

# Information Session

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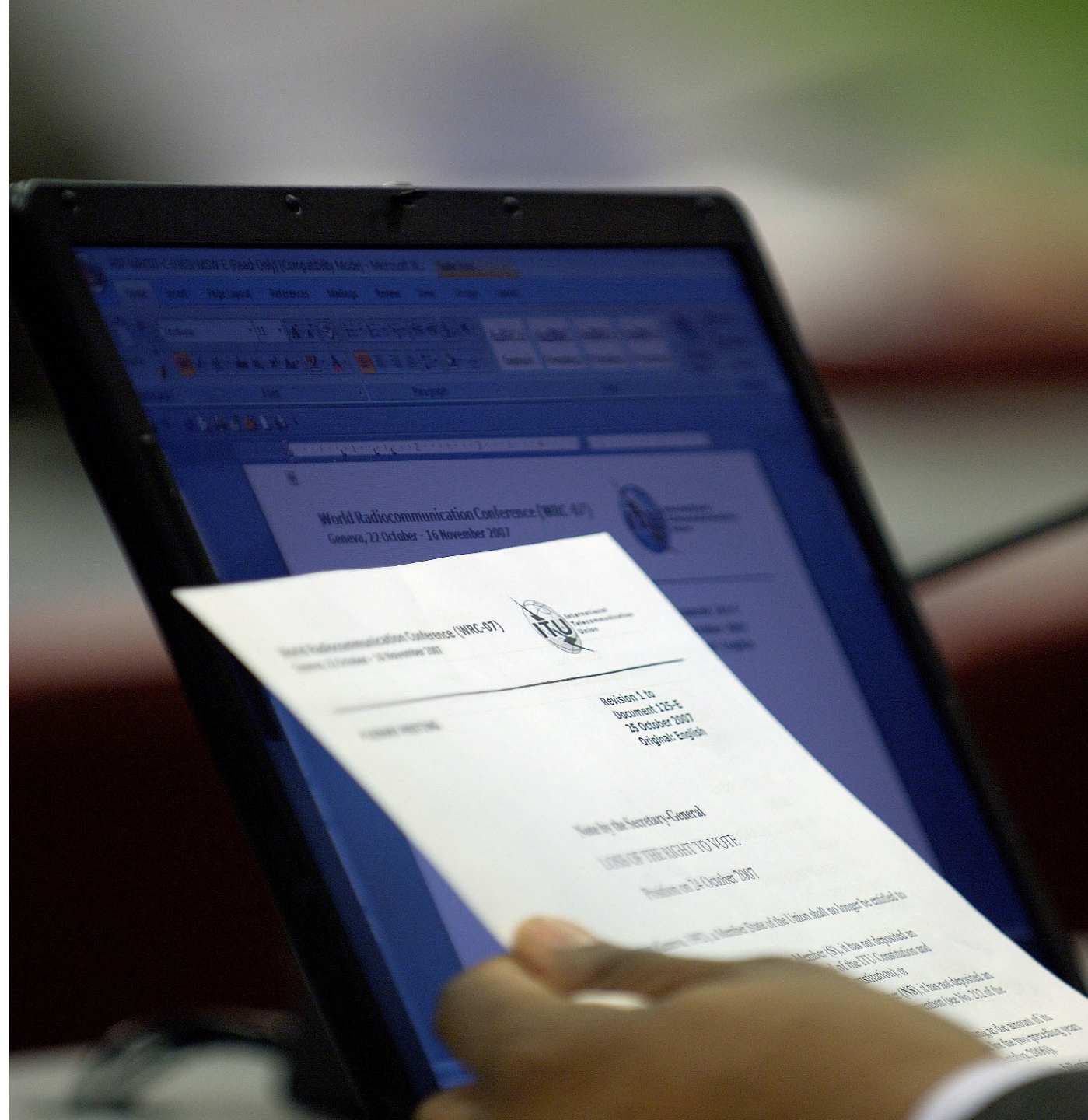
Towards ITU's Strategic Plan 2028-2031

23 June 2025

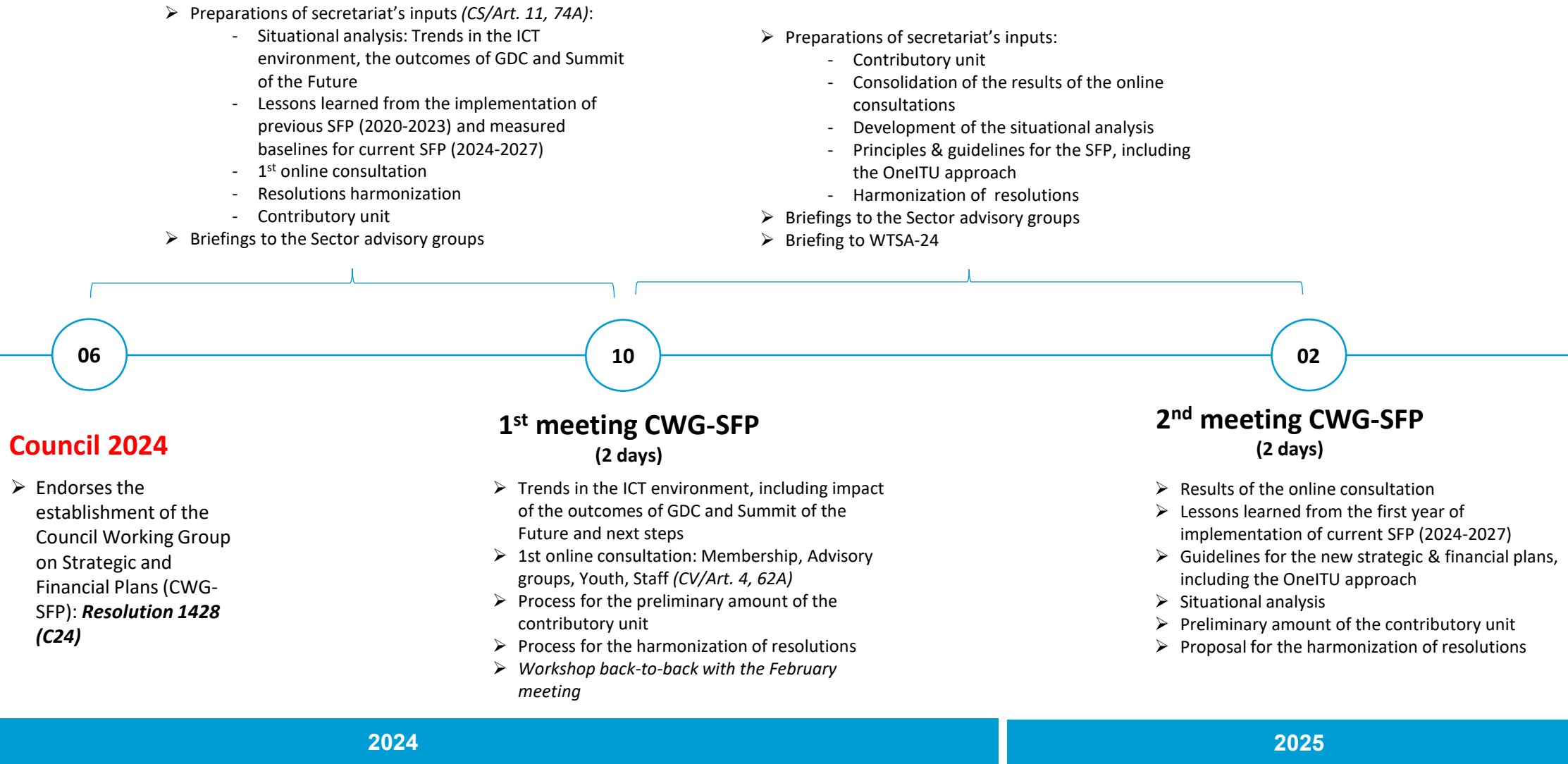


# Today we will walk through...

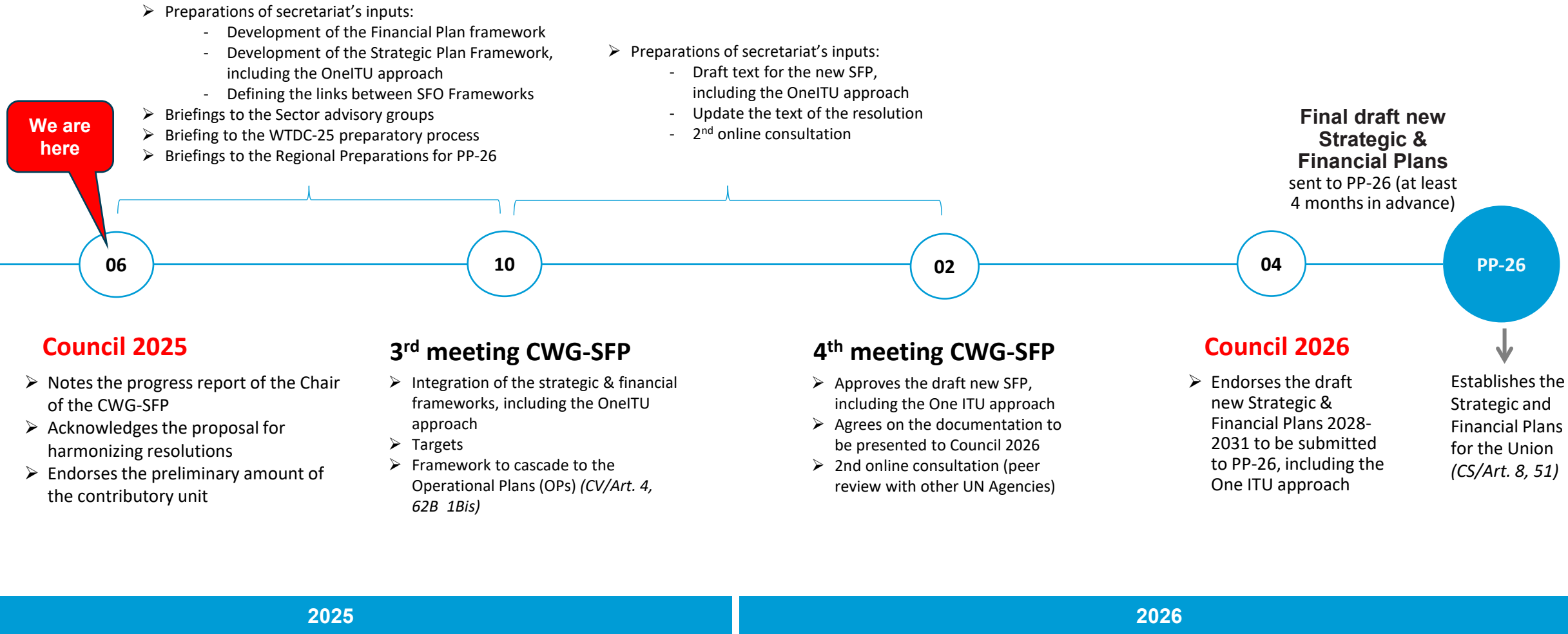
- Situational Analysis
- Strategic Foresight
- Strategic, Operational & Financial Plans integration
- ITU DataHub
- Next steps



# SFP 2028-2031: Timeline



# SFP 2028-2031: Timeline (cont.)



## Situational analysis

6 elements:

1. ITU as a part of the United Nations System
2. Developments within the UN System
3. Changes in Telecommunications and ICTs Landscape
4. Progress in the Implementation of ITU's Strategic Plan 2024-2027 Targets  
    ➡ Supported by ITU Stats Team
5. Towards 2030 (*New!*)
6. SWOT analysis

## Mission & Vision

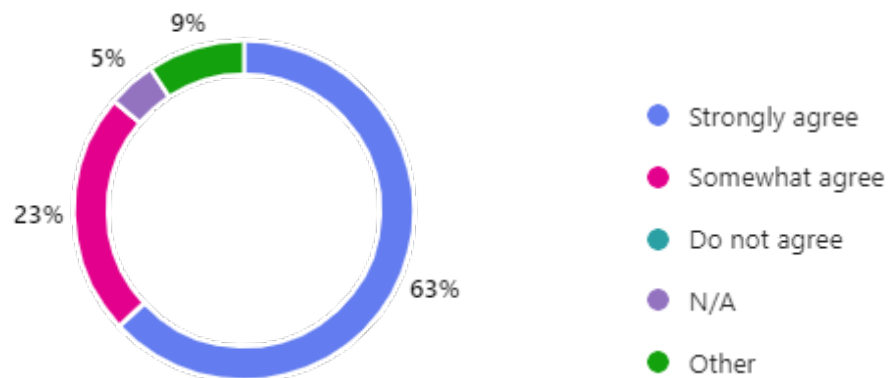
**CWG-SFP: 1st Online Consultation on the strategic and financial plans 2028-2031** took place from 25 October to 9 December 2024.

There were **67** responses received



● ITU Member State	44
● Resolution 99	0
● Sector Member	7
● Associate	3
● Academia	2
● Youth advisory board	1
● ITU staff member	10

**Q.** The ITU strategic plan can benefit from ***adapting the vision and mission of the ITU in the evolving environment?***



More than **85%** of responses agree that the SP can benefit from *adapting the vision and mission of the ITU in the evolving environment.*

World Café with ITU Council on Wednesday!

## Strategic Foresight by UN Futures Lab/Global Hub

# What is Strategic Foresight?

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Strategic foresight is a **structured and systematic way** of using ideas about the future to anticipate possible opportunities and challenges and better prepare for change.

## When do we use Strategic Foresight?

### Monitor | LOW IMPACT – CERTAIN

Variables that are likely to be discarded in decision-making, due to their low current and expected impact.

### Review | LOW IMPACT - UNCERTAIN

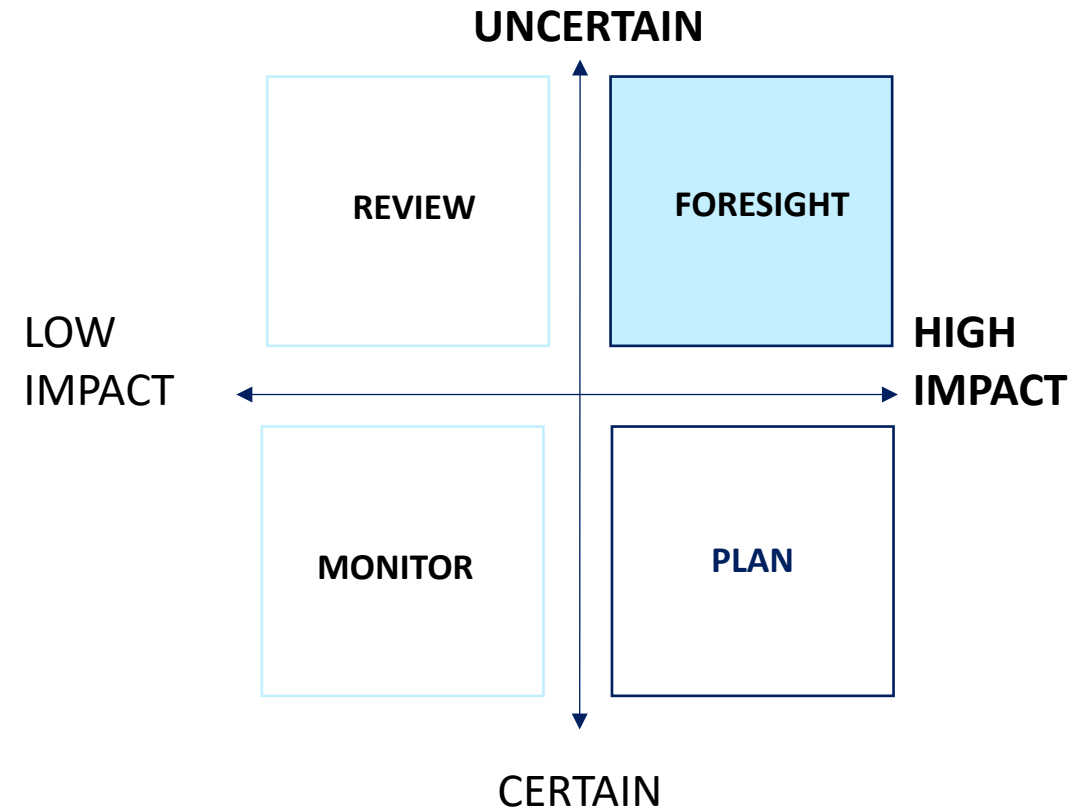
Variables that, despite their low impact, must be kept on the radar because their direction of change is uncertain.

### Plan | HIGH IMPACT – CERTAIN

Variables that, due to their impact, will require continuous monitoring to control any eventual deviation in their direction of change.

### Foresight | HIGH IMPACT - UNCERTAIN

These are the most complex variables; by considering them in our strategy, we can gain a competitive advantage. They are analyzed and managed through foresight efforts.



## Strategic foresight for UN Multiyear Strategic Plans

The UN Futures Lab/Global Hub supported 7 UN Strategic Plans in 2024 and has supported-5 so far in 2025, with another 7 planned for the remainder of the year

- **Multi-step phased foresight approach:** We design and facilitate a **structure and tailored** approach, equipping strategic planners with **tools and strategies** to anticipate challenges and shape long-term futures
- **Easy to understand foresight tools:** We share and facilitate the use of tools in a **practical**, hands-on “learning-by-doing” approach
- **Inclusive outcomes:** The process fosters a **joint vision, defines actionable pathways, cultivates a culture of foresight**, and promotes **inclusive stakeholder engagement**
- **Strategic alignment:** Allows UN entities to align their strategic plans with **global priorities** and prepare for the **complexities** of an evolving international landscape

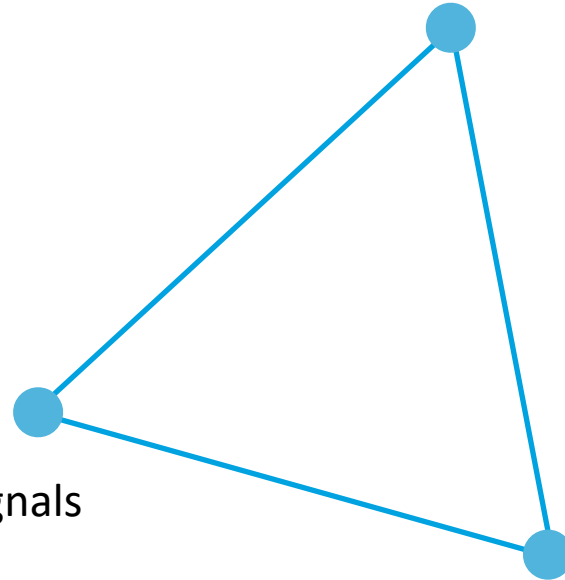
## Integrating strategic foresight through a three-step process

### *What is happening?*

#### **Make sense of change**

Collecting and analyzing signals of change

- Horizon Scanning
- Three Horizons
- Futures Triangle
- Futures Wheel



### *What could happen?*

#### **Imagine possible futures**

Developing and exploring alternative future scenarios

- Scenario Development
- Desired Future
- Matrix Policy Gaming
- Causal Layered Analysis

### *How do we make it happen?*

#### **Take action**

Determining actions and transformations

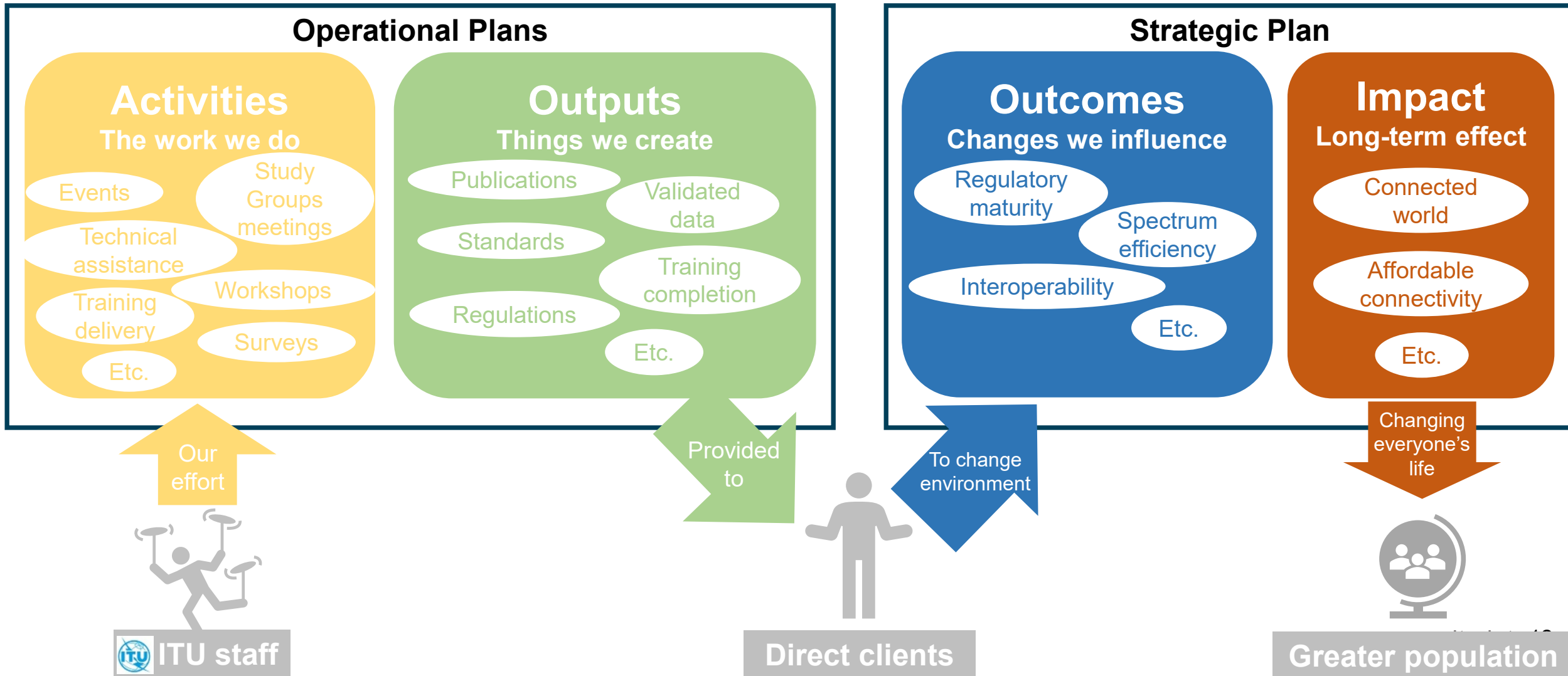
- Back Casting
- Change Agenda
- Wind Tunnel Testing

## Outcomes from the strategic foresight process

- **A shared forward-looking vision:** Co-development of cohesive visions grounded in a comprehensive analysis of emerging internal and external issues
- **Actionable, future-oriented pathways:** Concrete near-, medium-, and long-term actions informed by scenarios to address complex and emerging challenges
- **A culture of foresight:** Futures thinking embedded into leadership and operational processes, enabling continuous adaptability to uncertainty
- **Inclusive stakeholder engagement and alignment:** Foresight used as a platform with stakeholders for open, meaningful dialogue surfacing shared concerns, challenging assumptions, and aligning around key strategic questions

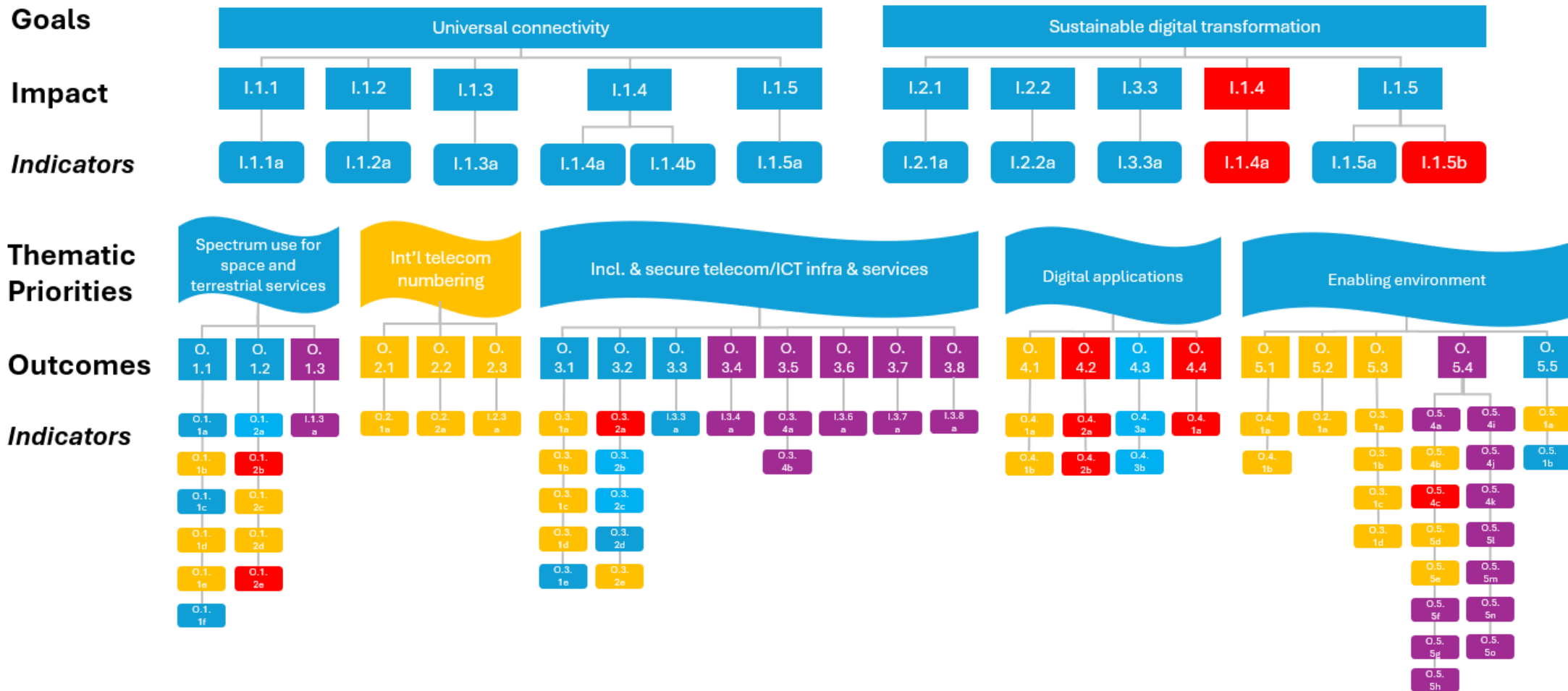
## Strategic & Operational Plans Integration: Result framework review

### Simplified application of results chain to ITU structure



## Result framework review (cont.)

**Key**    ● Keep    ● No available data    ● Improvement needed    ● Captured in OP



## Financial Plan Integration

### Financial plan process:

- The **budget (top-down process)** – links the work of the operational planning and refines the CHF **costs of operations** (e.g. staff costs as per ICSC, general inflation levels on other operational costs, etc.) to build the final budget which has to '**fit**' within the **strategic plan** and **revenue constraints (AC, costs recovery, interest, AOS, etc.)**;
- Clear links to the **results framework** and decision on **budget control levels** as set by PP and Council; and
- This demonstrates the links to the overall strategic plan and holistic links to the RBM process.

# ITU DataHub

The ITU DataHub is the Union’s flagship platform for trusted, up-to-date statistics and regulatory data on digital development. It provides free access to hundreds of indicators, enabling Member States to track progress and design evidence-based policies. It is continuously enhanced with new features and enriched datasets

## Launching in 2025:

- AI-powered chatbot
- New visualizations
- Customizable country profiles
- New indicators and data
- New thematic dashboards
- Improved data presentation
- and more!

The screenshot displays the ITU DataHub interface for Switzerland. The top navigation bar includes 'About ITU', 'Radio communication', 'Standardization', 'Development', 'Data explorer', 'Indicator catalogue', 'Data query', 'About', and 'Login'. The main content area is divided into several sections:

- Affordability:** Three charts showing 'Mobile data and voice line consumption basket' (0.29%), 'Fixed broadband internet basket' (0.95%), and 'Data-only mobile broadband basket' (0.29%).
- Connectivity:** Multiple charts including 'Households with internet access at home' (94.9%), 'Active mobile broadband subscriptions' (106), 'Individuals who own a mobile cellular telephone', 'Population coverage by mobile network technology' (100%), 'Individuals who own a mobile cellular telephone' (No data), 'Fixed broadband internet traffic' (2.08k), 'Mobile broadband internet traffic (within the country)' (229), 'Individuals using the Internet' (94.4%), 'Individuals using the Internet' (96%), 'Individuals using the Internet' (99.7%), 'Individuals using the Internet' (97.9%), and 'Individuals using the Internet' (70.6%).
- Sustainability:** A section with tabs for 'Society', 'Applications', 'Economy', 'Emergency telecommunications', and 'Environment & e-waste'. It lists indicators such as 'Sending e-mails with attached files' (88.1%), 'Making calls using VoIP or messaging app' (72.3%), 'Participating in social networks' (62.4%), and 'Taking part in online consultations or voting to define civic or political issues' (18.3%).
- Population coverage, by mobile network technology:** A table showing coverage percentages for various technologies across different countries.
- Individuals using the Internet:** A world map visualization showing internet usage percentages by country, with a legend ranging from 73.1-80.7% to 92-100%.

# Next steps

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## The Results Framework review will continue with:

- ❑ At the level of the Operational Plans - **To review and define the outputs & output indicators**
- ❑ **To review the links between the outcomes and outputs** to get to the final results chain
- ❑ **To assess the current targets and target indicators**

DRAFT AGENDA  
**COUNCIL WORKING GROUP FOR  
STRATEGIC AND FINANCIAL PLANS 2028-2031**  
September 2025 (days TBC)  
**ITU Headquarters, Geneva**

<b>Item</b>		<b>Documents</b>
<b>1</b>	Opening remarks and approval of the agenda	CWG-SFP-3/1
<b>2</b>	Report of the 2 <sup>nd</sup> Meeting of the CWG-SFP	<u>CWG-SFP-2/13</u>
<b>3</b>	Draft Situational analysis for the strategic & financial plans 2028-2031	CWG-SFP-3/X
<b>4</b>	Draft Strategic & financial plans 2028-2031 framework - Targets - Outcomes	CWG-SFP-3/X
<b>5</b>	Links between strategic, financial and operational plans	CWG-SFP-3/X
<b>6</b>	Date of the next meeting	
<b>7</b>	Any other business	

**ITU COUNCIL**  
**GENEVA2025**

**Thank you!**