

---

Agenda item: ADM 2

Document C14/69-E  
24 April 2014  
Original: English

**Note by the Secretary-General**

MEASURES FOR REDUCING EXPENDITURE

I have the honour to transmit to the Member States of the Council a contribution received from **Brazil**.

Dr Hamadoun I. TOURE  
Secretary-General

## Contribution from Brazil (Federative Republic of)

### MEASURES FOR REDUCING EXPENDITURE

#### Summary

This document presents Brazil's opinions on possible measures to reduce expenditure, to increase savings and to overcome the long-term liabilities deficit of the Union.

#### Action required

The Council is invited to discuss these proposals and to recommend to the 2014 Plenipotentiary Conference that Decision 5 be amended accordingly.

---

#### References

*Decision 5 (Rev. Guadalajara, 2010), Resolutions 71, 72 and 151 (Rev. Guadalajara, 2010)*

### Introduction

In light of the current financial and budgetary difficulties, the loss of revenue and increase in expenditures foreseen for the next 2016-2019 cycle, the long-term liabilities deficit and the construction of a new building, it is necessary to discuss and approve measures that will ensure that the ITU is financially capable of implementing its mandate with the limited resources available.

Considering that most measures to increase revenues are being held back by the current global financial situation, it is mandatory that the ITU evaluate at its expenses in order to balance the budget and the financial plan for the next cycle and for the coming years, beyond 2020.

### Proposals

Brazil fully supports the measures for reducing expenditure defined in Annex 2 to Decision 5 (Rev. Guadalajara, 2010), and considers that they are an essential part of the next financial plan of the Union for 2016-2019, to be approved by the 2014 Plenipotentiary Conference (PP-14). They have proven valuable for the financial health of the ITU and in increasing its efficiency. Those measures, however, must be amplified and be more detailed for the next cycle.

Brazil commends and is grateful to the Secretariat for including in Annex 1 to the Annual review of revenue and expenditure (document [C14/9](#)) a report on the effective implementation of Annex 2 to Decision 5. Brazil expects that this report continue to be presented to every Council Session.

Brazil believes that the implementation of Results-Based Management throughout the Union and in the Strategic and Financial Plans for the Union for 2016-2019 will increase the efficiency and productivity of the ITU and that it will deliver excellent results. Nevertheless, managerial efficiency needs to be supported and can benefit from a well defined list of measures for reducing expenditure.

Some measures from Annex 2 are reflected in Table 1 below, along with Brazil's proposals on each one:

Table 1: Measures for reducing expenditure (Decision 5) and Brazil's proposals

MEASURES	BRAZIL'S PROPOSAL
<p>1) Identification and elimination of possible duplications (functions, activities, workshops, seminars), and centralization of finance and administrative tasks.</p> <p>2) Coordination and harmonization of seminars and workshops organized by the General Secretariat or the three Sectors in order to avoid duplication of the subjects covered and to optimize secretariat attendance.</p>	<p>The duplication of functions, activities, workshops and seminars is still easily identifiable in the ITU. These should benefit from synergies of a harmonized coordination of activities and the centralization of administrative tasks.</p> <p>PROPOSAL 1: Council and PP-14 should make sure that the Strategic and Financial plans of the Union and the Operational Plans of the Sectors do not overlap, are complementary, and that the intersectoral and common back-office activities are executed by an efficient and as lean as possible General Secretariat.</p> <p>PROPOSAL 2: General Secretariat should centralize the coordination of events, in order to plan and execute and, by all means, eliminate duplications of events between Sectors.</p> <p>Regional Offices must be fully included in the coordination and organization of events. If used to the full extent, they would be able to easily identify similar or duplicated requests and to eliminate any duplication.</p>
<p>3) Coordination with regional organizations with a view to sharing the available resources of the regional organizations and minimizing the costs of participation (workshops, seminars, preparatory meetings for world conferences).</p>	<p>PROPOSAL 3: ITU should continue to collaborate with the six regional organizations in organizing collocated events and in sharing, whenever possible, the costs of organization of events.</p>
<p>4) Possible savings from attrition, the redeployment of staff and the review and possible reduction of grades of vacant posts.</p> <p>5) New or additional activities are to be implemented through staff redeployment.</p>	<p>Staff costs represent around 80% of the total budget of the ITU in 2014-2015. Any measure to reduce expenditure should examine this cost center closely.</p> <p>PROPOSAL 4: ITU should continue to implement, to the greatest extent possible, the policy of not hiring replacements for staff that retires. This way, ITU, at some point, will achieve a balance between the demand and offer of qualified staff, with an increase in the (already high) general productivity of the staff.</p>

	<p>Additionally, staff redeployment should be the first option in the allocation of human resources for any activity. New hiring of additional staff should be the last option, or not an option at all for the next cycle.</p> <p>Staff replacement is acceptable in exceptional cases, only when particularly necessary.</p>
<p>6) Reduction in the cost of documentation of conferences and meetings by:</p> <p>a) requesting at the time of registration whether paper copies are required;</p> <p>b) setting of a maximum number of copies by the Plenipotentiary Conference or by the Council for all Union conferences, assemblies and meetings;</p> <p>c) setting of a maximum of two sets per delegation;</p> <p>d) reducing the number of paper copies sent to administrations from the current five to a maximum of two.</p>	<p>ITU, being the UN organizations for telecommunication/ICTs, should acknowledge the fact that the information made available on paper is fully available in electronic formats, and should become a paperless organization. This includes every aspect of its work: from internal work, internal procedures, promotion, marketing and ITU news, to the meetings, assemblies and conferences.</p> <p>PROPOSAL 5: Brazil is fully supportive of a completely paperless ITU. ITU should utilize all means necessary to become a completely paperless organization (e.g., digital signatures, digital media, digital advertising and promotion).</p>
<p>7) Consideration of savings in languages (translation, interpretation) for study group meetings and publications, without prejudice to the goals of Resolution 154 (Rev. Guadalajara, 2010).</p>	<p>Approximately 60% of WTDC-14 costs (CHF 1,933 million out of CHF 3,3 million) were on documentation, which includes translation (CHF 1,170 million), typing (CHF 0.496 million) and reprography (CHF 0.267 million).</p> <p>298 contributions were translated to the six official languages of the Union at a cost of approximately CHF 191 per page. Meanwhile, the Members reached agreement on several key issues, including the Dubai Action Plan, based solely on Temporary Documents (DTs and DLs), which were only made available in English. This, in Brazil's opinion, is an indication that the ITU membership is fully capable of negotiating and reaching important agreements in one common language.</p> <p>Brazil holds WTDC as a model to be followed in every meeting, conference and assembly of the Union in terms of documentation costs and policies.</p> <p>PROPOSAL 6: if the ITU was paperless, there would be no reprography costs. Brazil proposes that the ITU be completely paperless.</p> <p>PROPOSAL 7: At a cost of CHF 191 per page, the ITU membership should reevaluate its translation policies. Brazil supports the maintenance of high-quality and reliable translation and is very grateful for the quality of translation that has been presented over all ITU</p>

	documentation. Brazil, however, proposes that Council and PP-14 discuss the possibility of a trial period of alternative translation procedures in order to assess the quality and the costs-benefits.
8) 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.	See PROPOSAL 4.  Additionally, Regional and Area Offices should be fully included in promoting and encouraging voluntary contributions to WSIS activities.
9) Review of the costs of study groups and other relevant groups.	The effectiveness and the cost-benefit of Regional Study Groups should be reevaluated. Brazil sees some duplication of efforts between regional study groups and regional organizations. In times of financial difficulties, it is challenging to attend every meeting of the several ITU Regional Study Groups and the regional organizations' meetings, especially if their agendas include discussions on the same issues, on the same scopes. In Brazil's opinion, any duplication of efforts should be eliminated.  PROPOSAL 8: Council, PP-14 and the Sector Advisory Groups should perform an evaluation of the effectiveness of Regional Study Group meetings and evaluate whether their competencies do not overlap with existing Working Groups and Committees of the six regional organizations.
10) Limitation of the number of study group meetings and their duration.	
14) Identification of the level of achievement of the different programmes with a view to utilizing resources for other new activities.  15) For new programmes or those having additional financial resource implications, a "value-added impact statement" should justify how the proposed programmes differ from current and/or similar programmes in order to avoid overlap and duplication.  16) Sound consideration of the resources allocated to regional initiatives, programmes 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 Hyderabad Action Plan, and financed directly as activities from the Sector budget.	See PROPOSAL 1.  Additionally, Council and PP-14 should carefully analyze and approve a financial plan for 2016-2019 that allocates the appropriate resources to all objectives and outputs of the ITU, in a balanced way.
17) Reduction of the cost of travel on	Recently, it was announced that the ITU had changed its

<p>duty, by limiting time on mission as well as through joint representation in meetings, and benefiting from reductions in air fares.</p>	<p>travel policy on business class tickets (more than 11 hours journeys) as well as a 20-day in advance notice for travel.</p> <p>Brazil is fully aware that in certain cases it is inevitable to book flights with less than 20 days to the travel. However, appropriate planning should be done in order to purchase tickets with the maximum anticipation possible, considering the calendar of events that is approved for 3 years in advance at every Council session.</p> <p>Additionally, Regional and Area office staff should be used more frequently instead of Geneva Staff, if travel to the regional meetings is cheaper from the Regional and Area Offices than from Geneva.</p> <p>PROPOSAL 9: ITU should apply a policy of 30 day notice for travel, and travel within that period for any staff should be approved only in exceptional cases by the elected officials.</p>
<p>20) Move, to the extent practicable, from present communications by fax between the Union and Member States to modern electronic communication methods.</p>	<p>PROPOSAL 10: Faxes and regular mail can easily be replaced by scanning any communication and sending it through email. Brazil proposes that it be done immediately.</p>
<p>21) Any additional measures adopted by the Council.</p>	<p>Council should examine the annual report on the implementation of Annex 2 to Decision 5 and continually follow its progress and propose additional measures for reducing expenditures and increasing the efficiency of the management of the ITU.</p>

---