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| **Council 2022Geneva, 21-31 March 2022** |  |
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|  | **Document C22/INF/13-E** |
| **23 February 2022** |
| **English only** |
| Report by the Secretary General |
| outcomes of the world café on revenue generation, reducing expenditure and balancing the DRAFT Financial Plan |

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| SummaryIn the context of the elaboration of the Financial Plan 2024-2027, the Coordination Committee decided to organize a secretariat World Café, with representatives of the three bureaux and the General Secretariat, to collect ideas on revenue generation, reducing expenditure and balancing the draft Financial Plan. This INF document summarizes the process and the outcomes of this event.**Action required**This document is submitted to the Council **for information**.\_\_\_\_\_\_\_\_\_\_\_\_ |

***Management decided that a staff “World Café” should be organised to come up with ideas on revenue generation, reducing expenditure and balancing the draft Financial Plan***

* Two 2-hour sessions, Wednesday 2nd (revenue generation) and Thursday 3rd (cost savings) of February 2022.
* **Directors of the Bureaux and Chiefs of GS Departments appointed participants**.
* A total of **72 staff were invited**, including **all D2s, most D1s and staff from G4 to P5** representing all components of the secretariat.
* Out of these 72, **45 participated the first day and 53 the second one**

***METHODOLOGY – Preparatory process and event***

* In preparation to the event, **an online form was created allowing people to post proposals on both increasing revenue and cutting expenses**.
* Each session was opened with a presentation to set up the context
* Day 1 – Chris Clark, on revenue generation
* Day 2 – Alassane Ba, on efforts conducted to reduce expenses
	+ Day
* During each session of the World Café, these inputs were presented in **breakout rooms moderated by staff from SPM/SPD and the Bureaux**.  Each breakout session had 2 rounds and ended up with a plenary to present results.

***AREAS COVERED***



***METHODOLOGY – Follow up***

* All proposals were consolidated and classified by their implementation **timeline** (short, mid or long-term), **responsibility for implementation** (Management, Council or PP), and **feasibility**.
* Further **financial analysis** (low, mid and high impact) could be done in the future by FMRD, with support from relevant units.
* Proposals were reviewed by management to identify those that were feasible for further study.



**World Cafe - Increasing Revenue** Category

All\*

\* Yes Feasibility

**Proposals for increasing revenue, timeline and decision-making level**

Legend Council Management PP

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| --- | --- |
|  Proposal | 2022 2023 2024 2025 2026 2027 |
|  |  |  |  |  |
| ... Identify un-spent funds in ITU accounts (e.g. left over from projects) |  |  |  |  |
|  |
| ... Launch Campaign to secure and increase MS contributions in lead up to PP22 |  |  |  |  |
|  |
| ... Minimize the counterfeiting in some geographical areas of ITU's carriage required BR maritime publications |  |  |  |  |
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| ... Partner with ITU publications resellers and others |  |  |  |  |
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| ... Re-evaluate staff costs on projects and focus staff time on revenue-generating activities |  |  |  |  |
|  |
| ... Maintain / increase current level of contributory unit at 318K CHF/support for indexing with inflation |  |  |  |  |
|  |
| ... Introduce a yearly adjustment of Decision 482 to reflect the inflation rate experienced by ITU |  |  |  |
| ... Introducing a new form of cost recovery for assistance to operators (operating agencies) |  |  |  |
| ... Revenue should cover direct and indirect costs for ITU publications, software and databases (PP res 66) |  |  |  |
| … Review the cost-recovery revenues to verify if they are in fact covering all the costs |  |  |  |
| ... Set an annual fee to every station on the MIFR (space) |  |  |  |
| ... Suspend/cancel the “free entitlement” for satellite filings cost recovery |  |  |  |
| ... Analyze evolving industry ecosystems to identify potential new members |  |  |  |
| … Attract more participation to our events |  |  |  |
| … Change business model for Telecom (merge with WSIS, AI for Good, etc.) |  |  |  |
| ... Developing new products or tools |  |  |  |
| … Encourage for voluntary contributions |  |  |  |
| ... Generate revenue on Statistics strong assets / need to analyse how to leverage |  |  |  |
| ... Target major donors with compelling projects relevant to their priorities |  |  |  |
| ... Redistribute publications revenue (they are cyclical and we can forecast it) through the 4 year budget period |  |  |  |
| ... Sell floor space/booths for all conferences/events/meetings |  |  |  |

Today

**World Cafe - Reducing Expenditures** Category



**Proposals for reducing expenditure, timeline and decision-making level**

Legend Council Management PP



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|  Proposal | 2022 2023 2024 2025 2026 2027 |
|  |  |  |  |  |
| ... Assign staff from regional offices to staffing tables of event in their region |  |  |  |  |
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| ... Centralization/optimization of the stationary budgets |  |  |  |  |
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| ... Continue organizing virtual events, based on the experience accumulated during Covid |  |  |  |  |
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| ... Further reduce travel costs |  |  |  |  |
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| ... Keep IT equipment for longer and refurbish instead of buying new equipment |  |  |  |  |
|  |
| ... Merge events into one platform (one expert team and conference management system) |  |  |  |  |
|  |
| ... Outsource on a contract basis work of editors, graphic designers, etc. |  |  |  |  |
|  |
| ... Reduce consultancy costs (insourcing of expertise) |  |  |  |  |
|  |
| ... Review pre-event missions |  |  |  |  |
|  |
| ... Support part time jobs |  |  |  |  |
|  |
| ... Transparency to membership on "difficult" solutions |  |  |  |  |
|  |
| ... Reduce drastically translation |  |  |  |
| ... Adjusting the planning phase with a results-driven focus |  |  |  |
| ... Allow more staff to work from locations other than Geneva |  |  |  |
| ... Automate activities and reduce manual work |  |  |  |
| ... BR should seek synergies between space and terrestrial applications software |  |  |  |
| ... Each Bureaux should not reproduce the support activities of the General Secretariat |  |  |  |
| ... Eliminate duplication in roles across Bureaux and GS |  |  |  |
| ... Evaluate all activities we can stop doing |  |  |  |
| ... Find ways to have more expenses in other currencies than Swiss Francs |  |  |  |
| ... Go fully for machine-based translation and interpretation (AI/ML) |  |  |  |
| ... GS should focus on its support and administrative activities only |  |  |  |
| ... Harmonize strategies among Sectors and GS on the linguistic services |  |  |  |
| ... Improving the process of identifying the cost cuts |  |  |  |
| ... Look at the contracts for all services and centralize in one service provider |  |  |  |
| ... Offer early retirement and complement with measures to reduce the need to backfill unnecess... |  |  |  |
| ... Re-evaluate staff needs (contract types/classification/performance) |  |  |  |
| ... The ITU-D should limit the scope of its activities to projects and capacity building |  |  |  |
| ... Transformation/business reviews process of the organization |  |  |  |
| ... End-to-end organizational re-design, including restructuring of the Sectors |  |  |  |
| ... Increasing presence in the field, use of national officers and collaboration with other UN agen... |  |  |  |  |
| ... Reduce drastically interpretation |  |  |  |  |

 Today

***PROPOSED NEXT STEPS***

* Conduct further analysis on how to incorporate these proposals to have them reflected in the budgets 2024-25 and 2026-27.
* Conduct an in-depth assessment of the cost, feasibility and return of investment of the options identified, conducted by FRMD with support of relevant designated from points from the Bureaux and the General Secretariat.
* Encourage Membership to carry out a similar exercise