Cyber threats cannot be fought alone

ITU-IMPACT
Partner
Engagement

ITU

IMPACT
INTERNATIONAL MULTILATERAL PARTNERSHIP AGAINST CYBER THREATS

#0
Contents

Dear Partners,

Successful partner engagement is essential to our vision of assisting countries in developing their cybersecurity capabilities and resilience. It is therefore vital that we work together with our partners , bringing the best global expertise together and effectively channeling that to those who need it the most.

We have put together this partner engagement strategy to help us show you and your organisation how we think about partnerships and how we see our cooperation moving forward in the future.

In addition to the partner strategy document we have also put together a series of briefings on our current projects so your organisation can familiarise itself with what we are currently putting our efforts into, as well as see how you can get involved in our work.

We value all input and feedback from our partners regarding our work and it is a necessity that our partnership approach is a collaborative effort - we can only move forward if we do it together.

So don't hesitate to get in touch and I hope we will have a great Partners Forum in Geneva.

Regards,

The Partner Engagement Team

#1
Introduction

ITU-IMPACT is a global non-profit organisation promoting cybersecurity capability development worldwide through a multilateral public-private partnership. Partners include private industry, regional and international organisations, non-profits, and academia.

We aim to provide cybersecurity services and capacity building initiatives ranging from cyber threat information, advisories, and vulnerability assessments to training, workshops, Computer Incident Response Team (CIRT) implementations, and national cybersecurity guidance to the ITU's 193 member states, as well as the United Nations agencies.

Our operating framework is based on bridging the gap between the lack of cybersecurity capabilities within many countries and the expertise in our partner organisations, promoting global culture of cybersecurity.

ITU-IMPACT engages with partners who have diverse interests, priorities, and operating procedures but who nevertheless share the common goal of strengthening global cybersecurity resilience through international cooperation across sectors and borders.
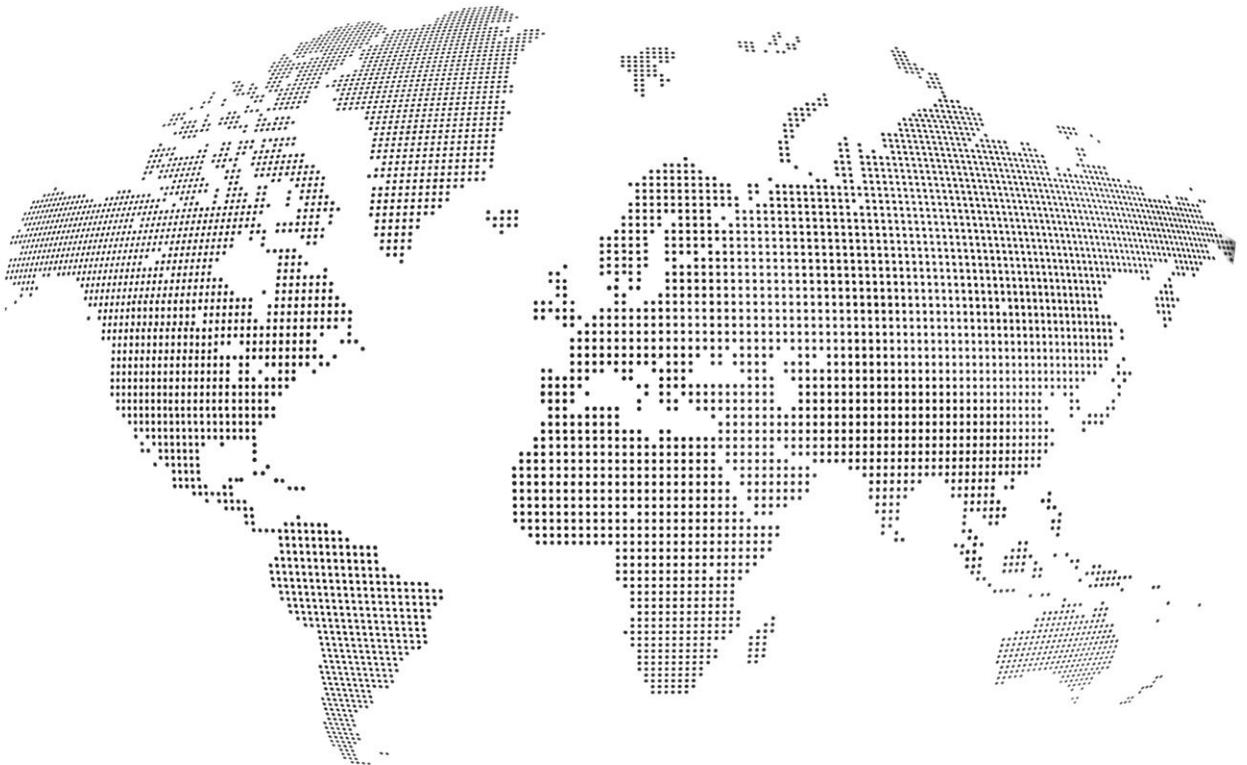
#2
Purpose

Comprehensive and effective partner engagement is essential to successfully fulfil ITU-IMPACT's vision and fully realise the potential of our partnerships. This effort very much depends on a systematic and strategic partner engagement process.

ITU-IMPACT has developed and adopted this strategy document in order to inform and engage current partners about the engagement process as well as promote and guide future engagement.

Partner engagement is a multilateral process aimed at creating opportunities for ITU-IMPACT and the partner countries to draw on partners capacity, expertise, and knowledge.

Similarly, the ITU-IMPACT alliance enables partners to assess the needs of these countries and explore opportunities of rendering their services to them.

#3
Partner Benefits

All contributing partners will have access to the following exclusive benefits:

Participation in projects and initiatives

Contributing partners will be notified and given the opportunity to participate in ITU-IMPACT's key projects and initiatives. These activities provide partners with direct access to the implementation, assessment, and capacity building programmes undertaken with member countries.

This includes country assessments, trainings, cyber drills, cybersecurity workshops, CIRT implementation, CIRT audits, etc.

Exclusive service provider roster

Join the exclusive ITU-IMPACT Corporate Partner service-provider roster used by governments seeking industry advice and solutions.

Partners will be able to consult governments on the latest and current solutions and services to help them enhance capacity and capability in cybersecurity.

Publicity

Brand exposures through ITU-IMPACT's website, publications, communication materials, speeches, events and social media. This will enhance partners' reach in creating brand awareness and also strengthening their presence globally.

Decision making events

Partners will be notified and invited to all ITU's key decision making events such as the Global Symposium for Regulators (GSR), World Summit on the Information Society (WSIS), etc.

Expert papers

Partners' expert papers will be given access to be distributed to key government decision-makers and experts in the alliance.
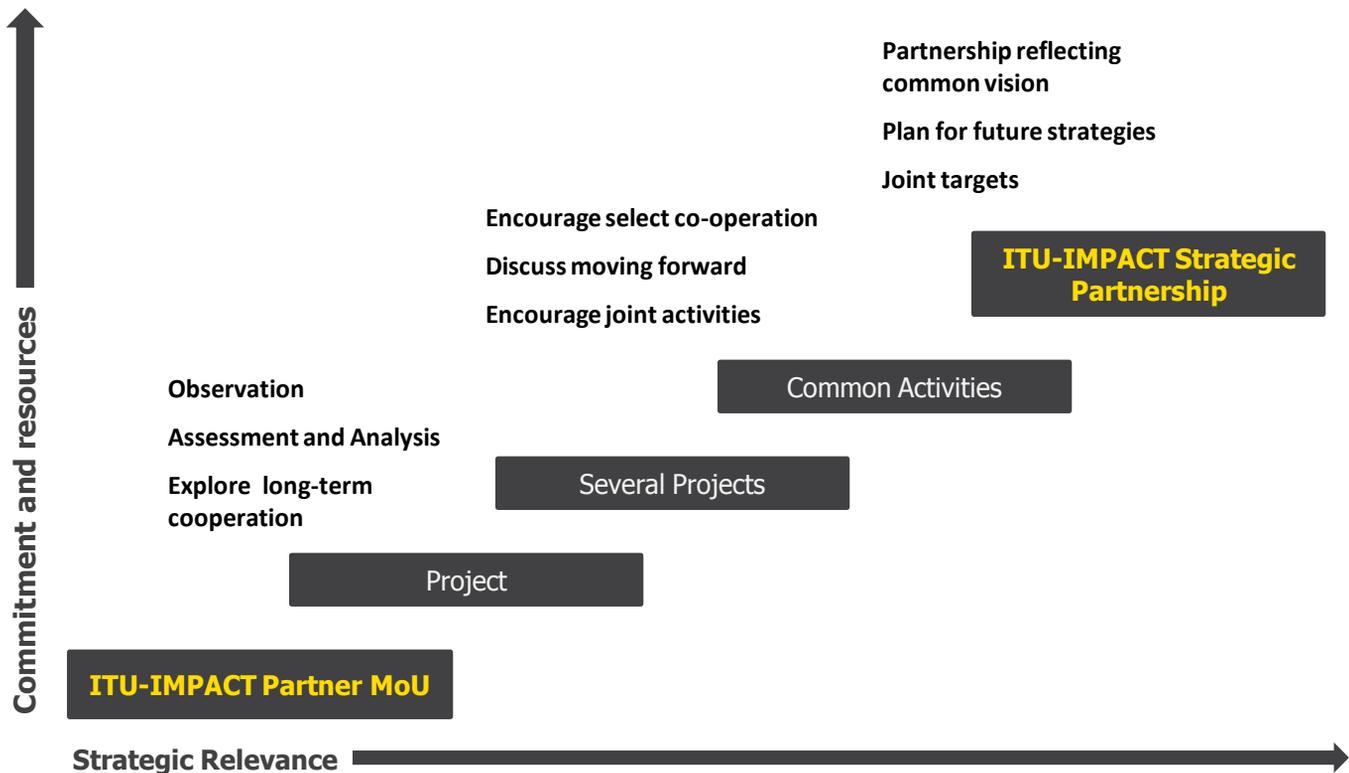
Showcase products and services

Partners will be given the opportunity to showcase cybersecurity related products and services to key government decision-makers at ITU-IMPACT regional and global events.

#4

Engagement Approach

The ITU-IMPACT strategic partnership is relationship-centred rather than transaction based. It focuses on sustainable and mutually beneficial relationships based on shared interests and values instead of single project cooperation or ad-hoc engagement.

As illustrated below, most ITU-IMPACT partnerships start in the lower right sector with an agreement of collaboration through the signing of a Memorandum of Understanding (MoU). This approach allows ITU-IMPACT and the partner to collaboratively work out the type of cooperation that is most fruitful for both parties without committing to costly levels of engagement immediately.

Commitment and resources (vertical axis)

Strategic Relevance (horizontal axis)

- Partnership reflecting common vision
- Plan for future strategies
- Joint targets

ITU-IMPACT Strategic Partnership

- Encourage select co-operation
- Discuss moving forward
- Encourage joint activities

Common Activities

- Observation
- Assessment and Analysis
- Explore long-term cooperation

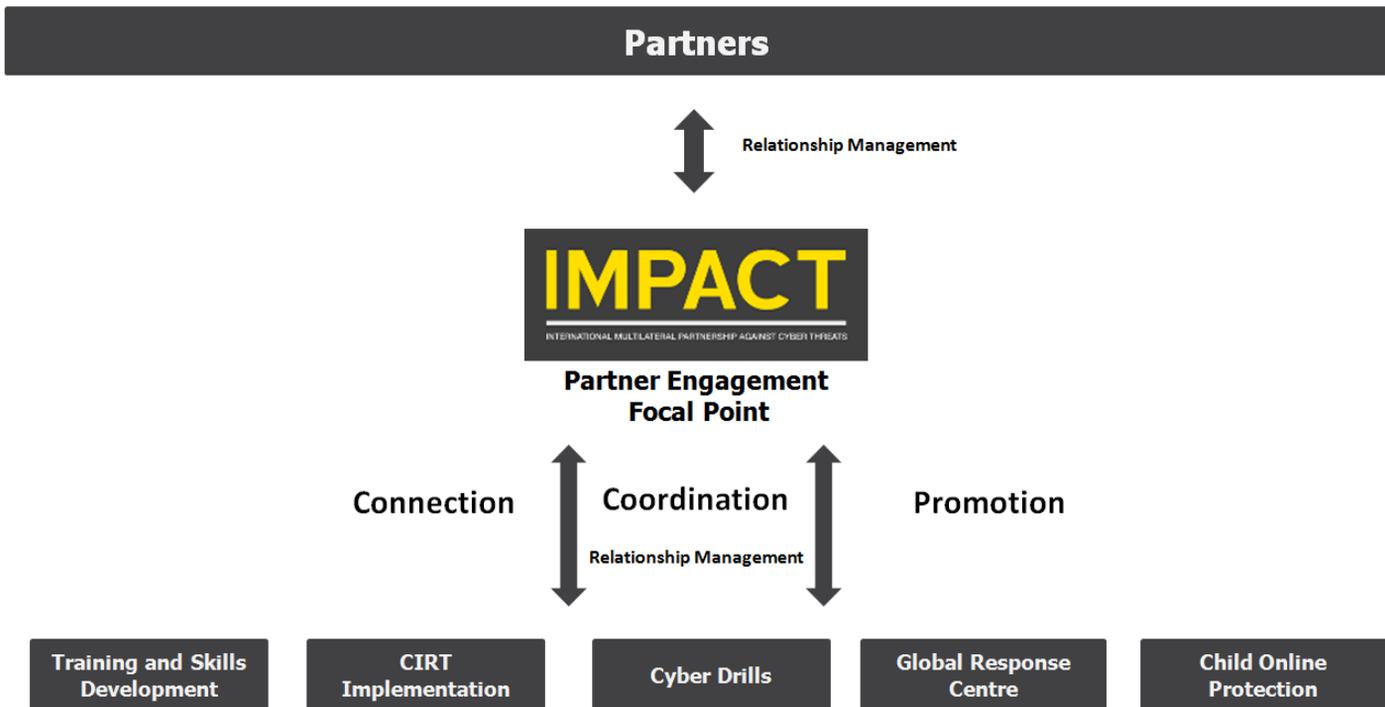Several Projects

Project

ITU-IMPACT Partner MoU

#4

Engagement Approach

This approach also allows for a flexible engagement where partners can commit to different levels of engagement during different points in the partnership which enables partners to fully commit only to the projects that are in their field of expertise and interest.

However, as the possible benefits that partners usually enjoy grow exponentially with the level of commitment put into the ITU-IMPACT partnership, a strategic partnership is always the goal as it enables ITU-IMPACT and partners to collaboratively plan, design, and implement mutually beneficial projects with long-term goals and visions in mind.

To achieve the vision of strategic partnerships, ITU-IMPACT has drafted a holistic partner focused model as illustrated below.

Partners

Relationship Management

IMPACT
INTERNATIONAL MULTILATERAL PARTNERSHIP AGAINST CYBER THREATS

Partner Engagement Focal Point

Connection   Coordination   Promotion

Relationship Management

| Training and Skills Development | CIRT Implementation | Cyber Drills | Global Response Centre | Child Online Protection |

#4
Engagement Approach

The holistic partner model ensures a single entry-point for partner communication which enables effective coordination between partners and ITU-IMPACT's divisions and projects.

The model also ensures partner relations are constructive two-way or even multilateral engagements that allow partners to integrate with ITU-IMPACT project development and execution, rather than being one-way relationships where valuable partner feedback gets lost.

Principles of Engagement

In supplement to our engagement model, ITU-IMPACT operates on three interdependent partner engagement principles: **horizontal relationships, commitment and inclusiveness, and transparency and accountability.**

Horizontal Relationships

Whilst the engagement approach is a fundamental stepping stone to a successful partner engagement effort, it is not able to create a constructive partner environment on its own.

ITU-IMPACT partnerships must therefore be based on the idea of horizontal relationships. Whilst operational differences and comparative advantages of partners are recognised and utilised, there will be no differentiation between partners and no single partner or group of partners should claim ownership of ITU-IMPACT projects or agendas. The partner engagement process is thus based on equality, inclusiveness, mutual transparency and trust

Commitment and Inclusiveness

Partners' commitment to the ITU-IMPACT vision and the partnership strategy is essential to ensure the success of strategic partnerships. Partners must be willing to participate and commit to the ITU-IMPACT activities related to their organisational strengths and capabilities as well as able to fully honour the agreed upon commitments and objectives in projects, memorandum of understandings, or partnership agreements.

ITU-IMPACT must ensure the partner engagement process is focused, timely, and cost effective to gain commitment and engagement from partners. Moreover, it is imperative that partners are well-informed with a clear understanding of the partnership's objectives and deliverables in order to efficiently allocate resources accordingly.

Transparency and Accountability

Since partners are accountable to both ITU-IMPACT, their own constituents as well as other partners in the alliance, there must be an emphasis on open and transparent communication and planning throughout the entire partner engagement process. Whilst no single partner should take credit for a collaborative initiative, it is important for the rightful credit to be given where appropriate – all partners' efforts should be highlighted and duly appraised.

Similarly, ITU-IMPACT has to assure all partners of their equal access to information, support, documentation, and project initiatives.

#5
Engagement Process

Partners generally engage with ITU-IMPACT partnerships in three ways. However, the types of engagement are not mutually exclusive and several types of varying scope can concurrently exist in any one project.

Communication

Communication basically refers to an exchange of information between ITU-IMPACT, partner, and partner countries, in order to promote on-going projects and the overall ITU-IMPACT vision. This platform allows partners to share their expertise with ITU-IMPACT and our partner countries as well as learn from others' experiences.

Consultation

In contrast to communication, consultation does not only provide the opportunity for an exchange of information but it also provides the opportunity for partners to engage in a two-way relationship with ITU-IMPACT.

Consultation enables partners to actively engage in ITU-IMPACT projects and provide feedback on particular initiatives and projects that correspond to the partner's field of expertise which is taken into account in the design, planning, and monitoring of the projects.

Cooperation

Similar to consultation, where partners engage in the design and planning process of ITU-IMPACT projects, cooperation enables partners to actively participate in current and future projects in whichever area and capacity the partner feels correspond to their expertise and commitment to the ITU-IMPACT vision.

Project cooperation can take many different forms such as the provision of experts to capacity building exercises, provision of training or awareness material, or sponsorship of events and projects.

#6
Partner Management

ITU-IMPACT recognises the importance of retaining the partners engagement through effective and seamless communication between all parties involved.

In order to enhance its partner relations, ITU-IMPACT assigned the Partner Focal Point in order to centralise partner communication and render better professional services to them.

Communication between the Partner Focal Point and ITU-IMPACT's partners has to reflect the organisation's partnership vision as well as transparency and accountability.

Specifically, the Partner Focal Point is responsible to:

Identify key partners from the industry, academia, international organisations, civil society, and think tanks who can benefit member countries.

Establish productive, professional relationships with key personnel in partner organisations.

Engage with partners to ensure timely communication of ITU-IMPACT activities and coordinate the involvement of partners in such activities to meet ITU-IMPACT performance objectives as well as partners' expectations.

Work with ITU-IMPACT divisions and coordinate their relationships and engagement with partners.

Continuously gather feedback from partners and enhance their engagement by assessing, clarifying, and validating partner needs and interests to foster continuous engagement.

#7
Partnership Evaluation

To ensure successful partner engagement it is critical to measure and evaluate the progress of the partnerships. Similarly, an effective performance evaluation should ideally include an analysis of inputs, processes, and outcomes.

ITU-IMPACT is committed to continuously evaluate and benchmark ongoing and completed projects that involve our partners. The evaluation of the projects objectives, outcomes, and partner expectations and experiences will be transparent and readily available to all involved parties.

This reporting structure will allow both ITU-IMPACT and partners to see how well particular projects were planned, processed, and implemented as well as identify areas of improvement for future partnerships and other similar projects.