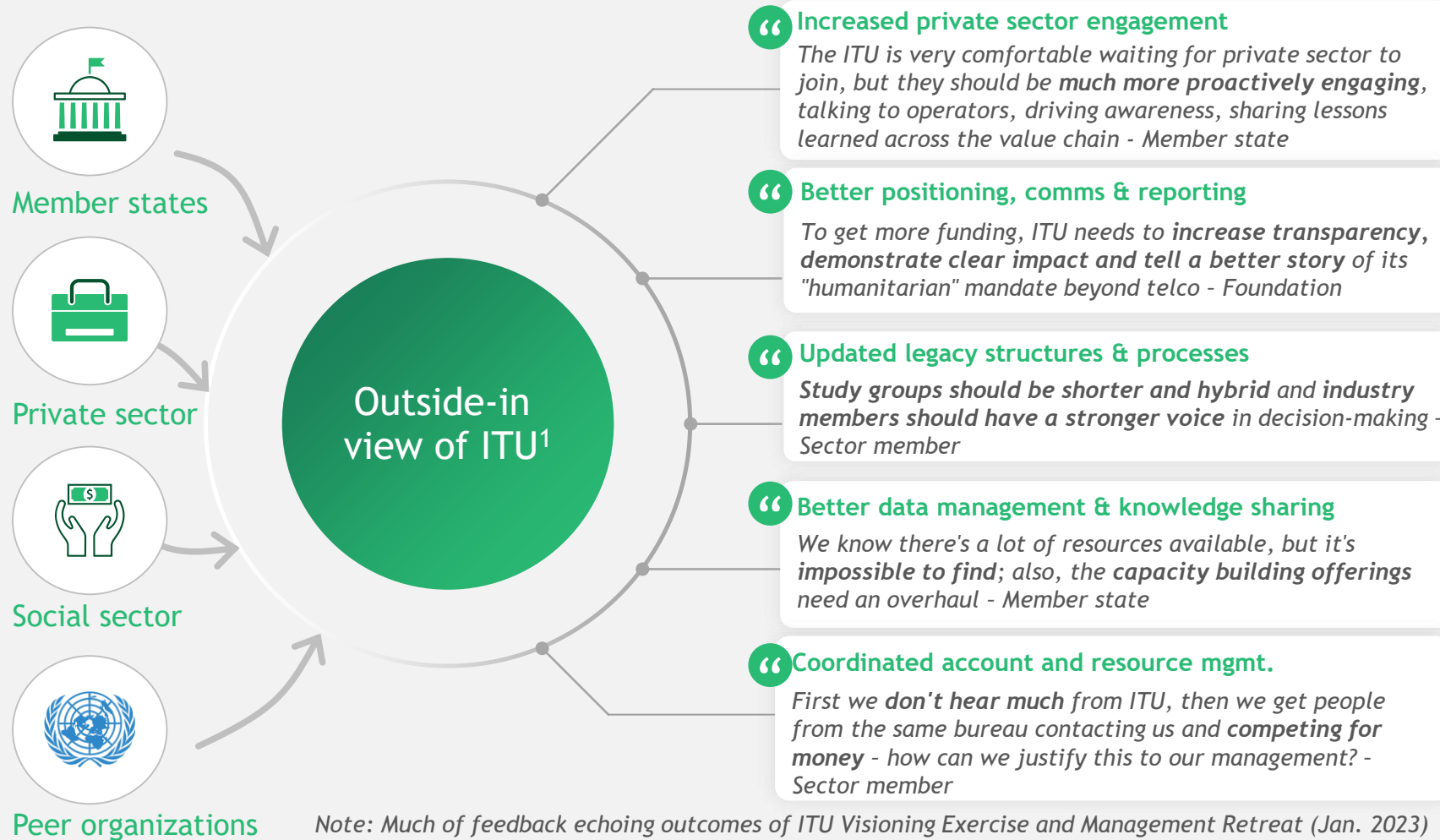
Process overview | Rigorous 10-step approach supported by extensive interviews, reports and working sessions



- Conducted >70 Interviews...¹**
 32 Internal stakeholders, 21 Private sector members, 11 Member states, 8 Other agencies & foundations
- Leveraged ~100 documents and reports...**
 Financial reports, Membership data & survey, Visioning and management retreat documents, Previous projects at ITU, Other external sources and benchmarks
- Conducted 6 working sessions with ITU team**

1. Interviews of stakeholders designed to gather anecdotal views from representative sample (across geographies, industries, and levels of development)

Diagnosis | ITU's key stakeholders voice urgency for change and see potential for much greater impact



Key messages

- ITU is **at risk of losing some of its relevance** within a competitive environment
- **Legacy structures** limit ITU's value potential
- ITU is **missing opportunities** to play its unique role in the ecosystem

1. 70+ interviews with stakeholders internally, member states, private sector, social sector and peer agencies, and 100+ documents and reports

Private sector | PS desires streamlined interactions with ITU and better communication and delivery of value

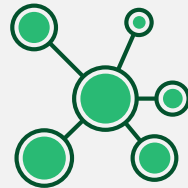
Feedback applies to all bureaus unless specified

123



Theme-based initiatives (e.g., AI for Good) are highly demanded, yet limited offerings available

Lack of transparency on ITU value / ROI limits willingness to pay beyond membership fees and results in asset under monetization



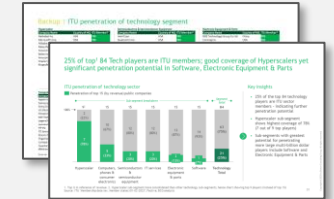
Several points of contact and irregular outreach complicate interactions between ITU and members



Bureaucratic and ad-hoc approach to fundraising hinders key donors to give to causes that ITU could drive



Lack of decision-making rights in key forums & limited involvement in event agenda co-creation reduces value for sector members



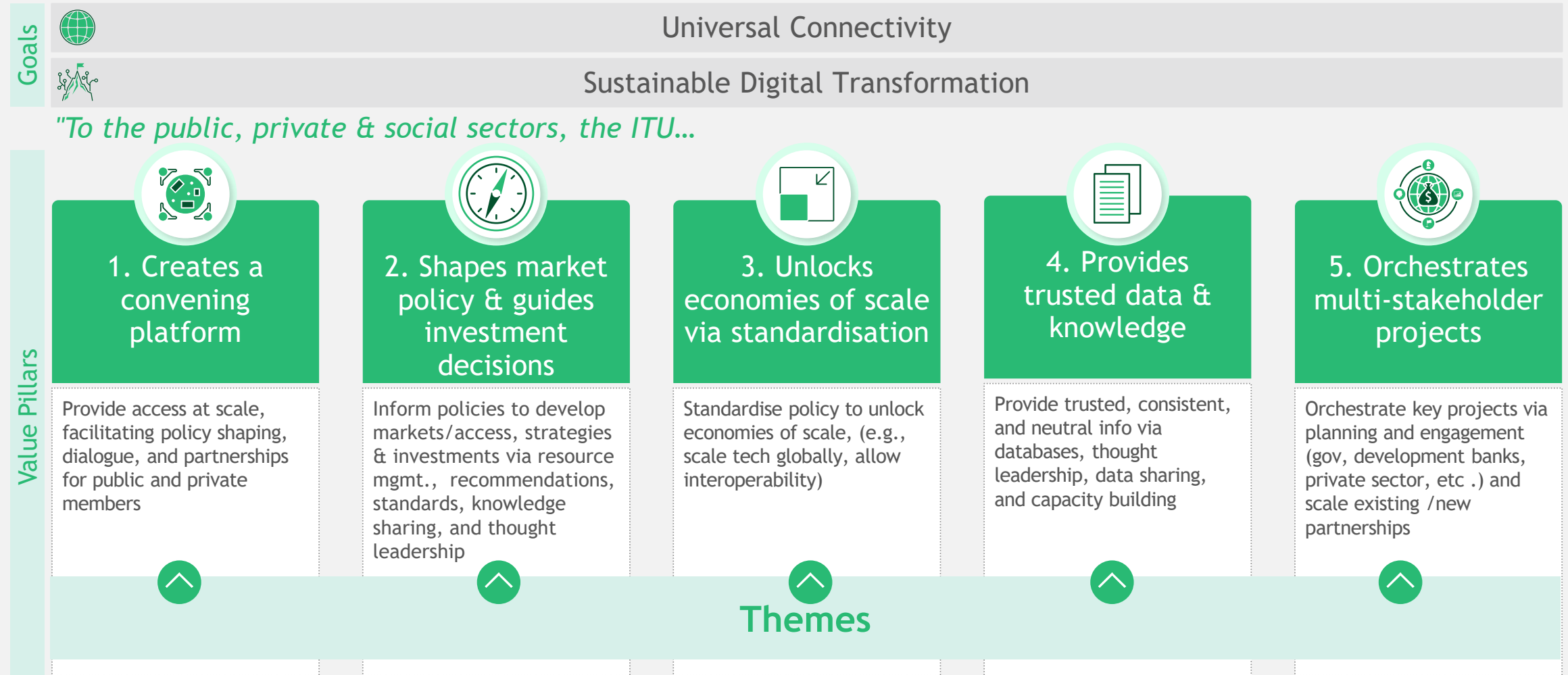
Several underpenetrated segments highlighted by membership penetration analysis across 14 industry sub-segments

~21 interviews with private sector members¹

Penetration analysis

1. Private Sector interviews include: America Movil, AT&T, E&, E-Space, Huawei Technologies (x2), Intel, Liquid Intelligent Technologies, Microsoft (x2), Millicom, RAI, Rohde & Schwarz, Safaricom, Sseed Studio, SFM Technologies, Telefonica, The Walt Disney Company, Tunisie Telecom, WITSA, ZTE Corporation

One ITU positioning framework | 5 value pillars & horizontal themes



One ITU positioning framework | 8 key themes proposed to help boost resource mobilization from private sector

Not exhaustive

-  **ICTs and Sustainability** Working towards a Net-Zero ICT Industry & Circular Economy of Electronics *Green Tech* 
-  **Infrastructure Investment** Stimulating Investment into Infrastructure for Meaningful Connectivity
-  **Network Technology & Resilience** Guiding the Technical Setup for a Secure Network Growing in Nodes and Importance
-  **Equitable Networks** Enabling Affordability, Accessibility and Adoption of Meaningful Connectivity & ICTs
-  **Space & Spectrum** Ensuring Equitable, Sustainable and Effective Spectrum and Space Management
-  **AI for Good** Guiding the Development of AI for Good *ITU-T led summit* 
-  **Economic & Societal Enablers** Promoting Governmental Enablers for a Digital Economy and Society
-  **New ICT Interfaces** Shaping New Ways of Human-ICT Interactions

Note: Order of themes does not indicate ranking / importance of each theme

Approach: Selection using Visioning Exercise and Management Retreat themes as base, then a) mapping ITU activities (study groups, focus groups etc.) to themes b) creating a quantitative score based on event registration, technical contributions, associate membership for study/focus groups c) augmenting score with interview insights d) cross-referencing with other lists of themes produced within ITU

Products & services | 3 key resource mobilization levers identified



A: Strengthen core membership offering
to lay the foundation
for eventual fee
structure changes

+



B: Develop “One ITU Thematic Initiatives”
as add-on to membership,
formalizing “extrabudgetary”
contributions with multi-
year commitments

+



C: Monetize on standalone offerings
by reviewing cost
recovery policy, or
including in membership
offerings

Derived from project focus on private sector, but open to all members