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**CONTRIBUTION BY THE SECRETARIAT**

**Efficiency measures**

**A. Introduction**

The purpose of this document is to provide updated information on the implementation of the efficiency measures as outlined in Annex 2 to Decision 5 (Rev. Busan, 2014).

The measures for implementation in the biennium 2014-2015 and biennium 2016-2017 were reported to Council in Documents C15/45 and C16/45 respectively. These measures resulted in savings of CHF 24.4 million in 2014-2015 and are estimated to save a further CHF 16.8 million in biennium 2016-2017.

This document shows these savings under each Annex 2 item, and also lists the additional measures to be taken in biennium 2018-2019 which are expected to provide an additional total saving of CHF 13.3 million (mostly through the voluntary separation programme). Through this effort, it was possible to bring the expenses in line with revenue and present to Council 17 a balanced 2018-2019 budget without a withdrawal from the Reserve Account.

Although it is increasingly difficult to identify further additional measures that would not impact on the Union’s core functions, management will continue its efforts to find innovative solutions, in particular through the use of new technology, in its preparation for the draft Financial Plan 2020-2023.

**B. Implementation of the thirty measures for reducing expenses as per Annex 2 to Decision 5 (Rev. Busan, 2014).**

**1 Identification and elimination of duplication (and overlap of functions, activities, workshops, seminars), and centralization of finance and administrative tasks, in order to avoid inefficiencies and to gain from a specialized workforce**

The new comprehensive Task Force for Intersectoral Coordination has ensured that intersectoral work is now conducted in a more effective, efficient, and results-oriented manner.

Cost savings achieved in 2014-2015: **CHF 1,529,000**

Additional staff costs savings in 2016-2017: **CHF 1,926,000**

2018-2019

* Further efforts will be made during the 2018-2019 biennium regarding elimination of duplications and restructuring the Union. Different scenarios are under study by ITU management.
* Integrating the remaining BR Ingress databases into the SQL environment was expected to render savings during 2018-2019 but this is now likely to be postponed.

**2 Coordination and harmonization of all seminars and workshops by a centralized intersectoral task force or department in order to avoid duplication of topics, to optimize management, logistics, coordination and secretariat support and to benefit from synergy between the Sectors and a holistic approach to the subjects covered**

Savings achieved in 2014-2015: **CHF 60,000** (Included in Item 23)

Additional savings in 2016-2017**: CHF 40,000** (Included in Item 23)

**3 Full involvement of regional offices in the planning and organization of seminars/workshops/meetings/conferences, including their preparatory meetings outside Geneva, in order to gain from the utilization of local expertise and local contact networks and to save on travel costs**

Savings achieved in 2014-2015: **CHF 50,000** (Included in Item 23)

**4 Maximum coordination with regional organizations with a view to organizing collocated events/meetings/conferences, sharing the expenses and minimizing the costs of participation**

Savings achieved in 2014-2015: **CHF 30,000**

**5 Savings from attrition, redeployment of staff and review and possible reduction of grades of vacant posts, in particular in non-sensitive parts of the General Secretariat and the three Bureaux, in order to reach optimal levels of productivity, efficiency, and effectiveness**

Savings achieved in 2014-2015: **CHF 12,012,000**

Additional savings in 2016-2017: **CHF 10,518,000**

2018-2019

Additional efforts were made in this respect in the preparation of the 2018-2019 Budget:

- A voluntary separation programme has been implemented to compensate the cost of the adoption of retirement age at 65. As from December 2016 to December 2017, 29 staff members will benefit from early retirement, 13 of them are planned to be replaced at a lower grade. Net reduction is 16 posts. 8 other posts have not been budgeted for 2018-2019 as the result of restructuring. In total there are 24 posts less in the draft Budget compared to 2016-2017, and 70 compared to 2014.

- Average step level of recruitment has been fixed at 2 in the draft Budget.

Additional savings in 2018-2019: **CHF 11,289,000**

**6 Prioritize staff redeployment for the implementation of new or additional activities. New hiring should be the last option, while taking into account gender balance and geographical distribution**

Savings achieved in 2014-2015: **CHF 1,259,000**

Additional savings in 2016-2017: **CHF 356,000**

2018-2019

- Several staff will still be redeployed within the Union to implement the early separation programme.

- International Consultancy Agreements (ICAs) are under consideration.

**7 The use of consultants should only occur when the relevant skills or experience cannot be found among existing staff and after confirmation of this requirement in writing by senior management**

Savings achieved in 2014-2015: **CHF 40,000**

Additional savings in 2016-2017: **CHF 267,000**

**8 Upgrading the capacity-building policy to qualify the staff, including staff in regional offices, for multi-sector proficiency, in order to improve staff mobility and their flexibility for redeployment to new or additional activities**

Savings achieved in 2014-2015: **CHF 30,000**

2018-2019

- Training to be provided regularly to prepare staff for potential redeployment.

- In-house training provided by colleagues.

**9 The General Secretariat and the three Sectors of the Union should reduce the cost of documentation of conferences and meetings by conducting paperless events/meetings/ conferences and fostering the adoption of ICTs as viable and most sustainable substitutes for paper**

Savings achieved in 2014-2015: **CHF 1,834,000**

Additional savings in 2016-2017: **CHF 235,000**

2018-2019

- Continued reduction of printed documents towards achieving a paperless environment; 30.4% reduction in printing from 2016-2017 to 2018-2019.

- As WRC-15, WTSA-16 and WTDC-17, PP-18 and WRC-19 will be paperless.

Additional savings in 2018-2019: **CHF 1,765,000**

**10 Reducing to the absolute minimum necessary the printing and distribution of ITU promotional/non-revenue generating publications**

Savings achieved in 2014-2015: **CHF 309,000**

Additional savings in 2016-2017: **CHF 538,000**

**11 Implementation of initiatives towards making ITU a completely paperless organization, such as providing Sector reports only online, adopting digital signatures, digital media and digital advertising and promotion, among others**

Additional savings in 2016-2017: **CHF 600,000 per biennium**

2018-2019

Estimated saving of CHF 90,000 for paperless PP-18 is included in Section 9.

**12 Consideration of savings in languages (translation, interpretation) for study group meetings and publications, without prejudice to the goals of Resolution 154 (Rev. Busan, 2014)**

Savings achieved in 2014-2015: **CHF 340,000**

Additional savings in 2016-2017: **CHF 147,000**

**13 Evaluation and use of alternative translation procedures that could reduce the cost of translations while maintaining or improving their current quality and the accuracy of telecommunication/ICT terminology**

Savings achieved in 2014-2015: **CHF 2,820,000**

2018-2019

- There is an initiative to improve the workflow in the language service which would result in efficiency and cost savings.

- Pilot project on outsourcing web translation is continuing.

**14 Implementation of WSIS activities through the redeployment of staff responsible for such activities within the existing resources and, as appropriate, through cost recovery and voluntary contributions**

Implemented and ongoing.

**15 Reviewing the number of study group meetings and their duration with a view to reducing their costs and those of other relevant groups**

Continuous review by appropriate bodies.

**16 Evaluation of regional groups established by ITU study groups in order to avoid duplication and overlap**

Under study.

**17 Limitation of the number of days of meetings for the advisory groups to three days per year maximum with interpretation**

Measure implemented in the three Sectors.

Savings achieved in 2014-2015: **CHF 176,000**

**18 Reduction in the number and duration of physical meetings of the Council Working Groups, where possible**

Continue to organize Council Working Group meetings in clusters (twice a year).

**19 Reduction in the number of Council Working Groups to the absolute minimum necessary by combining them into a smaller number of groups, terminating their activities if no further development occurred on their scope of activities**

PP-14 decided to discontinue the Council Working Group on Stable Constitution.

**20 Regular assessment of the level of achievement of the strategic goals, objectives and outputs with a view to increasing efficiency by the reallocation of budget, when necessary**

Already undertaken (regular assessment).

**21 For new activities or those having additional financial resource implications, a “value-added” assessment shall be made in order to justify how the proposed activities differ from current and/or similar activities and to avoid overlap and duplication**

New activities requested by membership undertaken within existing/approved resources.

**22 Sound consideration of the size, location and resources allocated to regional initiatives, outputs and assistance to members, to the regional presence both in the regions and at headquarters, as well as those resulting from the outcome of WTDC and the Dubai Action Plan, and financed directly as activities from the Sector budget**

Savings achieved in 2014-2015: **CHF 572,000**

Additional savings in 2016-2017: **CHF 1,100,000**

**23 Reduction in the cost of travel on duty, by developing and implementing criteria in order to reduce travel costs. The criteria should consider and aim at minimizing business travel, increasing the minimum number of hours requirement for flying business class, increasing the notice for travel towards 30 days, reducing the extra daily subsistence allowance (DSA) as far as possible, prioritizing the allocation of staff from the regional and area offices, by limiting time on mission as well as through joint representation in meetings, rationalizing the number of staff sent on mission from various departments/divisions of the General Secretariat and the three Bureaux**

Savings achieved in 2014-2015: **CHF 1,472,000** (this amount includes savings for Items 2, 3, and 24)

Additional savings in 2016-2017: **CHF 920,000** (this amount includes savings for Item 2)

**24 Reduction and/or elimination of travel to meetings for which the proceedings are webcast and captioned, including remote presentation of documents and contributions to these meetings**

Savings achieved in 2014-2015: **CHF 44,000 (Included in Item 23)**

**25 Improving and prioritizing internal electronic working methods in order to reduce travel to/from regional offices to Geneva**

Ongoing work on the application of electronic working methods.

**26 Taking into account No. 145 of the Convention, a full range of electronic working methods needs to be explored to possibly reduce the costs, number and duration of the Radio Regulations Board meetings in the future, e.g. reduction of the number of meetings in one calendar year from four to three**

The number of RRB meetings has been reduced from four meetings to three per year.

Savings achieved in 2014-2015: **CHF 237,000**

**27 Introduce incentive programmes, such as efficiency taxes, innovation funds and other methods in order to address innovative cross-cutting means of improving the Union's productivity**

Under review.

**28 Discontinue to the greatest extent possible communications by fax and traditional postal mail between the Union and Member States and replace it with modern electronic communication methods**

Additional savings in 2016-2017: **CHF 10,000**

**29 Appeal to the Member States to reduce the number of issues to be considered by WRCs to the minimum necessary**

Action for Member States.

**30 Any additional measures adopted by the Council**

Action for the Council.

**31 Other measures taken by ITU Management**

Savings achieved in 2014-2015: **CHF 1,787,000**

Additional savings in 2016-2017: **CHF 224,000**

2018-2019

- Pilot project of renovation of the meeting rooms: decision taken for making a SMART Meeting Room K instead of the traditional wired (microphone, headset) solution.

Additional savings in 2018-2019: **CHF 250,000**