



# Universal Service: Time to Rethink

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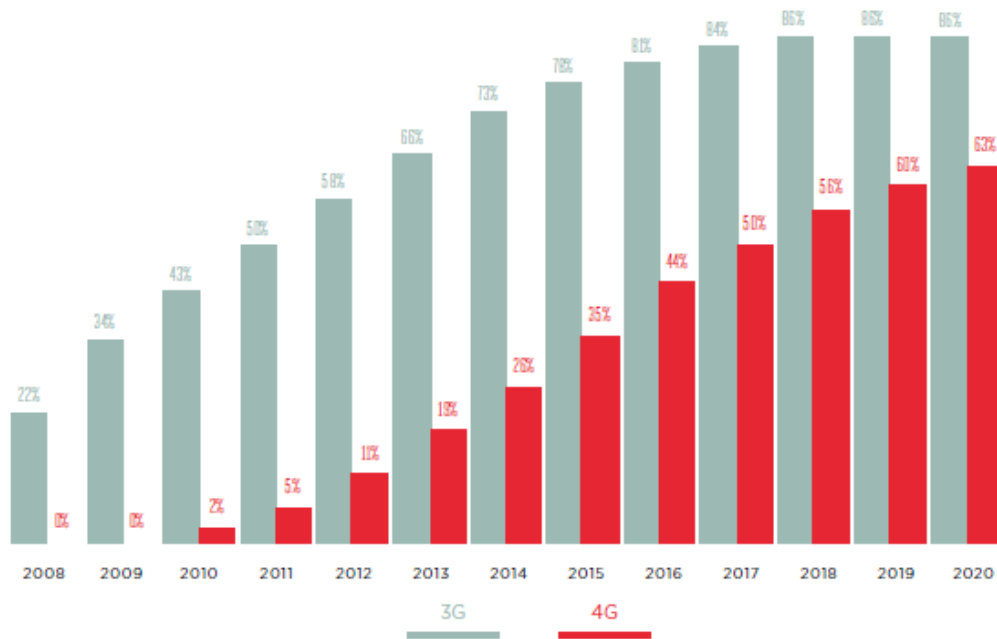
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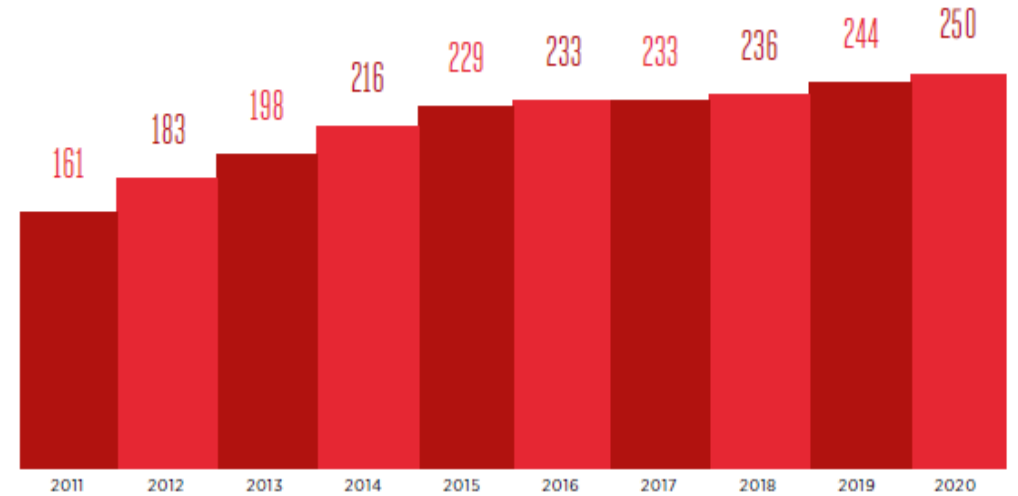
# Globally Mobile Continues to Scale Rapidly

*Global 3G/4G population coverage*



4 out of 5 people will have access to a mobile broadband network by 2020

*Mobile operator investment (US\$ billions)*

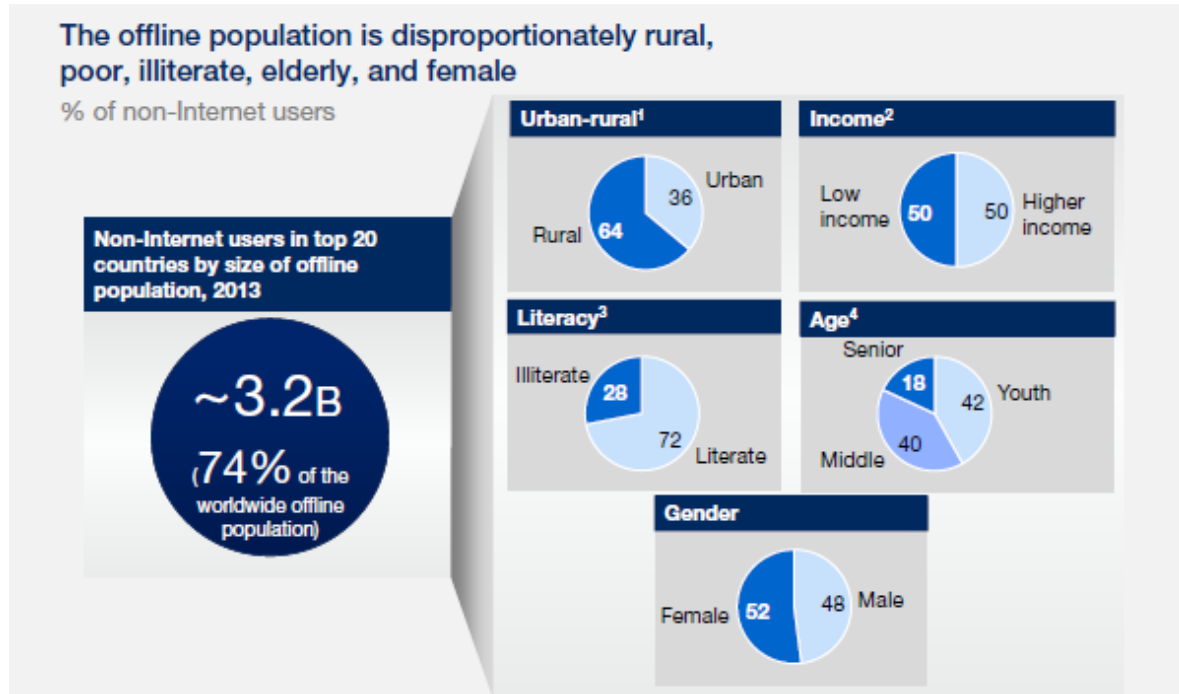


New revenue streams and sustainable business models are important



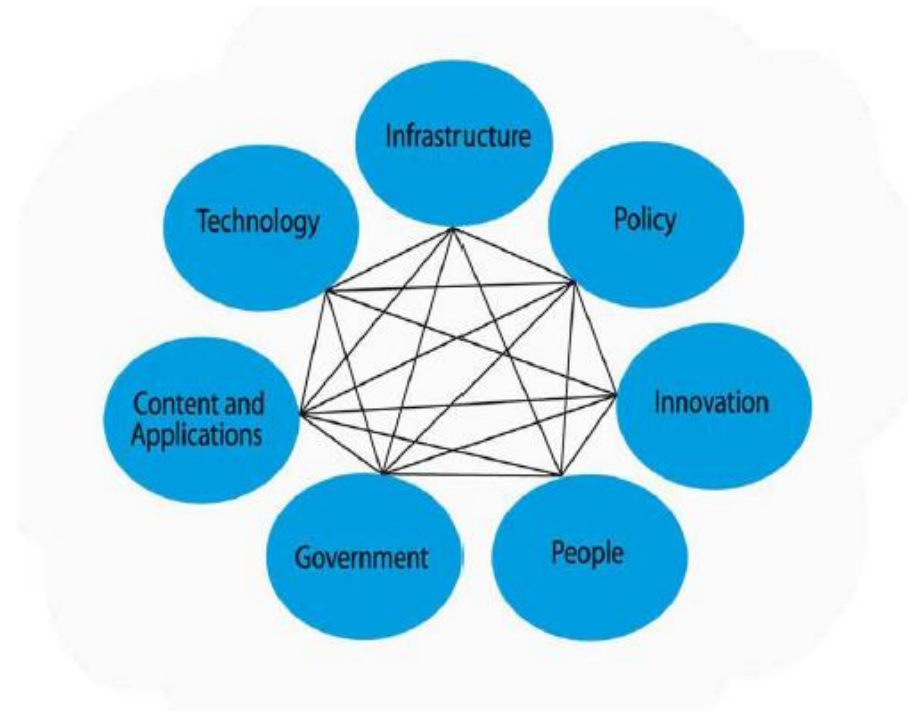
# Network Availability is not the Only Dimension of Universal Service

*Offline Global Population (2014; Source: McKinsey)*



Skill-based challenges create barriers even if coverage and affordability issues are addressed

*Broadband Web (Source: Broadband Comm.)*



Both supply and demand side measures should be considered

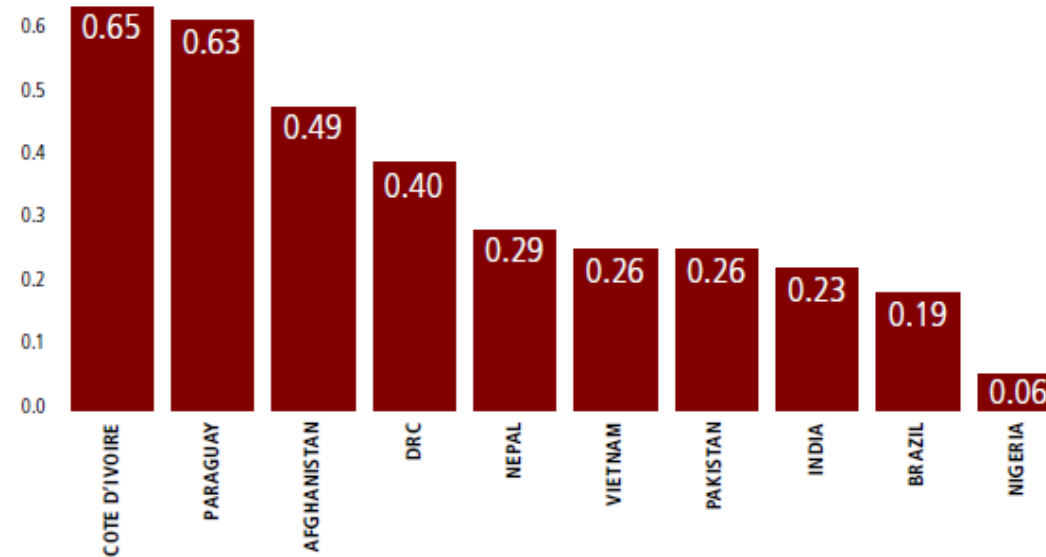


# USFs are Neither Effective Nor Efficient

**~USD 11 billion**  
*waiting to be disbursed*



**Top 10 USFs >\$30m as a % of GDP**



- Funds are not always allocated in a competitively and technologically neutral way
- Levies continue to be collected while funds remain undisbursed
- Less than 8 out of 64 funds surveyed are making progress towards their stated ambitions



# Policy Alternatives to Operator Funded USFs

## Stimulate demand for network connectivity and services

- Governments as avid users rather than network builders
- Technical and commercial flexibility to manage heterogeneous networks

## Reduce costs of network deployment and management

- Permit voluntary network sharing between operators
- Reduce input costs for mobile network deployments

## Public funding to partner private investment

- Funding through general taxation for areas still considered as unviable
- Spectrum policy that is aligned with universal service goals