



AD HOC COUNCIL WORKING GROUP ON  
THE ORGANIZATION'S STRATEGIC PLAN  
11th session  
Agenda item 2(a)

CWGSP 11/2(a)  
19 March 2010  
ENGLISH ONLY

## REVIEW OF WORKING ARRANGEMENTS AND ASSOCIATED BUDGETARY FACTORS

### (a) Potential economies and efficiency gains

#### Note by the Secretariat

##### SUMMARY

*Executive summary:* This document presents, in the context of the long-term strategy for the reduction of costs of international meetings, options that may generate economies and efficiency gains, for further consideration by the Working Group, as agreed at its tenth session and approved by the twenty-fifth extraordinary session of the Council

*Strategic direction:* 4

*High-level action:* 4.0.1, 4.0.7

*Planned output:* 4.0.1.2, 4.0.7.5

*Action to be taken:* Paragraph 16

*Related documents:* CWGSP 11/2(a)/1; Circular letter No.2995; CWGSP 10/6,  
CWGSP 10/6(b)/1; C 102/D (paragraph 3(a).2(iv)), C 102/3(a),  
C 102/8, C 102/8/1, C 102/WP.4 and CWGSP 9/3

### Background

1 At its eighth session, the *Ad Hoc* Council Working Group on the Organization's Strategic Plan (CWGSP) considered Secretariat proposals on a long-term strategy for the reduction of costs of international meetings (CWGSP 8/2) and, at its ninth session, a range of possible efficiency options based on the agreed elements of that strategy (CWGSP 9/3).

2 Some of those options (i.e. the "low-hanging fruit") were approved by the Working Group for implementation, and endorsed by the Council at its 102nd session (table 1 of annex 2 to document C 102/3(a)). As a consequence, Circular letter No.2995 was issued on 5 October 2009, and the Secretariat introduced corresponding internal efficiency measures also, all of which were estimated to generate savings in the order of some £278,000 for the current biennium (C/ES.25/7, paragraph 8).

3 At C 102, the Secretary-General was requested to undertake a review of his budget proposals for 2010-2011, taking into account comments and proposals made by Council Members and observer delegations, as well as any recommendations emerging from

the tenth session of the Working Group, in order to identify any further areas for making economies and efficiency gains in the said budget proposals, without, however, hampering the delivery of the Strategic and High-level Action Plans of the Organization.

### Further consideration of options

4 At its tenth session, the Working Group noted the information in documents CWGSP 10/6(b) (Secretariat) and CWGSP 10/6(b)/1 (Denmark), largely recapitulating the above-mentioned discussions, and decided, with the endorsement of the Council's 25th extraordinary session, to reconvene early in 2010 to:

- .1 reconsider proposals on potential economies and efficiency gains that had not yet been recommended and approved – in particular those previously submitted by the Secretariat (table 2, annex 2 to document C 102/3(a)), the Bahamas (C 102/8/1) and Denmark (CWGSP 10/6(b)/1)<sup>1</sup> – on the basis of related costs and benchmarks against other United Nations bodies; and
- .2 consider any new proposals.

5 To that end, and to facilitate the Working Group's discussion on these topics, the annex to this document reproduces the options which were not recommended for immediate implementation, together with the Working Group's conclusions thereon, and also presents those proposals made subsequently by the Bahamas and Denmark which the Working Group considered on a preliminary basis only. The annex further provides information on the type of potential efficiency gain that may be derived from the envisaged options (e.g., reduced costs or reduced meeting time) and the requested benchmarking against broader UN practice, where this was available either through direct response or on respective websites.

6 In this regard, it is submitted that, if implemented, several of the options set out in the annex would indeed generate significant efficiencies (especially in terms of use of meeting time and costs of staff/materials for interpretation, translation, word processing, printing) and might possibly also reverse the following observed trends over the last decade:

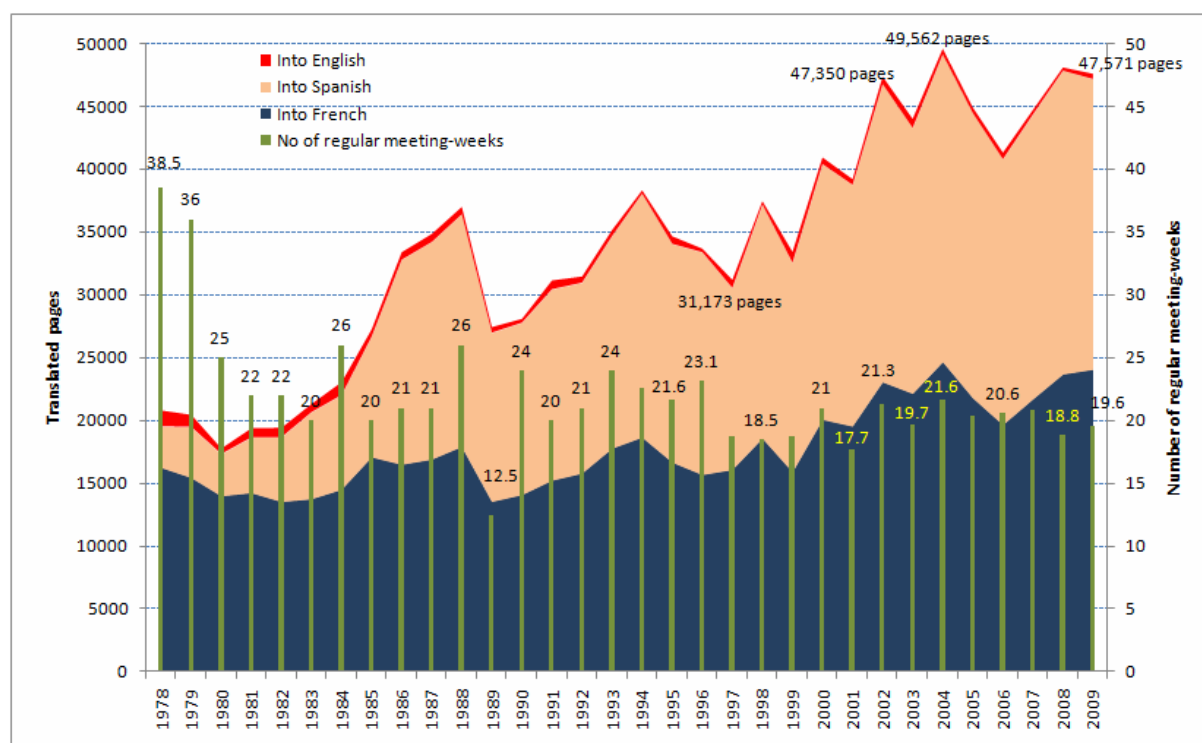
- .1 for the 2000-2001 biennium, 38.7 **meeting weeks** were approved by the Assembly, with subsequent biennia registering 41 (2002-2003), 42 (2004-2005), 41.4 (2006-2007), 38.4 (2008-2009) and 41.4 (2010-2011);
- .2 during the 2000-2001 biennium, 9 **intersessional meetings** were held, rising to 10 (2002-2003), 15 (2004-2005), 22 (2006-2007), 36 (2008-2009) and 11 (confirmed to date for 2010 alone);
- .3 in the 2006-2007 biennium (the base period for this particular data), a total of 2,290 **pre-session documents**, totalling 23,898 original pages, were processed for all meetings, with the comparable figures in the 2008-2009 biennium being 2,606, totalling 28,325 original pages – representing increases of 14% and 18.5%, respectively;
- .4 in 2005 (the base year for this particular data), a total of 3,247 pages of **working papers** each in English, French and Spanish were processed for all meetings, compared to 3,899 pages in 2009. The growth in the number of pages of working papers from the 2006-2007 biennium to 2008-2009 is 6.5%, with the MEPC and MSC showing an increase of approximately 7% in the total number of such pages;

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<sup>1</sup> Denmark, Norway and Sweden have since submitted document CWGSP 11/2(a)/1, with further proposals.

- .5 in 2000, the volume of pages translated into the **three working languages** stood at 40,912, rising to 47,571 pages in 2009, although it may be noted that, during the period, the lowest volume was 39,184 (2001) and the highest was 49,562 (2004);
- .6 the total number of pages translated into all **six official languages** increased from 44,829 in 2000, to 52,742 in 2009, representing a 17.65% increase, although the average growth in such translation work is 5.69% per biennium (from 2000-2001 to 2008-2009); and
- .7 the volume of documents processed for official meetings is more or less the same as the number of pages translated, because English, French and Spanish are all working languages. However, the volume increases if one includes **information papers** which, although in one language only, still need to be formatted in the respective Word Processing Unit and printed and distributed by the Documents Section.

7 A graphical representation of the number of meeting weeks, versus the volume of documentation translated is presented below, incorporating some of the data in the preceding paragraph.



8 It may be observed from the foregoing information and graph that:

- .1 while the Assembly-approved number of meeting weeks has **halved** over the last 30 years (from 38.5 in 1978 down to 19.6 in 2009), there has not been a corresponding reduction in translation work since the volume of

pages translated into English, French and Spanish has **more than doubled**, (from 20,774 in 1978 to 47,751 in 2009 – an increase of some 130%<sup>2</sup>); and

- .2 while the number of meeting weeks per biennium has seen a **relatively moderate increase** since 2000-2001 (now averaging at 40.5 weeks), the number of intersessional meetings **quadrupled** over the same period (from 9 in 2000-2001, to 36 in 2008-2009, and now averages at 17 meetings of varying duration per biennium<sup>3</sup>).

Should these trends continue upwards at current paces, it would seem inevitable that additional resources would be required – for Member States, in terms of attending the meeting themselves and digesting the documentation and, for the Secretariat, in terms of the staff complement needed to cope with ever-increasing volumes.

### **Comments on distribution of costs and impact of reducing meetings**

9 It may be recalled that discussions on potential economies and efficiency gains have so far concentrated on the three elements of the above-mentioned long-term strategy for the reduction of costs of international meetings (i.e. improving meeting efficiency and effectiveness, improving cost-effective delivery of the meeting programme, and reducing the Organization's fixed cost base).

10 In this regard, the Secretariat has been endeavouring to quantify the potential economies and efficiency gains that might be generated as a result of implementing the options at annex (and, in some cases, the cost thereof) and the indicative estimates and data that it has been possible to compile will be presented during the Working Group's session.

11 The Working Group may also recall that, to facilitate the Council's consideration of the Secretary-General's budget proposals for 2010-2011, document C 102/8 presented the allocation of required resources by category or work, including that of "inter-governmental decisions-making (IGD)" which entails the organization, delivery of and reporting on meetings. This is reproduced below, from which it may be seen that the IGD category typically represents some 50% of the Organization's biennial budget.

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<sup>2</sup> Note that Spanish was introduced as a working language in 1985.

<sup>3</sup> This average does not account for any intersessional meetings that may be approved for 2011.

### Allocation of resources by category of work for 2010-2011

	Inter-governmental decision-making (IGD)	Services to Member States (SMS)	Organizational outreach and events (OOE)	Internal management and support (IMS)	TOTAL (£'000)
SR1: Primary forum	5,001.5	1,513.4	1,035.8	909.9	8,460.6
SR2: Compliance	4,314.9	2,125.6	473.9	669.2	7,583.6
SR3: Capacity-building	2,436.9	2,390.0	640.9	1,142.6	6,610.4
SR4: Governance	1,291.6	1,355.7	7,045.7	6,517.7	16,210.7
SR5: Safety	10,130.2	561.0	388.1	393.2	11,472.5
SR6: Security	1,053.9	185.0	118.5	87.1	1,444.5
SR7: Impact	3,835.0	32.3	122.2	19.2	4,008.7
SR8: Adequacy	497.3	97.2	74.1	36.3	704.9
SR9: SIDS/LDCs	105.5	147.8	19.4	81.6	354.3
SR10: Goal-based standards	187.7	-	-	-	187.7
SR11: Raised profile	249.0	2,152.2	359.7	46.7	2,807.6
SR12: Quality	958.4	237.6	98.8	126.2	1,421.0
SR13: Conscience	1,364.0	293.6	129.6	182.5	1,969.7
<b>Total</b>	<b>31,425.9</b>	<b>11,091.4</b>	<b>10,506.7</b>	<b>10,212.2</b>	<b>63,236.2</b>

12 With respect to the IGD category, document C 102/WP.4 provided a breakdown of resource requirements by three cost groups, for meetings scheduled during 2010-2011. This too is reproduced below, from which it may be seen that the staff (i.e. all those involved in the technical, translation or logistic arrangements for meetings) represent a fixed cost of some 66% of the total, temporary personnel (i.e. interpreters, external translators, etc.) represent some 10%, with operating expenses (i.e. utilities, paper, etc.) representing the balance of some 24%.

### Resource requirements for each meeting by cost group for 2010-2011

	Staff costs	Non-post personnel	Operating expenses	Total
<b>Assembly</b>	1,286,800	254,600	433,200	1,974,600
<b>Council</b>	2,464,900	267,800	795,900	3,528,600
<b>Governing bodies</b>	<b>3,751,700</b>	<b>522,400</b>	<b>1,229,100</b>	<b>5,503,200</b>
MSC	3,463,900	588,100	1,282,500	5,334,500
MEPC	3,304,500	495,400	1,314,800	5,114,700
LEG	759,500	118,000	301,200	1,178,700
TCC	1,230,900	102,000	300,700	1,633,600
FAL	567,600	107,900	202,000	877,500
<b>Committees</b>	<b>9,326,400</b>	<b>1,411,400</b>	<b>3,401,200</b>	<b>14,139,000</b>
COMSAR	468,700	105,100	194,100	767,900
DE	650,400	169,900	254,700	1,075,000
FSI	579,300	108,700	224,400	912,400
NAV	534,600	105,300	212,500	852,400
BLG	707,100	110,100	265,200	1,082,400
FP	536,500	121,400	193,500	851,400
DSC	705,000	119,000	267,000	1,091,000
STW	632,200	120,500	260,200	1,012,900
SLF	541,200	97,800	206,500	845,500
<b>Sub-Committees</b>	<b>5,355,000</b>	<b>1,057,800</b>	<b>2,078,100</b>	<b>8,490,900</b>
<b>LC</b>	<b>530,800</b>	<b>130,000</b>	<b>198,000</b>	<b>858,800</b>
<b>Diplomatic Conferences</b>	<b>336,300</b>	<b>102,700</b>	<b>134,000</b>	<b>573,000</b>
GESAMP	52,800	49,400	29,100	131,300
Intersessional WGs	802,500	8,900	288,100	1,099,500
Correspondence WGs	136,500	1,700	21,900	160,100
Other meetings/WGs	384,300	3,400	82,400	470,100
<b>All other meetings/WGs</b>	<b>1,376,100</b>	<b>63,400</b>	<b>421,500</b>	<b>1,861,000</b>
<b>TOTAL</b>	<b>20,676,300</b>	<b>3,287,700</b>	<b>7,461,900</b>	<b>31,425,900</b>

13 The importance of the IGD category and, within it, of the fixed cost of staff, is highlighted here since, as stated in paragraphs 25 and 26 of document CWGSP 8/2, IMO meetings have a low marginal cost because of the relatively high level of fixed costs maintained by the Organization to meet everyday demand. This low marginal cost means that a marginal change in meeting volumes does not have a proportional impact on the level of fixed costs and, equally, that the incentive to reduce meeting weeks is low, as the overall impact on the Organization's budget and, consequently, the assessment on individual Members, is not significant. That said, and as argued in paragraph 8 above, continuing increases in overall meeting/documentation volumes may not be sustainable without additional resources.

14 The fact remains, however, that economies across all three cost groups shown in the table under paragraph 12 can indeed be generated – however limited they may be within the fixed staff cost group – by reducing certain types of meeting work (e.g., preparation, translation and printing of working papers) or overall meeting volumes, and several other efficiency gains could also be obtained. For example, if records of decisions, rather than full reports, had to be produced and considered, or if the total number of meeting weeks during a biennium (including intersessional ones) were capped or reduced, the following results might be expected:

- .1 increased number and quality of planned outputs being produced by meetings, through the more efficient use of meeting time by plenary and working groups; and
- .2 increased number and quality of planned outputs being produced by the Secretariat, through the allocation of any time "saved", to work that is registering delays, to work that requires additional resources or, indeed, to new work.

15 In its consideration of further potential economies and efficiency gains, the Working Group may wish to bear the foregoing commentary and tables in mind.

#### **Action requested of the Working Group**

16 The Working Group is invited to consider the information provided and take action as it deems appropriate.

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**ANNEX**

**OPTIONS FOR POTENTIAL ECONOMIES AND EFFICIENCY GAINS, FOR RECONSIDERATION**

No.	Proposed option	Source	Advantages	Disadvantages	Outcome of CWGSP 9 and C 102	Type of efficiency, if any	UN practice
1.1	Establish a maximum number of pages per document.	C 102/3(a), annex 2, table 2 (Secretariat)	Volume of translation, word processing and printing reduces, thereby generating cost and energy savings and facilitating assimilation of document contents for delegates. Complies with UN System green meetings advice for carbon neutrality.	Documents may not be as comprehensive as desired by authors. A single topic might then be divided into several documents.	Not recommended. However, Member States and organizations should be urged to reduce the size of documents and the Secretariat should raise awareness of the financial impact of documentation.	Current IMO maximum is 50 pages per document. In 2009, 327 documents were 50/more pages. If the maximum were lowered, costs would reduce in terms of staff hours, overtime and transport (principally for translation, word processing, printing), materials (machinery, components, paper) and utilities (heating, electricity).	<b>ICAO:</b> substantive documents (i.e. "working papers") are limited to 4 pages, including appendices. If over 4 pages, they are not translated. All information papers are produced in their original language only, unless originators provide translated versions. Longer papers are presented as information papers in their original language(s) only. If the subject of such longer papers is considered essential to a meeting's work, a summary of not more than 4 pages can be produced for translation. Documents from international organizations are distributed only in the language(s) in which they are submitted. Originators are encouraged, as far as possible, to submit documents in more than one of the languages for a particular meeting.
1.2	Establish a maximum number of pages per meeting.	C 102/3(a), annex 2, table 2 (Secretariat)	Volume of translation, word processing and printing reduces, thereby generating cost and energy savings and facilitating assimilation of document contents for delegates. Complies with UN System green meetings advice.	Not all agenda issues may be covered by the maximum number of pages for a given meeting.	Not recommended.	In 2009, the average number of pages per IMO meeting was 1,203. However, for MEPC 59, 2,454 pages were translated, which showed an increase of 62.3% over MEPC 58. If a maximum per meeting were to be established, efficiencies such as those for item 1.1 might be expected.	

No.	Proposed option	Source	Advantages	Disadvantages	Outcome of CWGSP 9 and C 102	Type of efficiency, if any	UN practice
1.8	Establish a maximum number of copies of working papers distributed to delegations.	C 102/3(a), annex 2, table 2 (Secretariat)	Printing volumes and paper wastage are reduced. Complies with UN System green meetings advice.	Delegations with more members than the maximum number of copies allowed would be disadvantaged.	Not recommended. However, delegations should be encouraged to specify the number of copies they require.	The average number of copies of WPs printed for each meeting is 464 for distribution to Member States and observers. If lowered, efficiencies would arise in terms of paper, printing and related staff hours.	<b>ICAO:</b> during certain conferences a maximum of two copies of documents produced during the meeting are distributed to each delegation and one to observers.
1.9	Stop translating working papers.	C 102/3(a), annex 2, table 2 (Secretariat)  CWGSP 6(b)/1, paragraphs 12 and 13 (Denmark)	Meetings of working/other groups are generally conducted in one working language <i>only</i> (usually English) and their draft reports are considered and approved <i>only</i> in that language. Their final reports could therefore be submitted in that same language. It is generally the technical annexes to such reports that require approval by the plenary meeting and, accordingly, end up in the (translated) report of the session.	Delegations attending plenary only, without knowledge of the language of the working paper in question, would be disadvantaged.	Not recommended.	If there is no translation of WPs, costs would reduce in terms of staff hours, overtime and transport (for translation, word processing, printing), materials (machinery, components, paper) and utilities (heating, electricity).	<b>IAEA:</b> translation of WPs is done only for "Convention review meetings" (on average once a year). Final session reports are translated only after meetings. <b>IFAD:</b> Working groups do not submit reports. Final session reports are translated only after meetings. <b>IMF:</b> English is the only official language so no WPs or final session reports are translated. <b>ITU:</b> depending on the meeting and its location, WPs and final session reports may be translated. <b>UN Geneva:</b> WPs are translated. <b>UN Nairobi:</b> WPs are partly translated. <b>WHO:</b> during sessions of governing bodies, all documents are translated. <b>WMO:</b> final session reports are translated after meetings. <b>World Bank:</b> WPs and final session reports are not translated. <b>WTO:</b> WPs and final session reports are not translated (possible exception for reports of Ministerial meetings and resolutions).



No.	Proposed option	Source	Advantages	Disadvantages	Outcome of CWGSP 9 and C 102	Type of efficiency, if any	UN practice
1.10	Prepare meeting reports <i>after</i> the session, then circulate and agree the text.	C 102/3(a), annex 2, table 2 (Secretariat)  C 102/8/1 (Bahamas)	There would be potential reductions of meeting time for delegations and certainly in the volume of documentation made available during the meeting. Delegations would, however, have greater time to consider and comment on draft reports from home.	Delegations would leave a meeting without an account of the decisions taken. An additional burden might fall on the Chairman and Vice-Chairman if instructed to finalize reports. Possible delay in the implementation of decisions.	Not recommended.	Meeting time would be saved by not preparing and considering draft reports at the end of sessions. However, staff, material and utilities costs for preparation and distribution of reports, <b>post-sessions</b> , would not change significantly as these tasks would still be undertaken. However, overtime, night differential, transport and printing/paper costs would reduce – the latter because IMO documents are now distributed in hard copy only on request.	<p><b>IFAD:</b> since April 2009 a summary of deliberations or a mini-report is provided at the end of the session.</p> <p><b>ITU:</b> depending on the meeting and its location, minutes, summary records or final reports may be prepared.</p> <p><b>UN:</b> a final session report is prepared following a meeting, giving a summation of the discussion and of all actions taken, including any recommendations made or resolutions adopted.</p> <p><b>UN Geneva:</b> final session reports are processed and translated after the session and posted online and/or sent to delegations.</p> <p><b>UN Nairobi</b> (applicable also to UNEP, UN-Habitat and other environmental Convention Secretariats): final session reports are processed and translated after the session. Only draft decisions are prepared and translated, and then added to the final report.</p> <p><b>WHO:</b> final session reports are not prepared, only multilingual verbatim records of plenary meetings, and single-language summary records of the meetings of main committees.</p>

No.	Proposed option	Source	Advantages	Disadvantages	Outcome of CWGSP 9 and C 102	Type of efficiency, if any	UN practice
1.11	Reduce the size of meeting reports, irrespective of when they are prepared/agreed.	C 102/3(a), annex 2, table 2 (Secretariat)  C 102/8/1 (Bahamas)  CWGSP 6(b)/1, paragraphs 14 and 15 (Denmark)	Reports could simply contain a "record of decisions" taken, the status of planned outputs and the approval of new outputs. Volume of translation, word processing and printing reduces, thereby generating cost and energy savings and facilitating assimilation of document contents for delegates. If a "record of discussions" is still required, a CD <sup>4</sup> containing the taped discussions could be distributed to delegations. Complies with UN System green meetings advice.	Delegations would no longer have a "record of discussions". The alternative of providing the taped discussions on CD <sup>4</sup> would require some investment in technology and material and the costs/environmental impact would have to be assessed and compared to the current practice. Providing taped discussions on CD <sup>4</sup> may lead to a lack of control over the dissemination of discussions.	Not recommended.	If reports were "records of decisions", their volume would be considerably reduced, as would costs in terms of staff hours, overtime and transport (for preparation, translation, word processing, printing), materials (machinery, components, paper) and utilities (heating, electricity).	See item 1.10 (IFAD, ITU, UN Nairobi, WHO). <b>ICAO</b> : for certain conferences only summary of conclusions and recommendations are produced.
1.12	Stop Council summary records.	C 102/3(a), annex 2, table 2 (Secretariat)	Volume of précis writing, translation, word processing and printing reduces, thereby generating cost and energy savings. If a "record of discussions" is still required, a CD <sup>4</sup> containing the taped discussions could be distributed to delegations.	Delegations would no longer have a "record of discussions". The alternative of providing the taped discussions on CD <sup>4</sup> would require further investment in technology and materials and the costs/environmental impact would have to be assessed and compared to current practices. Providing taped discussions on CD <sup>4</sup> may lead to a lack of control over the dissemination of discussions.	Not recommended.	Précis writers would not be contracted for Assembly and Council (the cost of which was £26,386 in 2009) and other costs would also reduce in terms of staff hours, overtime and incidentals (principally for translation, word processing, printing), materials (machinery, components, paper) and utilities (heating, electricity).	

<sup>4</sup> Alternatively, audio downloads from the IMO website or use of podcast technology.

No.	Proposed option	Source	Advantages	Disadvantages	Outcome of CWGSP 9 and C 102	Type of efficiency, if any	UN practice
2.5	As an addition to 2.4 ("promote increased use of laptops by delegations", which was approved), consider introducing paperless meetings, by loaning laptops to delegations.	C 102/3(a), annex 2, table 2 (Secretariat)	Reduces requirement for documentation to be made available during meetings (i.e. session documents and working papers). Complies with UN System green meetings advice.	Possibly impractical for IMO as it would require considerable investment in materials and the costs/environmental impact would have to be assessed and compared to current practices.	Not recommended at this stage, in view of the potential level of investment required.	The option may have been overtaken by developments as an increasing number of delegates bring their own laptops to IMO meetings.	<b>ICAO:</b> certain conferences are conducted on a paper-free basis as much as possible and no documentation posted electronically prior to the meeting is distributed in hard copy. <b>ITU:</b> aims to have paperless Plenipotentiary Conferences by providing a complete set of documents to participants on a memory (USB) key upon arrival. Throughout the Conference, the latest documents can be uploaded on this key.
2.7	Stop introductions to agenda items and documents.	C 102/3(a), annex 2, table 2 (Secretariat)	Improved use of meeting time, facilitating wider discussion, decision-making and accomplishment of work.	No significant disadvantages.	Not recommended. However, it may be necessary to limit introductions and interventions as their length has a direct impact on the cost-efficiency of meetings.	Meeting time would be saved by not introducing agenda items or individual documents under each item, thereby freeing up time for plenary and group discussions and possibly reducing the number of meeting days.	
2.8	Establish time limits for interventions.	C 102/3(a), annex 2, table 2 (Secretariat)	Improved use of meeting time, facilitating wider discussion, decision-making and accomplishment of work.	Delegations would need to be concise and disciplined. Might require investment in technology – i.e. traffic light system: green (speak), amber (time is running out), red (cut off imminent).	Not recommended (see item 2.7 above).	As for item 2.7.	
2.9	Introduction of special software which allows delegates to share and amend papers during meetings.	C 102/3(a), annex 2, table 2 (Secretariat)	This would be advantageous if session reports are still to be prepared/considered before the end of a meeting. Complies with UN System green meetings advice.	Would require some analysis of impact on working practices and investment to acquire/install/maintain the software and its supporting technology.	Not recommended at this time. Further analysis to be carried out by the Secretariat.	The option does not appear to be viable as available software (e.g., Microsoft Office Live Meeting) is more appropriate for "virtual meetings" or correspondence groups, than for the type of face-to-face meetings held by IMO.	

No.	Proposed option	Source	Advantages	Disadvantages	Outcome of CWGSP 9 and C 102	Type of efficiency, if any	UN practice
2.14	Reduce duration or frequency of meetings, for example: Assembly – 8 days per session (+ 2 days for extraordinary Council)? Council – 4 days per session? MSC – 5 days per session? LEG – one per year?	C 102/3(a), annex 2, table 2 (Secretariat)	Volume of interpretation, translation, word processing and printing reduces, thereby generating cost and energy savings and facilitating assimilation of document contents for delegates. Improved use of meeting time, facilitating wider discussion, decision-making and accomplishment of work.	Possible adverse effect on the decision-making process.	Not recommended at this time. Any changes in the established duration of meetings should be based on resource requirements. The strategic planning process and results-based budgeting will help to more appropriately allocate resources for meetings.	Any significant reduction in the duration or frequency of meetings would result in cost savings in terms of interpretation (savings on the recruitment of interpreters for the meetings listed would be £99,280), précis writing (where applicable), translation, word processing, printing (overtime, transport), materials (machinery, components, paper) and utilities (heating, electricity). However, it would not significantly affect the core staff costs (i.e. hours), which would be used for other work.	
New 1	In years when the MSC meets twice, reduce one of its meetings from 8 to 5 days. LEG could meet once a year as per recent practice – alternatively, three times only in a biennium.	CWGSP 6(b)/1 (Denmark)	See item 2.14	See item 2.14	No previous decision.	See item 2.14	
New 2	Examine tasks of sub-committees and identify topics to be transferred from one to another in order to reduce the number of meetings, or to amalgamate sub-committees. <sup>5</sup>	C 102/8/1 (Bahamas)  CWGSP 6(b)/1 (Denmark)	Rationalization of workload and consequent timeframes for completion of work, possibly leading to reduced number of meeting-weeks, as well as the advantages indicated under item 2.14.	No significant negative impact was felt from earlier rationalizations of the sub-committee structure.	No previous decision.	See item 2.14.	

<sup>5</sup> The last reform of the sub-committees was carried out in the mid-1990s, reducing them from 11 to 9. The last review of the sub-committee structure was carried out in 2002-2003, with a Meeting of Chairmen recommending (with subsequent endorsement by the MSC and MEPC) that no immediate need for any major restructuring was necessary. "For the time being, the Meeting was of the view that the recommended improvements in the organization and method of work proposed in previous paragraphs would markedly improve the effectiveness and efficiency of the sub-committees. Therefore, any restructuring exercise should only be considered when the outcome of the *Ad Hoc* Council Working Group became available and the strategy and policies of the Organization were agreed" (MSC 84/18/2, annex, paragraph 25).

No.	Proposed option	Source	Advantages	Disadvantages	Outcome of CWGSP 9 and C 102	Type of efficiency, if any	UN practice
New 3	Establish a limit on the work carried out in a year by capping the number of meeting-weeks.	C 102/8/1 (Bahamas)	Any increase in the number of additional or intersessional meetings would be obviated.	Issues suddenly requiring additional meeting time, or suddenly emerging, might not be addressed.	No previous decision.	See item 2.14.	
New 4	Information documents should be taken as noted by the organ to which they are submitted, without introduction or discussion.	CWGSP 6(b)/1 (Denmark)	Meeting time would be saved.	Several meetings have used this practice on an <i>ad hoc</i> basis, without apparent negative impact.	No previous decision.	Freeing up of time for plenary and group discussions, possibly reducing the number of meeting days.	
3.4	Consider reviewing the rules governing relations with IGOs and NGOs with a view to making them stricter and/or charging them for participation in IMO's work.	C 102/3(a), annex 2, table 2 (Secretariat)	Restricting the number of IGOs and NGOs has beneficial impact only on the costs of documentation distributed during meetings, as they do not otherwise receive IMO documents. A fee would raise some revenue to offset the cost of participation by such organizations.	Difficult to implement (what is the acceptable maximum number of organizations; what is an acceptable fee for their participation; if a fee is reciprocally applied to IMO any revenue benefits might be cancelled out, etc.).	Not recommended.	The option does not appear to be viable as its disadvantages seem to outweigh the advantages.	
3.5	Increase use of computer-assisted translation.	C 102/3(a), annex 2, table 2 (Secretariat)	This is already being applied and could be further augmented to supplement the limited resources presently handling increased documentation volumes.	Would require additional investment and running costs.	Not recommended at this time. Feasibility study to be carried out by the Secretariat.	Reduced volume of translation work, resulting in more efficient use of staff time.	<b>ICAO</b> : computer-assisted translation software is being utilized.