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| **Council 2019Geneva, 10-20 June 2019** |  |
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| **Agenda item: ADM 1** | **Document C19/45-E** |
| **1 April 2019** |
| **Original: English** |
| Report by the Secretary-General |
| EFFICIENCY MEASURES |

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| SummaryIn conformity with paragraphs 1, 2 and 3 of *instructs the Secretary-General and the Directors of the Bureaux* of Decision 5 (Rev. Dubai, 2018):“1 to provide to the Council, on an annual basis, a report outlining expenses relating to each item in Annex 2 to this decision, and on ITU budget implementation for the previous year and anticipated implementation of the ITU budget for the current year;2 to make every effort to achieve reductions through a culture of efficiency and economy and to include the savings actually achieved within the overall approved budgets in the above report to Council;3 to include in the report referred to in *instructs 1* a report on extra-budgetary activities and related expenses,”.This document provides an update on the implementation of the efficiency measures as outlined in Annex 2 to Decision 5 (Rev. Busan, 2014 and Rev. Dubai, 2018).Action requiredThe Council is invited to **endorse** this report.\_\_\_\_\_\_\_\_\_\_\_\_**References**[*Decision 5 (Rev. Busan, 2014)*](http://www.itu.int/pub/S-CONF-ACTF-2014) *and* [*Decision 5 (Rev. Dubai, 2018)*](https://www.itu.int/en/council/Documents/basic-texts/DEC-005-E.pdf) |

**A Introduction**

1 The purpose of this document is to provide updated information on the implementation of the 30 efficiency measures as outlined in Annex 2 to Decision 5 (Rev. Busan, 2014) and on the implementation of the 27 efficiency measures as outlined in Annex 2 to Decision 5 (Rev. Dubai, 2018).

2 The measures for implementation in the biennia 2014-2015, 2016-2017, and 2018-2019 were reported to the Council in Documents C15/45, C16/45, C17/45, and C18/45. These measures resulted in savings of CHF 24.4 million in 2014-2015 and are assumed to save CHF 17 million in the biennium 2016-2017. As for 2018, the estimated savings at 28 February 2019 amount to CHF 7.9 million. For the budget 2019, these savings are estimated at CHF 6.7 million.

3 Table 1 reflected on pages 3 to 7 presents the savings under each of the 30 efficiency measures identified in Annex 2 to Decision 5 (Rev. Busan, 2014) for the 2014 to 2019 time-frame.

4 Table 2 reflected on pages 8 to 13 presents the prospective savings under each of the 27 efficiency measures identified in Annex 2 to Decision 5 (Rev. Dubai, 2018) for the 2020-2021 time-frame. The estimated savings amount to CHF 12.5 million for the 2020-2021 period. These measures will be further analysed during the budget implementation and it will be possible to provide estimates of the achieved savings for some of these efficiency measures at that time.

5 Efficiency measures relating to extra-budgetary activities will be analysed during the course of the implementation of these activities and reported to the Council at its subsequent session.

**Table 1 - Efficiency measures – 2014-2019**

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|  |  | *CHF(000)* |
| **Efficiency measures** | **Actuals 2014-2015** | **Actuals 2016-2017** | **Actuals 2018** | **Budget 2019** | **Total** |
|  |  |   |   |  |   |  |
| 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 | 1,529 | 1,926 |   | Not yet available | 3,455 |
| 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 |   |   |   |   |   |
| 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 |   |   |   |   |   |
| 4 | Maximum coordination with regional organizations with a view to organizing collocated events/meetings/conferences, sharing the expenses and minimizing the costs of participation | 30 |   |   |   | 30 |
| 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 | 12,012 | 10,518 | 7,411 | 5,645 | 35,586 |
| 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 | 1,259 | 356 |   |   | 1,615 |
| 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 | 40 | 267 |   |   | 307 |
|  |  | *CHF(000)* |
| **Efficiency measures** | **Actuals 2014-2015** | **Actuals 2016-2017** | **Actuals 2018** | **Budget 2019** | **Total** |
| 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 | 30 |   |   |   | 30 |
| 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 | 1,834 | 235 | 532 | 883 | 3,484 |
| 10 | Reducing to the absolute minimum necessary the printing and distribution of ITU promotional/non-revenue generating publications | 309 | 538 |   |   | 847 |
| 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 |   | 600 |   |   | 600 |
| 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) | 340 | 147 |   |   | 487 |
| 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 | 2,820 |   |   |   | 2,820 |
| 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 |   |   |   |   |   |
| 15 | Reviewing the number of study group meetings and their duration with a view to reducing their costs and those of other relevant groups |   |   |   |   |   |
| 16 | Evaluation of regional groups established by ITU study groups in order to avoid duplication and overlap |   |   |   |   |   |
|  |  | *CHF(000)* |
| **Efficiency measures** | **Actuals 2014-2015** | **Actuals 2016-2017** | **Actuals 2018** | **Budget 2019** | **Total** |
| 17 | Limitation of the number of days of meetings for the advisory groups to three days per year maximum with interpretation | 176 |   |   |   | 176 |
| 18 | Reduction in the number and duration of physical meetings of the Council Working Groups, where possible |   |   |   |   |   |
| 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 |   |   |   |   |   |
| 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 |   |   |   |   |   |
| 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 |   |   |   |   |   |
| 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 | 572 | 1,100 |   |   | 1,672 |

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|  |  | *CHF(000)* |
| **Efficiency measures** | **Actuals 2014-2015** | **Actuals 2016-2017** | **Actuals 2018** | **Budget 2019** | **Total** |
| 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 | 1,472 | 920 |   |   | 2,392 |
| 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 |   |   |   |   |   |
| 25 | Improving and prioritizing internal electronic working methods in order to reduce travel to/from regional offices to Geneva |   |   |   |   |   |
| 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 | 237 |   |   |   | 237 |
| 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 |   |   |   |   |   |
| 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 |   | 10 |   |   | 10 |
|  |  | *CHF(000)* |
| **Efficiency measures** | **Actuals 2014-2015** | **Actuals 2016-2017** | **Actuals 2018** | **Budget 2019** | **Total** |
| 29 | Appeal to the Member States to reduce the number of issues to be considered by WRCs to the minimum necessary |   |   |   |   |   |
| 30 | Any additional measures adopted by the Council |   |   |   |   |   |
| 31 | Other measures taken by ITU Management | 1,787 | 224 |   | 125 | 2,136 |
|  |  |   |   |   |   |   |
|  | **Total** | **24,447** | **16,841** | **7,943** | **6,653** | **55,884** |

**Table 2 – Prospective efficiency measures – 2020-2021**

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|  |  | *CHF (000)* |
| **Efficiency measures** | **Budget 2020** | **Budget 2021** | **Total 2020-2021** |
| 1 | Identification and elimination of all forms and instances of duplication of functions and activities between all ITU structural bodies and measures. Coordination, harmonization and closer cooperation among the Sectors, including optimization of management methods, logistics, coordination and support by the secretariat as well as centralization of finance and administrative tasks | Will be analysed and estimated during budget implementation |   |
| 2 | Coordination and harmonization of all seminars, workshops and cross-sector activities by the secretariat's inter-sectoral task force (ISC-TF) 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 | As above |   |
| 3 | Enhanced efficiency in respect of regional offices in implementing the goals and objectives of ITU as a whole, as well as in the use of local experts and the local networks of contacts and resources. Maximum coordination of activities with regional organizations and rational use of existing financial and human resources, including savings on travel costs and costs associated with the planning and organization of events held outside Geneva | As above |   |

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|  |  | *CHF (000)* |
| **Efficiency measures** | **Budget 2020** | **Budget 2021** | **Total 2020-2021** |
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 | 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 | 6,397 | 6,397 | 12,794 |
| 5 | Prioritizing staff redeployment for the implementation of new or additional activities. New hiring should be the last option, while taking into account gender balance, geographical distribution and new skill requirements |
| 6 | 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 | Will be analysed and estimated during budget implementation |   |
| 7 | 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 | As above |   |
| 8 | Reduction by the General Secretariat and the three Sectors of the Union of the cost of documentation by, among other measures, conducting paperless conferences and meetings of all kinds and at all levels; encouraging staff to avoid printing of e-mails and documents; reducing the archiving of additional paper documentation; pursuing initiatives aimed at making ITU a fully paperless organization; and fostering the adoption of innovative information and communication technology (ICT) solutions as viable and sustainable substitutes for paper, without any significant decrease in the quality of the information provided to event participants or to ITU staff in the course of their day-to-day work | -158 | -158 | -316 |

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|  |  | *CHF (000)* |
| **Efficiency measures** | **Budget 2020** | **Budget 2021** | **Total 2020-2021** |
| 9 | Reducing to the absolute minimum necessary the printing and distribution of ITU promotional/non-revenue generating publications | Will be analysed and estimated during budget implementation |   |
| 10 | Implementation of practicable measures for making savings in the provision of interpretation and the translation of ITU documents, including minimizing the length of documents, and in the preparation of publications for events of all kinds and at all levels, without prejudice to the goals of Resolution 154 (Rev. Dubai, 2018) of the Plenipotentiary Conference, as well as through optimization of resource usage in the language services, including the use of alternative translation procedures, while maintaining translation quality and the accuracy of telecommunication/ICT terminology | As above |   |
| 11 | Increasing the efficiency of World Summit on the Information Society (WSIS) programme activities and activities aimed at achievement of the Sustainable Development Goals, consistent with the financial plan and the biennial budget and, as appropriate, through cost recovery and voluntary contributions. Participation by the regional offices, in collaboration with other United Nations agencies, in WSIS activities being carried out at the regional level | As above |   |
| 12 | Optimization of the number and duration of meetings, and holding such meetings with the aid of ICT capabilities. Reduction of the number of groups to the minimum necessary through their restructuring and/or termination of their work in the absence of any outcomes and/or where there is duplication of activities, while avoiding any risk, in particular, of failure to fulfil the strategic and operational goals and objectives of the Union | As above |   |
| 13 | Regular assessment of the level of achievement of the strategic goals, objectives and outputs with a view to increasing efficiency through the reallocation of budget, when necessary | As above |   |
|  |  | *CHF (000)* |
| **Efficiency measures** | **Budget 2020** | **Budget 2021** | **Total 2020-2021** |
| 14 | For new activities or those having additional financial resource implications, a "value-added" assessment shall be made and implemented in order to improve efficiency and to avoid overlap and duplication | As above |   |
| 15 | Sound consideration of the size of, location of and resources allocated to regional initiatives, outputs and assistance to members, the regional presence both in the regions and at headquarters, as well as those actions resulting from the outcome of the World Telecommunication Development Conference and the Buenos Aires Action Plan, and financed directly as activities from the Sector budget | As above |   |
| 16 | Reduction of 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, as far as possible, by prioritizing the allocation of staff from the regional and area offices, by limiting time on mission, through joint representation in meetings, and by rationalizing the number of staff sent on mission from various departments/divisions of the General Secretariat and the three Bureaux | As above |   |
| 17 | Appeals to Member States to reduce to the minimum necessary the number of issues raised and the time devoted to their consideration at all conferences, assemblies and other meetings | As above |   |
| 18 | Continued implementation by the Union of the comprehensive plan to improve the stability and predictability of the financial base of the Union, mobilizing the necessary resources and, inter alia, improving the management of internal corporate projects requiring significant long-term investments | As above |   |
| 19 | Member States, Sector Members and other ITU members taking all possible measures to settle/eliminate arrears to the Union | As above |   |
|  |  | *CHF (000)* |
| **Efficiency measures** | **Budget 2020** | **Budget 2021** | **Total 2020-2021** |
| 20 | Optimization of expenses related to maintenance, routine repair and renovation/reconstruction of the ITU buildings and facilities and to the provision of safety in accordance with applicable United Nations system standards | As above |   |
| 21 | Increased use of virtual meetings and remote participation in physical meetings in order to reduce and/or eliminate travel to meetings the proceedings of which are webcast and, preferably, captioned, including remote presentation of documents and contributions | As above |   |
| 22 | Introduction of innovative cross-cutting means and working methods for improving the Union's productivity | As above |   |
| 23 | Discontinuing to the greatest extent possible communications by fax and traditional postal mail between the Union and Member States, and replacing them with modern electronic communication methods | As above |   |
| 24 | Continuing the efforts to simplify, harmonize or eliminate, as appropriate, internal administrative processes, for subsequent digitization and automation | As above |   |
| 25 | Consideration of further sharing of some common services with other United Nations organizations, and implementation of such sharing where beneficial | As above |   |
| 26 | Appeals to Member States, to the extent possible, with the support of the secretariat, to include in their proposals to ITU conferences an annex with relevant information in order to allow the Secretary-General/Directors of the Bureaux to identify the probable financial implications of such proposals | As above |   |

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|  |  | *CHF (000)* |
| **Efficiency measures** | **Budget 2020** | **Budget 2021** | **Total 2020-2021** |
| 27 | Any additional measures adopted by the Council and the ITU management, including measures to increase the efficiency of the internal audit function, institutionalize evaluation functions, assess and minimize the risk of fraud and other risks, implement external auditor, Independent Management Advisory Committee and Joint Inspection Unit recommendations in a timely manner, and implement the Information Technology and Information Management Strategy | As above |   |
|  |  |   |   |   |
|  | **Total** | **6,239** | **6,239** | **12,478** |

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