



# General Assembly

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## Proposed programme budget for 2021

### Programme planning

## Proposed programme budget for 2021

### Part I

### Overall policymaking, direction and coordination

### Section 2

## General Assembly and Economic and Social Council affairs and conference management

### Programme 1

### General Assembly and Economic and Social Council affairs and conference management

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\* [A/75/50](#).

\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

\*\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.





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## Foreword

A strong multilateral system is underpinned by the efficient and effective provision of conference management support, which in turn is contingent upon client orientation, innovation and partnerships. In 2021, the conference management operations of the Secretariat will continue to focus on its core goals: ensuring quality, timeliness, cost-effectiveness, multilingualism, sustainability and accessibility in the services provided in New York, Geneva, Vienna and Nairobi. Our agreed vision is that full implementation of mandates in the most economical way can only be possible if we leverage cutting-edge technology, invest in staff, harness global talent and be innovative in adjusting our working methods.

The continuous modernization in all areas of our work remains part of our overall strategy. We are committed to maintain or improve the quality of our products and services and deliver them within mandated time frames in all locations, in the most cost-efficient manner possible. Our aims also include the sustainability of our operations – both environmental and in terms of human capital – and the accessibility of our services.

We are planning to achieve these aims by continuously strengthening our capacity through the optimization of our recruitment mechanisms; equipping our workforce with the necessary skills by facilitating professional development; and promoting and supporting functional versatility. To that end, we will actively pursue outreach activities; promote remote mentoring of students; and organize language competitive examinations that fit the specific needs of the Organization.

Conference management in the twenty-first century requires upgrading, integrating and mainstreaming information technology solutions and encouraging innovation, creativity and learning from others, including those outside the Secretariat. As the experience of the Department for General Assembly and Conference Management shows, core software systems are most effective when they are created to respond to business requirements identified by our staff. Some projects, such as machine-readable United Nations documents, will bring value well beyond the conference management operations and into the whole Organization.

Innovation is a key enabler of our forward-looking vision. We see strategic potential in artificial intelligence and big data to build solutions to the challenges of today and tomorrow. The number and range of innovations described in the various segments of this document reflect the Department's deliberate policy to encourage and foster innovation in all aspects of conference management.

*(Signed)* **Movses Abelian**  
Under-Secretary-General for General Assembly and Conference Management

## A. Proposed programme plan for 2021 and programme performance for 2019

### Overall orientation

#### Mandates and background

- 2.1 The mandates of the Department for General Assembly and Conference Management derive from the relevant rules of procedure and resolutions of the principal organs of the United Nations, including General Assembly resolutions [43/222 A–E](#), [50/11](#), [73/341](#), [73/346](#) and [74/252](#). In accordance with Assembly resolution [57/283 B](#), the Under-Secretary-General for General Assembly and Conference Management has the authority to implement policies, formulate standards and guidelines, manage resources under section 2 of the programme budget and oversee operations at Headquarters, while the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi are responsible for ensuring the implementation of those policies, standards and guidelines and for managing day-to-day operations at their respective duty stations. Furthermore, the Secretary-General has promulgated the establishment of a new framework for delegation of authority (see [ST/SGB/2019/2](#)), a core principle of which is the delegation of centrally held decision-making closer to the point of service delivery.
- 2.2 Areas covered by the programme of work include: (a) the facilitation, through the provision of procedural and technical secretariat support and authoritative advice, of the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, and special United Nations conferences; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of meetings of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly and the intergovernmental negotiations on the question of equitable representation and increase in the membership of the Security Council and other matters related to the Council; (b) the provision of substantive and technical secretariat support to the Committee on Conferences; (c) the provision of high-quality conference-servicing support, including multilingual meeting and documentation services, to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations at other locations, under shared responsibility with the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, taking into account the principle of equal treatment to be applied to all official languages in each organ of the Organization; and (d) the provision of protocol services for the Secretary-General, the Deputy Secretary-General and visiting high-level dignitaries, as well as host country liaison services for Member States and Permanent Observers and the provision, upon request, of protocol services to the President of the General Assembly. In addition, pursuant to Assembly resolution [69/250](#), the Under-Secretary-General for General Assembly and Conference Management is responsible for Secretariat-wide coordination of multilingualism as an important principle for the United Nations and serves as the lead on the system-wide coordination of multilingualism in collaboration with the secretariat of the United Nations System Chief Executives Board for Coordination.
- 2.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions on the pattern of conferences, as well as the provisions relevant to conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the programme seeks to make further progress in the integrated global management of the conference services at all duty stations in order to achieve further synergies and full-system benefits. The Department will continue to supply, in a proactive manner, the intergovernmental and expert bodies it services with technical, procedural and

substantive secretariat, protocol and liaison, and conference-servicing support, in the most cost-efficient manner and at the highest level of quality, made possible by the revolutionary changes in various language and other technologies.

- 2.4 The Department will continue to focus on advance planning for the effective management of conference services, optimize workflows, align capacity with expected output and pay special attention to the end results and overall performance. Continued analysis of client feedback will be an important tool for measuring performance. The Department will continue to evaluate and implement risk management strategies. Centrally coordinated analysis of key performance indicators and evaluation will facilitate informed managerial decision-making and monitoring. Through integrated global management, its administrative and substantive policies, practices and procedures will be further standardized across all four conference-servicing duty stations. Global information technology tools will continue to be maintained jointly to facilitate efficient and effective resource utilization and maximize the use of electronic tools and processes in conference-servicing operations. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of the Department's performance indicators and methods of work with best industry practices. Those efforts, subject to relevant provisions of pertinent General Assembly resolutions on the pattern of conferences, the revitalization of the work of the General Assembly and multilingualism, will further enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme.
- 2.5 The continued standardization and harmonization of the Department's activities in all four duty stations, with sensitivity to local specificities and the needs of local clients, will increase the productivity of the documentation services, including translation. Increased emphasis on maximum utilization of in-house capacity and further harmonization of the productivity and quality assurance standards will be facilitated by a common computer-assisted translation and terminology platform (eLUNA and other related gText tools) and a documentation workflow system (gDoc 2.0) that are also accessible to external collaborators. Refined tools, such as gMeets, eAPG, e-deleGATE and Indico, will optimize meeting and participation management, the assignment of interpreters and the provision of electronic secretariat services to delegations.
- 2.6 Training of staff, targeted outreach to educational institutions that train language professionals and other measures aimed at enhancing the Department's capacity to support multilingualism will allow the Department to facilitate the transition of institutional memory and specialized expertise and the adoption of contemporary working methods that take advantage of available technologies. Efforts will continue to build a larger, more versatile and more balanced pool of qualified language staff across languages and duty stations. The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

### Strategy and external factors for 2021

- 2.7 The strategy for 2021 includes the Department continuing to focus on advance planning to ensure the effective management of conference services and intensifying its efforts to innovate, leveraging technology and the potential of automation to optimize working methods and capacity utilization and improve the experience of participants in the meetings organized by the Department. The pace of technological change is accelerating further and continues to have an impact on the way in which delegates and the general public access United Nations resources. More than 39 per cent of users of the digital version of the *Journal of the United Nations* now access it on a mobile device (compared with 31 per cent in September 2018). The Department has responded by rolling out a new version of the *Journal* in 2019 with an updated modern design more suitable for mobile use.
- 2.8 The Department will further enhance its system for managing meetings, improve its interpretation assignment system (eAPG 2.0) and refine the digital version of the *Journal of the United Nations* in the six official languages to complement other tools aimed at improving the user experience, such as the e-subscription system for receiving documents on mobile devices and the e-deleGATE portal,

a single-entry platform that allows delegates to inscribe their names on lists of speakers, open draft resolutions for sponsorship, join in sponsoring draft resolutions and register lists of delegations at any hour of the day from any location. While a major upgrade of the e-deleGATE platform is under way and will be completed in 2021, mobile-friendly entry pages to e-deleGATE and related resources were rolled out to the delegates of the plenary and the six Main Committees of the General Assembly in 2019.

- 2.9 New types of the official documents of the United Nations that will be machine-readable and offer fundamentally enhanced searchability and compatibility with the documentation of the United Nations system entities will be piloted and gradually rolled out. Different conference management software systems operated by the Department will be integrated to ensure the flow of data between them, with the ultimate goal of avoiding duplication of data entry at various stages of the single servicing supply chain.
- 2.10 The proactive analysis of client needs and feedback will continue to guide the Department's activities in supporting the work of the intergovernmental and expert bodies that it services. Building on the success of the shift to remote competitive examinations between 2016 and 2020, remote modalities for optimizing outreach, enhancing training and making recruitment accessible to eligible candidates everywhere will be explored further. Workflows will be further harmonized with the implementation of gDoc 2.0, the next stage of the in-house tool that fully integrates the software applications used for processing documents, from their submission to their publication in electronic format in the Official Document System (ODS).
- 2.11 Special attention will be paid to recalibrating the skills and occupational orientation of language staff, as new realities of conference servicing require wider functional flexibility, the utilization of technologies and the ability to fit methods of work to an expected purpose. The Department will continue to work with universities and other institutions through the outreach programme and implement communications strategies to ensure a supply of talented language professionals who have the skill sets required by United Nations language staff today. The potential of e-learning tools to allow on-demand and just-in-time training and to share substantive knowledge among staff and with new and potential recruits will be fully utilized.
- 2.12 The Department will continue to coordinate multilingualism in the Secretariat and the United Nations system at large by providing guidance to all entities through the network of focal points. The expected achievements include more systematic advocacy and wider understanding of multilingualism as a means of enhancing the effectiveness of the Organization's work vis-à-vis the constituencies it serves.
- 2.13 The Department will perform its core functions while employing environmentally friendly and sustainable working methods, and will pursue innovation and good practices that will contribute to carbon neutrality in conference servicing, such as remote testing of prospective employees and contractors and electronic processing and provisioning of documentation.
- 2.14 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
  - (a) Meetings and sessions are held as planned and information on changes in the calendar of meetings is made available in a timely manner and in conformity with the applicable rules of procedure;
  - (b) The number of non-calendar meetings does not exceed that of 2019;
  - (c) Extraordinary meetings, including special and emergency special sessions, will be scheduled with sufficient notice;
  - (d) The current policy of providing meeting services to the regional and other major groupings of Member States on an "if available" basis will remain unchanged;
  - (e) Unforeseen high-priority documentation that is disruptive to the planned processing of documentation will be minimal;

- (f) Stakeholders will fulfil their responsibilities and obligations in accordance with established rules for the submission of documentation and meeting requests;
  - (g) Developments in technology and related industries will support the business processes for meeting and documentation services;
  - (h) A sufficient number of qualified language professionals will be available for temporary assistance (on and off site) and contractual work.
- 2.15 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Department has achieved equal representation of women among staff and has established assessment panels with due consideration of gender perspective, and has consistently implemented annual action plans on gender equality and the empowerment of women since 2016, as a result of its continued commitment. At the operational level, the Department tracks representation by including gender-disaggregated statistics in internal monthly reports provided to the line managers.
- 2.16 The Department will be guided by General Assembly resolutions [73/341](#) and [74/253](#), as well as by the United Nations Disability Inclusion Strategy, with regard to registration systems, workflows, seating arrangements and conference services with a view to assisting the delegates and participants with disabilities to contribute on equal terms to the work of the United Nations. The Department will continue to contribute to improving the accessibility of documentation and meeting services it provides by relying on its own network of specific area focal points and interacting with other departments and offices of the Secretariat. It will collaborate with its clients to cover various disability inclusion requirements with regard to services, facilities and access to information. It will participate in the implementation of the system-wide United Nations Disability Inclusion Strategy and the recommendations of the Joint Inspection Unit in its report entitled “Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system” ([JIU/REP/2018/6](#)).
- 2.17 With regard to cooperation with other entities, the Department manages and supports a network of universities that have concluded with the United Nations memorandums of understanding and/or similar arrangements on the training of language professionals and their preparation for language competitive examinations, which serve as recruitment examinations to select interpreters, translators, verbatim reporters and computational linguists. This area of activities is supported in response to outreach and related mandates contained in numerous General Assembly resolutions on the pattern of conferences. Members of the network meet periodically with representatives of the Department to review collaboration within the network and propose ways to strengthen and improve it; share initiatives and innovations in the training of language professionals and trainers; report on the outcomes of outreach and joint training activities; and discuss and agree on ways to bring the academic training of language professionals closer to the needs of the United Nations. The most recent (sixth) conference, held on 2 and 3 May 2019, was hosted by the Middlebury Institute of International Studies at Monterey (United States of America), with substantive and technical guidance provided by the Department.
- 2.18 With regard to inter-agency coordination and liaison, the Department continues to provide substantive and technical secretariat support to and serves as permanent Chair of the International Annual Meeting on Language Arrangements, Documentation and Publications, an international forum and network of managers of international organizations employing conference and language service providers. The Annual Meeting brings together managers from over 80 member organizations to share knowledge and experiences and discuss subjects of common interest. The 2019 Annual Meeting was co-hosted by the two linguistic services of the European Parliament and of the European Commission, with the support of the translation service of the General Secretariat of the Council of the European Union and the Directorate-General for Multilingualism of the Court of Justice of the European Union and was held in Brussels from 27 to 29 May 2019. The 2020 Annual Meeting will be hosted by the United Nations Office at Nairobi. The Brussels Statement on multilingualism, issued

as an outcome of the 2019 Annual Meeting, is available in all 24 languages of the European Union (host of the 2019 Annual Meeting) and the official languages of the United Nations.

## Legislative mandates

2.19 The list below provides all mandates entrusted to the programme.

### General Assembly resolutions

<a href="#">43/222</a> A–E; <a href="#">74/252</a>	Pattern of conferences	<a href="#">73/341</a>	Revitalization of the work of the General Assembly
<a href="#">50/11</a> ; <a href="#">73/346</a>	Multilingualism		

## Deliverables

2.20 Table 2.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 2.1

### Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>
1. Report of the Secretary-General on the pattern of conferences	1	1	1	1
2. Report of the Secretary-General on multilingualism	1	1	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>22</b>	<b>23</b>	<b>22</b>	<b>23</b>
3. Meetings of the General Assembly related to multilingualism	1	1	–	1
4. Meetings of the Committee on Conferences, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on the item on the pattern of conferences	15	16	16	16
5. Meetings of the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee related to programme planning and the budgetary process	6	6	6	6
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> meetings of the International Annual Meeting on Language Arrangements, Documentation and Publications.				
<b>Databases and substantive digital materials:</b> maintenance of database on multilingualism.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> websites and social media accounts of the Department for General Assembly and Conference Management.				
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> documentation services (editing, translation and desktop publishing of non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with Member States.				



## Evaluation activities

- 2.21 The following self-evaluations completed in 2019 have guided the programme plan for 2021:
- (a) Conference management, New York, subprogramme 2: process to assess conference services implications contained in draft resolutions and decisions;
  - (b) Conference management, New York, subprogramme 2: non-calendar meetings unrelated to the intergovernmental process in New York;
  - (c) Conference management, Geneva, subprogramme 3: editing at the Division of Conference Management, Geneva;
  - (d) Conference management, Vienna, subprogramme 4: Reproduction and Distribution Unit at the Conference Management Service, Vienna;
  - (e) Conference management, Nairobi, all subprogrammes: risk assessment of the Division of Conference Services, Nairobi.
- 2.22 The findings of the self-evaluations referenced above have been considered for the programme plan for 2021. For example, findings of the self-evaluation on the process to assess conference services implications contained in draft resolutions and decisions have guided further improvements to the gDoc 2.0 system and working methods, such as referencing draft resolutions on the same item from previous sessions and expanding the use of the gDoc 2.0 system to all duty stations. Findings of the self-evaluation on non-calendar meetings unrelated to the intergovernmental process in New York have guided the process to implement a cost-recovery mechanism for such meetings.
- 2.23 The following evaluations and self-evaluations are planned for 2021:
- (a) Conference management, New York, subprogramme 3: editorial productivity;
  - (b) Conference management, Geneva, and Conference management, Vienna, subprogramme 3: use of monitored self-revision and its impact on productivity;
  - (c) Conference management, Nairobi, subprogramme 2: cost calculator tool effectiveness.

## Programme of work

### Subprogramme 1

#### General Assembly and Economic and Social Council affairs

### Objective

- 2.24 The objective, to which this subprogramme contributes, is to ensure the efficient and effective deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences.

### Strategy

- 2.25 To contribute to the efficient and effective deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences, the subprogramme will provide technical secretariat services and coordinate substantive support to the General Assembly, its General Committee, First Committee, Special Political and Decolonization Committee (Fourth Committee), Second Committee and Third Committee, as well as its various subsidiary and ad hoc bodies; the Economic and Social Council and most of its subsidiary and ad hoc bodies; the Trusteeship Council; and conferences and other ad hoc and extraordinary meetings held under the auspices of the United Nations. This work is expected to result in the smooth conduct of meetings of the intergovernmental bodies serviced. Past results in this area include the conduct of a number

of United Nations conferences, the general debate of the General Assembly at its seventy-fourth session and seven high-level meetings during the high-level period, including those focusing on climate action, universal health coverage, sustainable health coverage, the elimination of nuclear weapons, financing for development, and small island developing States, which allowed for the adoption of the outcome documents. The subprogramme also serviced the high-level political forum on sustainable development in 2019, convened under the auspices of the Economic and Social Council, including a three-day ministerial meeting of the forum. During that meeting, 47 countries presented their voluntary national reviews to the forum.

- 2.26 The subprogramme will also expand the functional scope of the e-deleGATE portal by automating and virtualizing a number of key services for delegates, which is expected to result in expanded availability and accessibility of the secretariat support to the delegations, as well as an improved user experience of the delegations on the e-deleGATE portal. Past results in these areas include improved access for authorized delegates, who now can inscribe Member States on the list of speakers, open draft resolutions for sponsorship, join in sponsoring a draft resolution and register a list of delegations at any hour from any location, following the roll-out of e-deleGATE. Since 2018, some 300 resolutions have been sponsored annually through the e-deleGATE system and lists of speakers for hundreds of meetings have been prepared through the eSpeakers module. This improved sharing of information through secure channels of communication among delegates, easier and speedier access of those delegations to secretariat services and increased ease in processing transactions contribute to more efficient and effective decision-making processes.

### **Programme performance in 2019 against planned result**

- 2.27 A planned result for 2019, which is timely and effective support for the implementation of the mandates addressed to the President of the General Assembly, the President of the Economic and Social Council and the presiding officers of the other bodies serviced by the Department, as well as to delegations and the wider United Nations system, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 100 per cent satisfaction on the part of the chairs of the bodies serviced and of other stakeholders with the organizational, procedural and substantive support provided to them by the Department. Bureau members have also expressed satisfaction with the support extended by the subprogramme in open meetings during the sessions of the bodies.

### **Programme performance in 2019: expanded scope of e-deleGATE improved the availability and accessibility of information for delegates**

- 2.28 The e-deleGATE portal started out as a pilot project with one functionality in 2015 in one Main Committee of the General Assembly. By 2019, it covered the plenary and all Main Committees of the General Assembly, the Economic and Social Council and subsidiary bodies. United Nations conferences are also making use of the platform. In 2019, the subprogramme continued to maintain, enrich and operationalize the Department's institutional memory, which serves as a basis for the provision of procedural and technical secretariat support for the deliberations of the General Assembly, its General Committee, First Committee, Special Political and Decolonization Committee (Fourth Committee), Second Committee and Third Committee, as well as its various subsidiary and ad hoc bodies; the Economic and Social Council and most of its subsidiary and ad hoc bodies; the Trusteeship Council; and conferences and other ad hoc and extraordinary meetings held under the auspices of the United Nations.
- 2.29 The subprogramme expanded the scope of the services provided through the e-deleGATE platform, which resulted in their improved availability and accessibility for delegates. Since 2015, a number of functionalities have been added to the e-deleGATE platform, and in 2019 additional functionalities were launched, including the electronic voting intention forms and improved information search functions for officers of the General Assembly and its Main Committees, as well as members of the

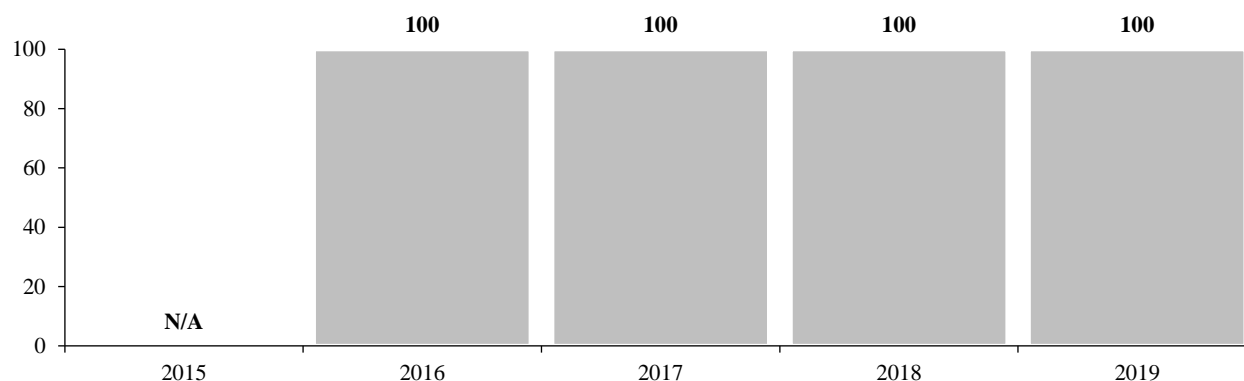
Economic and Social Council. Additional bodies were also given access to the portal for their meetings.

*Progress towards the attainment of the objective, and performance measure*

- 2.30 This work contributed to the efficient and effective deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences, as demonstrated by the positive feedback expressed by 100 per cent of surveyed delegations as well as bodies serviced. Additional evidence includes letters received from subsidiary bodies that indicated that they had benefited from the use of the e-deleGATE, and that e-deleGATE had greatly improved efficiency, by allowing for the co-sponsoring of draft resolutions online, as well as the transparency of the process by making the text of the draft resolutions publicly available at a very early stage of the negotiations.

Figure 2.I

**Performance measure: percentage of bureau members expressing satisfaction with services provided through e-deleGATE**



Abbreviation: N/A, not applicable.

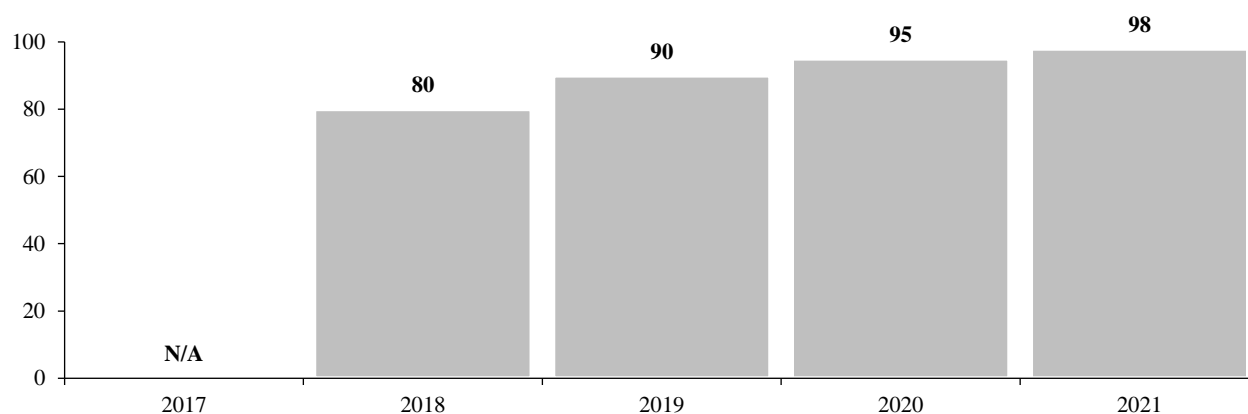
## Planned results for 2021

### Result 1: enhancing multilateralism: strong start for new bureau members (result carried over from 2020)

- 2.31 The subprogramme will continue the work related to the proceedings of meetings of intergovernmental bodies, in line with its mandate, and will continue to assist the smooth conduct of meetings from the beginning of the term of the elected officers, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.II

**Performance measure: percentage of feedback that is positive, as measured by a survey of presiding officers and bureau members**



Abbreviation: N/A, not applicable.

**Result 2: delegations use new e-deleGATE portal services (new result)**

- 2.32 Information technology provides a real opportunity to share and receive information in a timely manner, leading to greater efficiency and effectiveness. In the past, Member States needed to wait to obtain information and services from the Secretariat during normal working hours; now, with the expansion of the e-deleGATE portal, information is available in real time and there is greater transparency.
- 2.33 The subprogramme has continuously been developing and expanding services provided through the e-deleGATE platform, which began with one module in one Committee and has expanded to numerous modules for more than 35 intergovernmental bodies.

*Internal challenge and response*

- 2.34 The challenge for the subprogramme was expanding the services and ensuring that delegates had readily accessible information for their effective participation while migrating the current e-deleGATE portal services from the Lotus Notes legacy platform to a new open source platform. In response, the subprogramme will, once the migration is completed in 2020, maintain required e-services and add or integrate more services and tools, as mandated, within one easy-to-use secure portal.

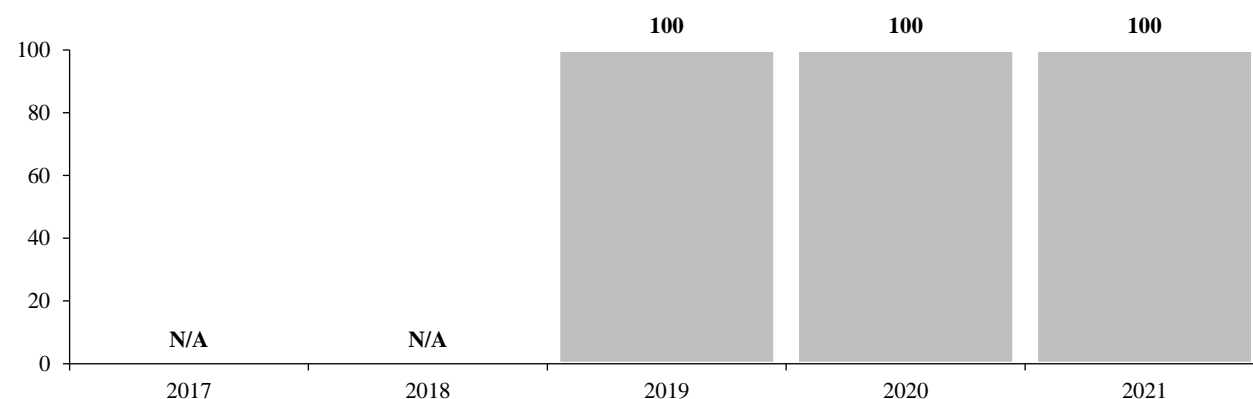
*Expected progress towards the attainment of the objective, and performance measure*

- 2.35 This work is expected to contribute to the effective and efficient deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences, which would be demonstrated by the continued positive feedback from members of the bureaux through surveys and the expression of satisfaction in open meetings.

Figure 2.III

**Performance measure: continued satisfaction by bureau members and representatives of Member States**

(Percentage)



Abbreviation: N/A, not applicable.

## Deliverables

2.36 Table 2.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.2

**Subprogramme 1: deliverables for the period 2019-2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>21</b>	<b>280</b>	<b>166</b>	<b>255</b>
1. Documents of the General Assembly and its subsidiary bodies	11	186	106	175
2. Documents of the Economic and Social Council and its subsidiary bodies	10	84	56	75
3. Documents of United Nations conferences	—	9	4	4
4. Documents of the Trusteeship Council	—	1	—	1
<b>Conference and secretariat services for meetings</b> (Number of three-hour meetings)	<b>1 235</b>	<b>819</b>	<b>926</b>	<b>868</b>
5. Meetings of the plenary of the General Assembly, the General Committee and the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly	500	297	324	300
6. United Nations conferences	5	9	20	15
7. Meetings of the First Committee	40	28	35	33
8. Meetings of the Special Political and Decolonization Committee (Fourth Committee)	35	26	35	30
9. Meetings of the Second Committee	82	31	30	32
10. Meetings of the Third Committee	80	54	60	58
11. Meetings of other subsidiary bodies of the General Assembly	206	143	160	155
12. Meetings of the Economic and Social Council	100	51	75	60
13. Meetings of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council	20	15	20	20
14. Economic and Social Council forum on financing for development follow-up	10	8	10	10

**Part I Overall policymaking, direction and coordination**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
15. Meetings of the high-level political forum on sustainable development convened under the auspices of the General Assembly	—	3	—	—
16. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	4	4	4
17. Meetings of subsidiary bodies of the Economic and Social Council	153	142	153	150
18. Plenary meeting of the Trusteeship Council	—	1	—	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
19. Delegate's Handbook	1	1	1	1
<b>Technical materials</b> (number of materials)	—	—	<b>8</b>	—
20. Induction materials and briefings for incoming bureaux of intergovernmental bodies	—	—	8	—
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> updating and maintenance of online portals, including e-deleGATE, servicing some 35 intergovernmental bodies.				

## Conference management, New York

### Subprogramme 2

#### Planning and coordination of conference services

#### Objective

- 2.37 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations.

#### Strategy

- 2.38 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, the subprogramme will facilitate the optimum use of capacity for meetings and documentation services in a globally coordinated manner by monitoring and evaluating conference services, addressing user requirements across duty stations, enhancing integrated global management and leveraging technology. This work is expected to result in the efficient use of available resources and more responsive conference services for Member States. Past results in these areas include improved and easier access to the full range of meeting services on a single platform. This was made possible by the launch in 2018 of One-Stop Shop, which is a web-based application embedded in gMeets that provides meeting requestors with a single point of entry for all their conference needs. The subprogramme, through enhanced coordination among service providers, will ensure all needs are fulfilled. Furthermore, One-Stop Shop enables clients to work in both English and French and provides background information and cost estimates to facilitate informed decision-making by clients. By the end of 2019, One-Stop Shop had been used by all permanent missions in New York, as well as United Nations funds and programmes, specialized agencies of the United Nations system and Secretariat entities based in New York.
- 2.39 The subprogramme will also continue to provide secretariat support, both technical and substantive, to intergovernmental bodies to facilitate decision-making, most notably to the Fifth Committee, the Committee on Conferences and the Advisory Committee on Administrative and Budgetary Questions, by improving communication and interaction with Member States, for example, through

the expanded use of the e-deleGATE portal, which is expected to result in smooth deliberations and negotiations. Past results in this area include the use of the e-deleGATE portal to support the work of the Committee on Conferences during its substantive session in September 2019. All communications and in-session documents were posted by the Secretariat on the portal in a timely manner, thereby facilitating deliberations and informed decision-making.

### **Programme performance in 2019 against planned result**

- 2.40 A planned result for 2019, which is the effective and efficient conduct of meetings, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from Headquarters of meeting bodies.

### **Programme performance in 2019: increased appreciation for efficiency in global meetings management**

- 2.41 In 2019, gMeets was reconfigured and enhanced with the addition of more features and functionalities, which made the system more stable and agile, thereby streamlining calendar planning and the day-to-day organization of meetings. In particular, its client-facing One-Stop Shop module provided a single point of entry for Member States and United Nations entities to submit meeting requests. Periodic in-person and remote training sessions on the use of gMeets were organized by the subprogramme for representatives of Member States and United Nations system entities. As a result, the system has an expanded user group, is more user-friendly and robust and encompasses all aspects and variables relating to meetings management, thus providing much easier access to conference services for Member States.
- 2.42 Furthermore, all information relating to past, current and upcoming conferences, meetings and events, as well as the entitlements of meeting bodies, are derived from gMeets, making it an essential system for the implementation and monitoring of the calendar of conferences and meetings of the United Nations as well as the day-to-day meeting operations. It also provides accurate and globally harmonized statistical reporting on performance management. The system is in use at all headquarters duty stations, that is, New York, Geneva, Vienna and Nairobi, as well as four of the five regional commissions: the Economic Commission for Africa, the Economic Commission for Europe, the Economic and Social Commission for Western Asia and the Economic and Social Commission for Asia and the Pacific. Other United Nations system entities, including the International Civil Aviation Organization, the International Atomic Energy Agency (IAEA) and the United Nations Educational, Scientific and Cultural Organization, have also been using the platform.
- 2.43 The subprogramme invested in providing gMeets with a foundation for future enhancements and integration with other applications, such as Umoja, and, as a result, the system has evolved into a vital end-to-end solution for resource management, playing a central role in increasing efficiency in global meetings management.

#### *Progress towards the attainment of the objective, and performance measure*

- 2.44 This work contributed to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, as demonstrated by the positive feedback received through surveys, as well as during the monthly training sessions, about the positive impact of the gMeets system and its One-Stop Shop portal for clients and service providers in the process of organizing and planning meetings or events at United Nations Headquarters. In an online survey of Member States in 2019, 96 per cent expressed overall satisfaction with the enhanced gMeets system. Clients provided similar feedback on the usefulness of gMeets and the One-Stop Shop portal as well as how gMeets had improved the process of booking a conference room and requesting meeting services.

Table 2.3  
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	One-Stop Shop module launched	Positive feedback and appreciation from Member States (96 per cent satisfaction rate) on the use of the newly reconfigured gMeets system and One-Stop Shop

Abbreviation: N/A, not applicable.

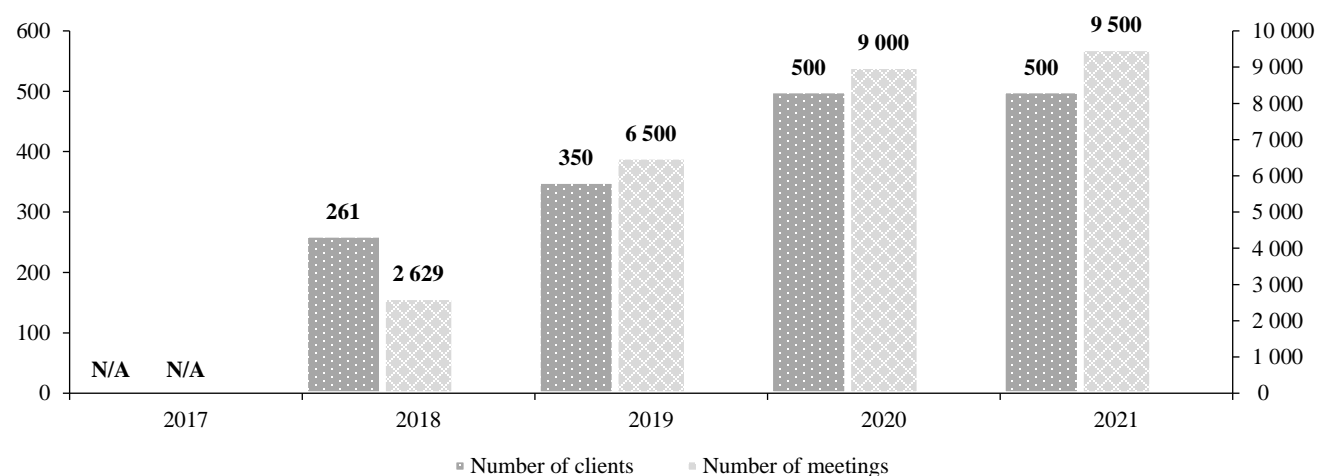
## Planned results for 2021

### Result 1: One-Stop Shop – full complement of services available to Member States for meetings and events (result carried over from 2020)

- 2.45 The subprogramme will continue the work related to One-Stop Shop as a portal used by clients to request meeting services, in line with its mandate, and will strive to enhance the user experience made evident in the increase in the number of meetings requested using One-Stop Shop, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.IV

### Performance measure: number of clients and meetings requested using One-Stop Shop



Abbreviation: N/A, not applicable.



**Result 2: improved availability of multilingual documents for Member States (new result)**

- 2.46 A key feature of documents management in the Department is the slotting system, which regulates the time frames for the submission of documents. This increases the predictability of the incoming workload and facilitates capacity planning, thereby contributing to the timely issuance of documents for intergovernmental and expert bodies, in accordance with General Assembly resolution [47/202](#). The most common time frame is submission 10 weeks before the beginning of the session, which allows 4 weeks for processing, so that the documents are issued 6 weeks before the beginning of the session.
- 2.47 The slotting exercise has been gradually expanded to cover more documentation, from 45 per cent of the total in 2016 to 60 per cent in 2019, thereby increasing the predictability of the incoming workload and facilitating capacity planning, which contributed to the timely issuance of documents for intergovernmental bodies, in accordance with resolution [47/202](#). The plan of the subprogramme for 2021 is to further expand the coverage of slotted documents to 65 per cent of total documentation through improved coordination with author departments and by leveraging the expected benefits of gDoc 2.0. With increased predictability of incoming workload, the utilization of resources will be optimized to ensure that documents are issued in a timely manner and with high quality in the six official languages of the United Nations.
- 2.48 The subprogramme has been working in close collaboration with all author departments for the submission of both slotted and non-slotted documents, while keeping the processing units updated of expected incoming workload and target issuance dates to better align the processing capacity with the incoming workload and achieve optimal cost-effectiveness.

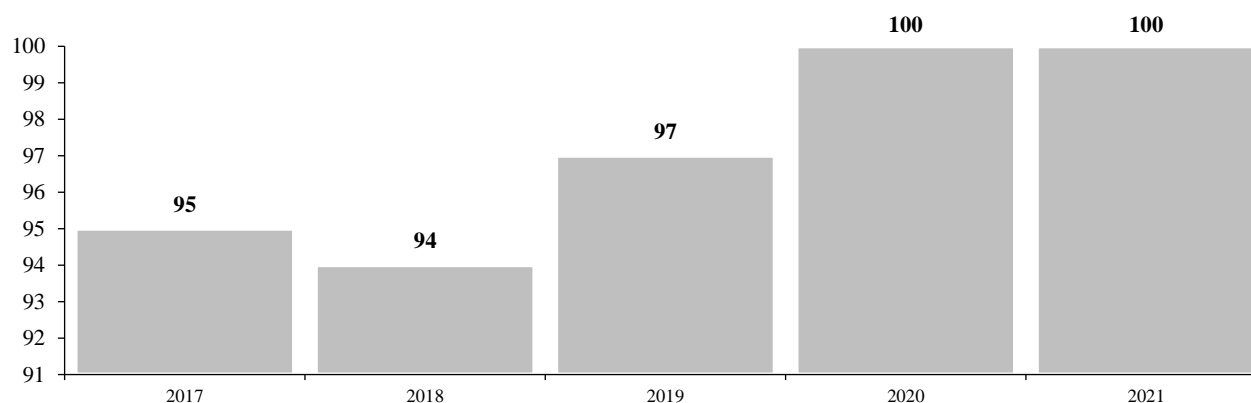
*Internal challenge and response*

- 2.49 The challenges for the subprogramme were the time frames for the translation and editing of increasingly longer documents to comply with the requirements for the timely issuance of documents, and the need to cope with the unpredictability of ad hoc submissions of high-priority documents for urgent or rush processing.
- 2.50 In response, the subprogramme will expand its forecast and planning exercise to encompass more incoming documents to maximize predictability and align in-house processing capacity accordingly across all languages to facilitate timely and simultaneous issuance. The subprogramme will continue to follow up with author departments on their upcoming slot dates so as to ensure that in-house capacity is maximized in terms of its utilization rate; collaborate with the author departments to ensure that the reports adhere to the agreed word count; and seek as much information as possible in advance regarding ad hoc submissions in order to allow subprogramme 3 to secure sufficient processing capacity to deliver in a timely manner and with good quality.

*Expected progress towards the attainment of the objective, and performance measure*

- 2.51 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, which would be demonstrated by 100 per cent of documents made available in a timely manner and simultaneously in all official languages pursuant to the mandate on multilingualism. The timely issuance of parliamentary documents will ensure that Member States are provided with adequate time to review them, thereby supporting the deliberations of intergovernmental processes. Overall issuance compliance for slotted documents in accordance with the mandated time frame, including negotiated late issuance, was 97 per cent in 2019. Full compliance with simultaneous issuance, attesting to the equal treatment of all the official languages, will facilitate meaningful participation of and contribution by Member States in the intergovernmental process.

Figure 2.V  
Performance measure: simultaneous and timely availability of documents  
(Percentage)



## Legislative mandates

2.52 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

47/202 Pattern of conferences

## Deliverables

2.53 Table 2.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.4  
New York, subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>11</b>	<b>10</b>	<b>11</b>
1. Report of the Committee on Conferences	1	1	1	1
2. Report of the Secretary-General on the pattern of conferences	1	1	1	1
3. Note by the Secretariat on the calendar of conferences and meetings	2	2	2	2
4. Documents for the Committee on Conferences	7	7	6	7
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>11</b>	<b>9</b>	<b>11</b>	<b>11</b>
5. Meetings of the Committee on Conferences	11	9	11	11
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>13 300</b>	<b>12 552</b>	<b>13 300</b>	<b>12 700</b>
6. Meetings of the Security Council and its sanctions committees and subsidiary working groups	830	694	830	750
7. Meetings of the General Assembly and its Main Committees and subsidiary bodies	3 355	3 193	3 355	3 200
8. Meetings of the Economic and Social Council and its subsidiary bodies and functional commissions	775	660	775	750

## Section 2 General Assembly and Economic and Social Council affairs and conference management

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
9. Meetings of the permanent and observer missions to the United Nations	3 530	3 125	3 530	3 130
10. Other meetings	4 810	4 880	4 810	4 870
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>251</b>	<b>251</b>	<b>251</b>	<b>251</b>
11. <i>Journal of the United Nations</i>	251	251	251	251
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultations with Member States on issues related to the Committee on Conferences, including membership and the composition of the Bureau; and briefing for the members of the Committee on Conferences.				
<b>Databases and substantive digital materials:</b> One-Stop Shop platform for Member States to request meetings and conference services (one platform to facilitate the servicing of 12,700 meetings in 2021).				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> website of the <i>Journal of the United Nations</i> (daily <i>Journal</i> provided for 251 working days).				

### Subprogramme 3 Documentation services

#### Objective

- 2.54 The objective, to which the subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences.

#### Strategy

- 2.55 To contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, the subprogramme will continue to deliver multilingual documentation services, including translation, editing, desktop publishing and correspondence services, while improving quality and timeliness by leveraging technologies, optimizing workflows, closely matching workload with capacity and developing the skills of staff through training. This work is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages of the United Nations, in compliance with existing mandates. The subprogramme will modernize generic job profiles of language staff to better suit the new technological environment. The subprogramme will also strengthen performance management and quality control mechanisms, enhance outreach to universities and continuously improve recruitment methods, including through remote competitive examinations that are accessible to candidates in all regions, with the goal of further improving geographical diversity and gender parity. This work is expected to result in the continued high quality and timeliness of documentation for meetings through the availability of skilled language staff to handle the workload. Past results in this area include the timely availability of documents that were distributed simultaneously in all official languages and that met the quality standards of the Organization, which contributed to the success of United Nations meetings. This result was made possible through the modernization of the language competitive examinations to hold them remotely, a project that received the Secretary-General's Award for innovation and that allowed for a significant increase in the number of rostered candidates and applicants, including increased participation from Africa and Latin America, through intensive outreach campaigns, contributing to the identification of talented linguists who are able to deliver accurate documentation; quality control for all documents translated contractually, as mandated; the celebration of additional agreements

with universities and the use of videoconferencing for outreach activities; and increased gender balance.

- 2.56 The subprogramme will continue to lead global innovation projects in the areas related to documentation, including gText and gDoc2.0, which are expected to result in the provision of the highest quality services to Member States, meeting the mandates on multilingualism, timeliness and quality, and that will support the delivery of machine-readable documents for the United Nations. Past results in this area include the enhanced quality and productivity of editors and translators, made possible by the development of eLUNa (electronic Languages of the United Nations), a cutting-edge computer-assisted translation tool that is used by internal and external resources at the four main duty stations, four regional commissions and other international organizations and that has allowed the subprogramme to cope with an increased workload; and the implementation of the preforecasting and publications modules of gDoc 2.0, an enhanced global system to manage the workflows for the multilingual documentation as well as the human capacity required to issue those documents in all mandated languages, which are expected to improve the timely delivery of documentation services.
- 2.57 The subprogramme will also continue to maintain and enhance the UNTERM portal, which is expected to result in the consistent use of official terminology in the six official languages across the Organization. UNTERM is used not only by language staff and other staff members of the Organization, but also by Member States and the general public. Past results in this area include the launch of a global portal for official terminology that is available online and that replaced scattered systems, and the consolidation and harmonization of terminology assets across entities, in compliance with mandates.

### **Programme performance in 2019 against planned result**

- 2.58 A planned result for 2019, which is efficient and cost-effective conference servicing supporting multilingual deliberations with high-quality referencing, editing, translation, précis-writing and text-processing of parliamentary documentation and other written materials, ensuring the equal treatment of all official languages, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 100 per cent simultaneous issuance in the six official languages of all documents produced by the subprogramme and availability in both hard-copy and electronic form.

### **Programme performance in 2019: a truly global terminology platform**

- 2.59 Throughout its history, the Organization has been dealing with many complex topics that are constantly evolving. An essential element in ensuring consistency in the documentation and the discussions based thereon is the systematic use of official terminology in the six official languages, which enhances comprehension and fosters clear communication among all stakeholders in the parliamentary process. To that end, the language services at Headquarters, the three offices away from Headquarters and the regional commissions had created individual terminology databases that were consolidated in 2017 in the new UNTERM portal ([unterm.un.org](http://unterm.un.org)). However, given the previous technology and working methods in place, the consolidated databases contained duplications or variations on the same term, creating confusion as to the official version.
- 2.60 In close collaboration with all other participating entities, the subprogramme led an ambitious project to remove the duplicates, a task contemplated many times before but considered next to impossible to achieve given the size of UNTERM (more than 500,000 records). Nevertheless, using innovative automated methods and thanks to the close collaboration of all duty stations and regional commissions, the goal was reached with minimal human intervention. Tens of thousands of duplicates were removed in 2019, thereby attaining the goal of harmonizing the terminology used in the Organization, a mandate entrusted by the General Assembly, most recently in its resolution [73/270](#). In addition, to avoid the creation of duplicates or inconsistent entries in the future, the project

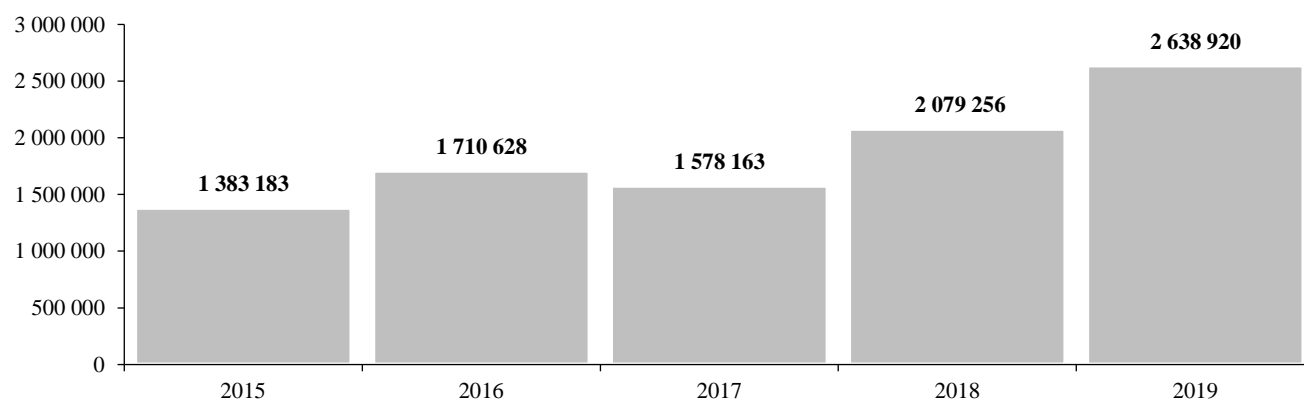
implemented a global workflow with clear responsibilities by subject area, leveraging the expertise of each participating entity.

*Progress towards the attainment of the objective, and performance measure*

- 2.61 This work contributed to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, as demonstrated by 2.6 million visits to UNTERM records. A key element was the removal of tens of thousands of duplicates or irrelevant terminological entries, which in turn contributed to better terminology quality and saved users time. As a result of those efforts, users now enjoy access to hundreds of thousands of reliable and consistent multilingual terminology entries in the six official languages, and the number of viewed records almost doubled between 2015 and 2019. In addition to the external users, and for the convenience of editors and translators, UNTERM is connected to eLUNA to automatically identify official terminology and perform quality assurance, ensuring better quality of the documentation delivered by the subprogramme. The subprogramme is expanding the scope of UNTERM by incorporating the terminology of United Nations system entities, such as the United Nations Educational, Scientific and Cultural Organization, whose database was discontinued and migrated into the portal in 2019. In 2020, more entities, including the World Health Organization, the World Meteorological Organization and the International Maritime Organization, are expected to move their databases to UNTERM and a new interface will be created to provide additional functionalities and targeted searches to users, taking UNTERM one step closer to the goal of becoming the “go to” portal for all United Nations terminology needs, whether for delegates, the general public or language and other staff. The work of the subprogramme will increase the reliability of UNTERM, and users will have access to better quality information and will find it with less effort, which in turn would lead to an increase in the number of visits to UNTERM.

Figure 2.VI

**Performance measure: number of visits to UNTERM records**



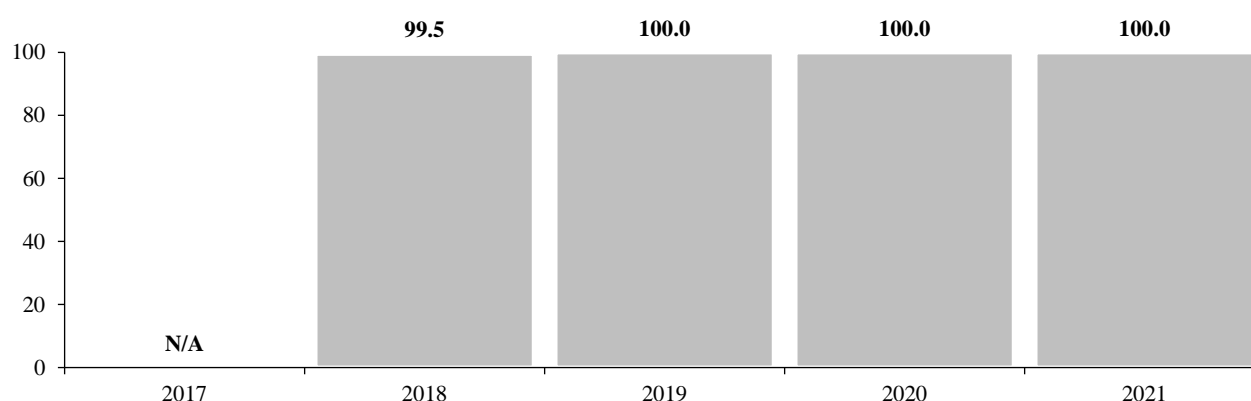
**Planned results for 2021**

**Result 1: constant renewal of the documentation services (result carried over from 2020)**

- 2.62 The subprogramme will continue the work related to the implementation of gDoc 2.0, the system for further enhancing automation of the documentation workflow process, in line with its mandate, and will continue to strive for the continued timely availability of documents in the official languages, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.VII

**Performance measure: percentage of documents processed within the agreed time frame**



Abbreviation: N/A, not applicable.

**Result 2: innovation in action in the documentation services through machine-readable documents (new result)**

- 2.63 Ensuring the simultaneous and timely issuance in the six official languages of about 137 million words per year by leveraging a workforce of over 500 linguists requires not only coordination and know-how, but also openness to harnessing the power of computing to constantly improve the services delivered. In this regard, the subprogramme will fully leverage the opportunities offered by new technology and artificial intelligence and apply them to the design of innovative documentation services that will further enhance the efficiency and effectiveness of the multilingual deliberations conducted in the Organization. To that end, the subprogramme has been actively participating in an initiative of the High-level Committee on Management to define a common format to make the Organization's documentation machine-readable, based on the Akoma Ntoso Extensible Markup Language (XML) standard developed by the Department of Economic and Social Affairs. In 2017, the collaboration resulted in the adoption of the United Nations semantic interoperability framework for normative and parliamentary documents and the unique customization of the Akoma Ntoso standard for the United Nations, which will allow the Organization to create XML documents in a uniform and intelligible manner, fostering interoperability at the system-wide level and laying the foundation for future opportunities to apply new technologies to improve the services provided.

*Internal challenge and response*

- 2.64 The challenge for the subprogramme was to move beyond the “paper paradigm”, where documents are produced to be printed on paper or rendered as a virtual representation of a paper document, and to explore innovative approaches to provide more modern documentation services, in association with other United Nations system organizations and internal partners, in particular the Dag Hammarskjöld Library. In response, in the context of the gText project, the subprogramme will expand its efforts to automatically produce machine-readable documents, enrich them with additional metadata and introduce specific efficiencies into the documentation production workflow, beginning with General Assembly resolutions. Through the use of artificial intelligence and natural language processing technologies, the subprogramme has already developed an application to automatically convert General Assembly resolutions to the Akoma Ntoso standard for the United Nations format with a single click. The application automatically identifies the main elements of the resolution and labels them to produce a machine-readable document, retrieving external information that is not present in the document itself, such as sponsorship information, voting records and related documents, as well as information concerning the Sustainable Development Goals. The semantically enriched resolutions will be used to automatically gather the information needed to create the volumes of resolutions adopted by the General Assembly, which until now were painstakingly

compiled by copying and pasting data scattered across several sources, allowing for swifter issuance. This approach not only will allow the Organization to track the life cycle and workflow of documentation, improving discoverability and linkages among documents, while ensuring validity and long-term preservation, but will also offer opportunities to create new applications and services, using XML documents as the raw material.

*Expected progress towards the attainment of the objective, and performance measure*

- 2.65 This work is expected to contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, which would be demonstrated by the availability of official documentation in machine-readable format that would enable the provision of new documentation services in the future to support the modernization of the United Nations. When documents are produced in machine-readable format, new information applications can be developed to extract information from those documents. In addition, machine-readable documents would improve searchability for United Nations documents, an area that not only would benefit meeting participants and readers but would also facilitate research on the work of the Organization. Machine-readability would also improve the long-term preservation of documents, benefiting future generations, since those machine-readable documents would not be associated with specific commercial applications.

Table 2.5

**Performance measure**

2017	2018	2019	2020	2021
Adoption of the Akoma Ntoso standard for the United Nations, the standard for machine-readable parliamentary documents customized for the United Nations	Proof of concept regarding the issuance of General Assembly resolutions in machine-readable format in line with the Akoma Ntoso standard for the United Nations	Pilot issuance of resolutions adopted by the General Assembly at its seventy-fourth session in machine-readable format in line with the Akoma Ntoso standard for the United Nations	Issuance of resolutions adopted by the General Assembly at its seventy-fifth session in machine-readable format in line with the Akoma Ntoso standard for the United Nations	Other categories of documents issued in machine-readable format in line with the Akoma Ntoso standard for the United Nations

## Legislative mandates

- 2.66 The list below provides all mandates entrusted to the subprogramme.

*General Assembly mandates*

[A/520/Rev.18](#) Rules of procedure of the General Assembly (rule 56)

*Economic and Social Council mandates*

[E/5715/Rev.2](#) Rules of procedure of the Economic and Social Council (rule 32)

*Security Council mandates*

96/Rev.7 Provisional rules of Procedure of the Security Council (rule 41)

## Deliverables

- 2.67 Table 2.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.6

### New York, subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>340</b>	<b>223</b>	<b>340</b>	<b>340</b>
1. Summary records of meetings of the Security Council	20	18	20	20
2. Summary records of meetings of the General Assembly	210	150	210	210
3. Summary records of meetings of the Economic and Social Council	50	35	50	50
4. Summary records of other meetings	60	20	60	60
<b>Documentation services for meetings</b> (thousands of words)	<b>136 800</b>	<b>133 775</b>	<b>136 800</b>	<b>136 800</b>
5. Editing, translation and desktop publishing of documents for the Security Council	27 000	22 728	27 000	25 000
6. Editing, translation and desktop publishing of documents for the General Assembly	84 200	90 440	84 200	88 200
7. Editing, translation and desktop publishing of documents for the Economic and Social Council	21 400	18 557	21 400	20 400
8. Editing, translation and desktop publishing of other documents	4 200	2 050	4 200	3 200
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> updating and maintenance of the online global terminology database (UNTERM), which comprises about 400,000 records.				
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> documentation services (editing, translation and desktop publishing of non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with Member States.				

## Subprogramme 4 Meetings and publishing services

### Objective

- 2.68 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings.

### Strategy

- 2.69 To contribute to ensuring efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, the subprogramme will continue to provide meetings and publishing services, including interpretation, verbatim reporting and publishing in the official languages and meetings servicing at Headquarters as well as for conferences and meetings held away from Headquarters. The subprogramme will deliver its mandated services relying on modern technologies, such as computer-assisted documentation processing, speech-to-text solutions and remote service provision and participation.



In order to maximize the use of its in-house capacity and temporary assistance resources, the subprogramme will refine its capacity planning and workload matching methods and tools. In addition, the subprogramme will continue to implement sustainability and accessibility best practices for meeting and publishing services, including the implementation of relevant international standards and the expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and accessible manner. These initiatives are expected to result in the more effective utilization of the Organization's global meetings servicing and publishing resources, facilitating the conduct of its deliberations in a more inclusive manner while leaving a smaller environmental footprint. Past results in this area included sustainable and accessible services for Member States through the introduction of new technologies. These results were achieved by computer-assisted, electronic documentation processing, publishing and distribution, paper-smart servicing, offsite processing and accessible meetings servicing and publishing. Notwithstanding the successive and significant resource reductions, the level and volume of meetings and documentation services continued to increase.

### **Programme performance in 2019 against planned result**

- 2.70 A planned result for 2019, which is high-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the issuance of 451 verbatim records in 2019, compared to a planned total of 860 verbatim records for the biennium 2018–2019 (430 per year).

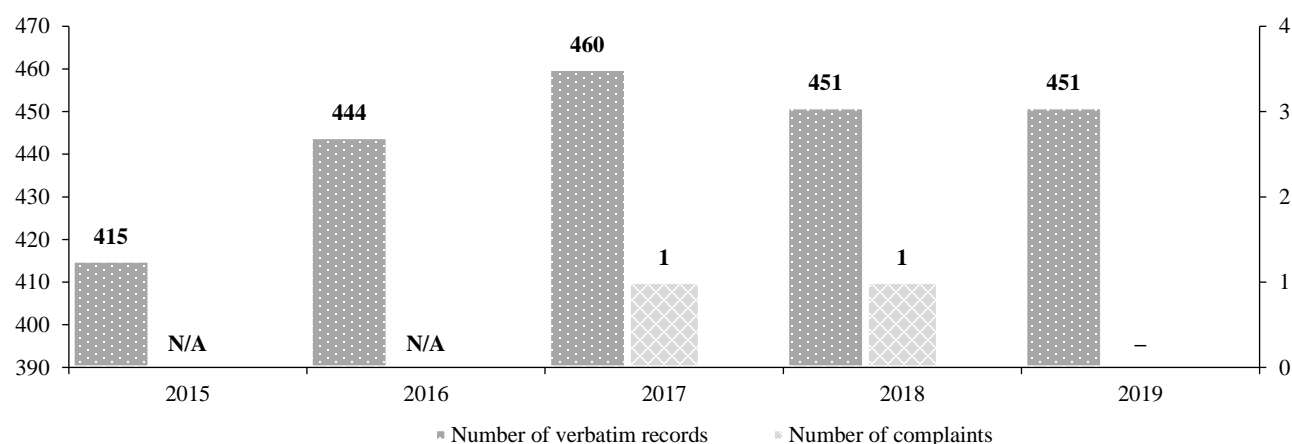
### **Programme performance in 2019: improved availability of official records of the meetings of United Nations bodies**

- 2.71 Over the years, the overall length of the Security Council meetings and meetings of other intergovernmental bodies entitled to verbatim records has significantly increased. In the case of the Security Council, it has doubled over the past 10 years. Many discussions that were previously held behind closed doors now take place in open meetings and briefings with the aim of increasing openness and transparency in the Council's deliberations.
- 2.72 In 2018, the Security Council met for 481 hours, that is, 69 hours, or 17 per cent, more than in 2017, an all-time record. The Council spent 288 hours in briefings, nearly as much as in 2010, 2011, 2012 and 2013 combined. Seventy per cent of those briefings were open briefings.
- 2.73 The average duration of briefings increased from 62 minutes in the period 2014–2015 to 103 minutes in 2018. This increase in meeting time has been accompanied by a significant increase in the speed of delivery of statements. The increase in the total word count between 2005 and 2018 was more than threefold (1.11 million versus 3.75 million words) and, over the same period, 67 per cent more words per minute were spoken. The longer meetings and more words per minute resulted in an increased workload relating to verbatim records for the subprogramme.
- 2.74 The subprogramme has been facing significant challenges in the delivery of verbatim records in a timely manner and in keeping pace with the above-mentioned increase in the workload. The subprogramme implemented incremental changes in the working methods while continuing to deliver in a timely manner high-quality service under constant daily production pressure. Contractual outsourcing, a more efficient way of processing, was introduced, coupled with a more even distribution of temporary assistance throughout the year. The use of computer-assisted translation technology (eLUNa) was also introduced in the subprogramme, and speech-to-text solutions were tested and partially put into operation. These initiatives also made possible the completion of the backlog of records that accumulate every year during the main part of the session of the General Assembly.

*Progress towards the attainment of the objective, and performance measure*

- 2.75 This work contributed to ensuring the effective and efficient multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, as demonstrated by no complaints received in 2019 with regard to the rendering of verbatim records. Figure 2.VIII indicates the number of verbatim records issued in English and complaints, while the quantity of verbatim records in table 2.7 includes the number of verbatim records issued in the six official languages. A registry to record the number of complaints received was started in 2017.

Figure 2.VIII

**Performance measure: number of verbatim records and complaints**

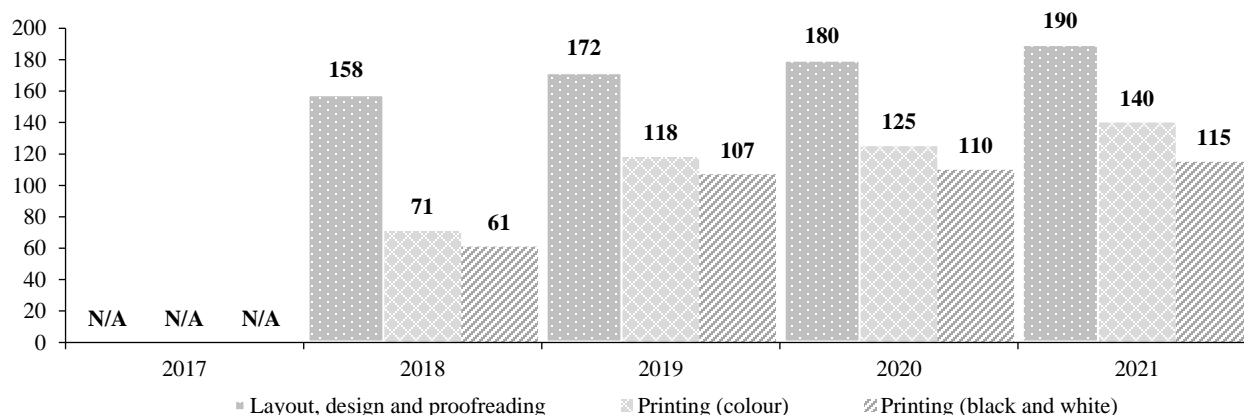
Abbreviation: N/A, not applicable.

**Planned results for 2021****Result 1: cohesiveness and agility in publishing (result carried over from 2020)**

- 2.76 The subprogramme will continue the work related to streamlining its publishing operations and meet demand for new services delivering more accessible and sustainable digital content, in line with its mandate, and will continue to increase the number, accessibility and versatility of publications processed, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.IX

**Performance measure: number of publications processed by the Meetings and Publishing Division**



Abbreviation: N/A, not applicable.

**Result 2: an increased percentage of demand for interpretation services is met (new result)**

- 2.77 The subprogramme is mandated, among other things, to provide interpretation services in the six official languages to intergovernmental and expert bodies. These services reach an even wider audience through the webcasting of public meetings. Working in tighter coordination with subprogramme 2 through regular weekly meetings and through additional daily meetings, the Interpretation Service seeks to better match interpretation capacity with the fluctuating and often rapidly changing meeting activity throughout the year. By developing an upgrade for the interpreters assignment programme (eAPG 2.0) in 2019 and 2020, the subprogramme will have received a suite of sophisticated tools to help to achieve fuller utilization of interpretation resources by a more precise calculation of the servicing needs, maximizing the use of in-house capacity and assessing the right amount of temporary assistance during periods of peak demand.

*Internal challenge and response*

- 2.78 The challenge for the subprogramme was to efficiently service the interpretation needs of Member States and address the requirements of the diverse clientele of the United Nations system at all duty stations. The legacy mission-critical interpretation resources planning system, eAPG, was designed in 2010. At the time, it was well customized to the needs of various users in New York, Geneva, Vienna and Nairobi. Over the years and despite partial enhancements, the system could not keep up with the changing demand of the intergovernmental machinery for services and did not benefit from advances in technology. By 2018, it had become clear that the system required a holistic upgrade to perform well in different locations. In response, the subprogramme will leverage the system introduced in late 2019, namely, the closer matching of capacity and demand and the upgrade of the planning tool (eAPG 2.0) to provide high-quality interpretation services in a more efficient manner. Efficiency gains will be the result of higher accuracy in calibrating in-house resources to the yearly meetings projections. These resource requirements will be reviewed and adjusted on a weekly or even a daily basis and further fine-tuned on a morning-afternoon basis.

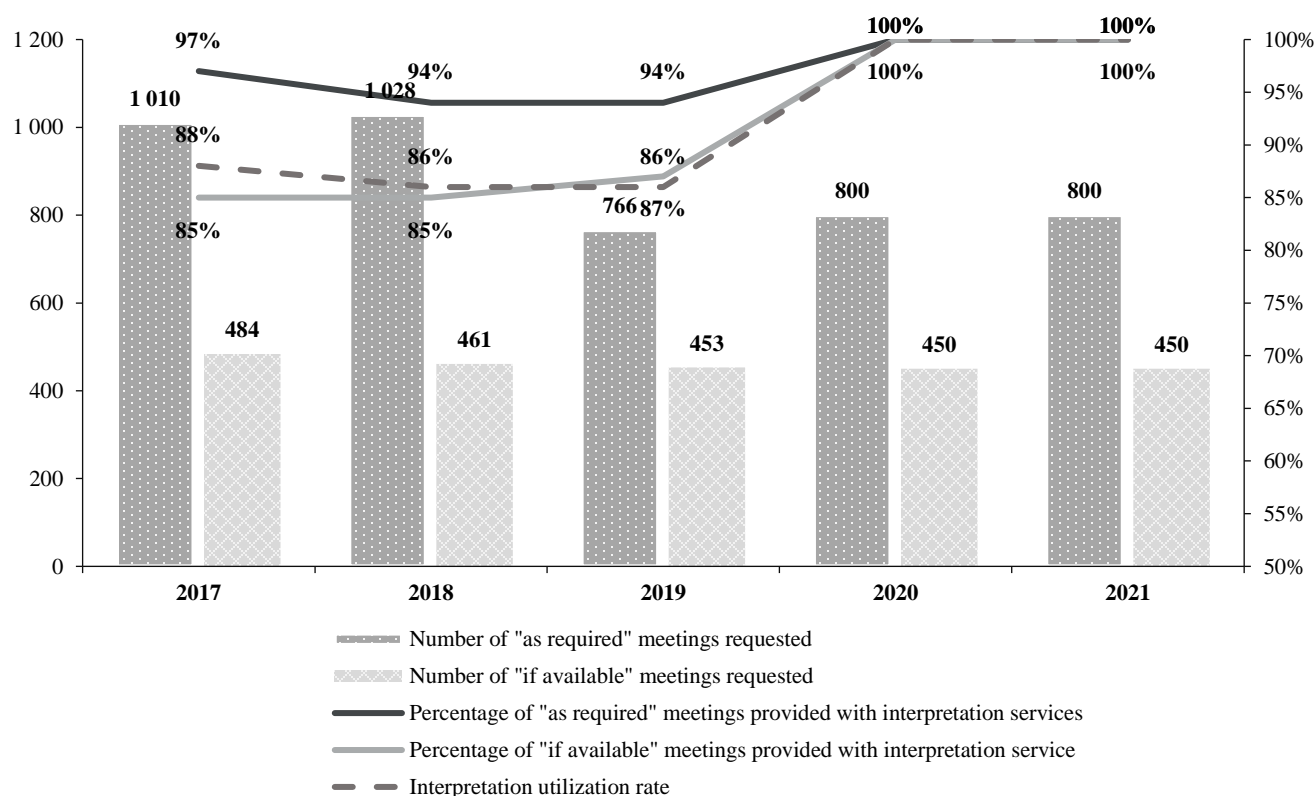
*Expected progress towards the attainment of the objective, and performance measure*

- 2.79 This work is expected to contribute to ensuring efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, which would be demonstrated by the provision of interpretation services to the mandated calendar body meetings with available capacity and a more efficient service provision for Member States, including for bodies that meet as required, the Security Council and the General

Assembly among them. With the continuously diminishing resources, the number of meetings serviced with the required service level can be maintained or slightly increased. This work is also expected to provide better work-life balance to interpreters through the increased predictability of the daily and weekly assignments and leave planning.

Figure 2.X

**Performance measure: interpretation utilization and provision of interpretation services to intergovernmental and expert bodies meetings “as required” or on an “if available” basis**



## Legislative mandates

2.80 The list below provides all mandates entrusted to the programme.

### General Assembly resolutions

47/202

Pattern of conferences

## Deliverables

2.81 Table 2.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.7  
New York, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2 700</b>	<b>2 526</b>	<b>2 700</b>	<b>2 580</b>
1. Verbatim records of the General Assembly	690	714	690	700
2. Verbatim records of the Security Council	1 730	1 575	1 730	1 600
3. Verbatim records of the First Committee	200	198	200	200
4. Verbatim records of the Disarmament Commission	36	6	36	36
5. Verbatim records of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	6	6	6
6. Verbatim records of the Military Staff Committee	26	25	26	26
7. Verbatim records of the special sessions of the General Assembly	6	—	6	6
8. Verbatim records of the Trusteeship Council	6	2	6	6
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>13 300</b>	<b>12 552</b>	<b>13 300</b>	<b>12 700</b>
<b>Meetings with interpretation for:</b>	<b>2 985</b>	<b>2 831</b>	<b>2 985</b>	<b>2 850</b>
9. The Security Council and its sanctions committees and subsidiary working groups	690	652	690	650
10. The General Assembly and its Main Committees and subsidiary bodies	1 490	1 419	1 490	1 400
11. The Economic and Social Council and its subsidiary bodies and functional commissions	300	257	300	300
12. Permanent and observer missions to the United Nations	30	34	30	30
13. Other beneficiaries	475	469	475	470
<b>Meetings without interpretation for:</b>	<b>10 315</b>	<b>9 721</b>	<b>10 315</b>	<b>9 850</b>
14. The Security Council and its sanctions committees and subsidiary working groups	140	42	140	100
15. The General Assembly and its Main Committees and subsidiary bodies	1 865	1 774	1 865	1 800
16. The Economic and Social Council and its subsidiary bodies and functional commissions	475	403	475	450
17. Permanent and observer missions to the United Nations	3 500	3 091	3 500	3 100
18. Other beneficiaries	4 335	4 411	4 335	4 400
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> production editing and proofreading of publications, official records (approximately 2,600 verbatim records per year) and other materials in all official languages for both hard-copy and digital distribution; printing, binding and distribution of parliamentary documents, mandated publications and other materials in hard copy; and distribution of such materials in digital format.				

## **Conference management, Geneva**

### **Subprogramme 2**

#### **Planning and coordination of conference services**

##### **Objective**

- 2.82 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies serviced by the United Nations Office at Geneva.

##### **Strategy**

- 2.83 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies serviced by the United Nations Office at Geneva, the subprogramme will facilitate the optimum utilization of capacity for meetings and documentation services in a globally coordinated manner through effective planning of activities, efficient stewardship of resources and close attention and prompt response to the needs of delegates and meeting participants. This work is expected to result in improved and simplified conference services for Member States and conference organizers. Past results in this area include a special area known as “Concordia” at the Palais des Nations designed specifically for highly sensitive political discussions, with symmetrical facilities for negotiating parties and with a unified, streamlined provision of the Office’s services to delegations and mediators. It continued to be in demand in 2019, with the hosting of meetings of the Syrian Constitutional Committee.
- 2.84 The subprogramme will also mitigate reduced capacity and other constraints resulting from renovation works under the strategic heritage plan of the United Nations Office at Geneva by securing additional facilities off-site and the temporary conference structure on the Office’s grounds, upgrading its meetings management support toolkit and completing advanced workload projections for the period of the renovation, which is expected to result in 100 per cent delivery of all mandated calendar meetings in 2021.

##### **Programme performance in 2019 against planned result**

- 2.85 A planned result for 2019, which is effective and efficient conduct of meetings, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by no complaints by representatives of Member States to intergovernmental organs or members of expert bodies about the quality of conference services provided.

##### **Programme performance in 2019: improved experience of delegates in obtaining conference services**

- 2.86 The “United Nations Geneva conferencing today and tomorrow” initiative was launched by the Division of Conference Management as part of ongoing efforts to build relationships and engagement with clients and to identify how major external and internal trends may lead to changes in conferencing support requirements. The initiative ran from November 2018 to February 2019 and consisted of four activities: a client survey that was sent to 43 entities, on-the-spot client interviews, in-depth client interviews, and two workshops. Feedback was gathered from clients, including delegates from permanent missions and capitals, Secretariat conference organizers and representatives of non-governmental organizations and other civil society stakeholders. Feedback from clients was very positive overall, acknowledging the Division as being responsive and solution-oriented.

- 2.87 The initiative also highlighted the evolving needs of clients as well as the challenges they have been facing. Clients stressed the need for clear guidance, flexible services and simple lines of communication. To address this need, in 2019 the subprogramme implemented four measures. First, an in-room contact directory of service providers is now displayed in every meeting room and distributed to all meeting organizers. Second, a meeting planning checklist has been developed to guide meeting organizers. Third, to promote continuous improvements, the subprogramme has taken advantage of user-friendly, low-cost and interactive applications for meeting participants to provide immediate feedback. Lastly, an enhanced format for parliamentary documents was piloted to integrate new technologies and visual solutions, such as colour, hyperlinks and infographics, making the documents more engaging, accessible and interactive.

*Progress towards the attainment of the objective, and performance measure*

- 2.88 This work contributed to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies serviced by the United Nations Office at Geneva, as demonstrated by improved and simplified services for Member States and conference organizers. The measures have provided immediate benefits to clients, saving delegates time, simplifying their contacts with the Secretariat, providing clearer guidance as to how to receive services, enriching their meeting experience and allowing them to focus more productively on substantive discussions.

Table 2.8  
Performance measure

2015	2016	2017	2018	2019
• N/A	• N/A	• N/A	<ul style="list-style-type: none"> <li>Fragmented guidance and procedures for booking conference and related services received from separate service providers at the United Nations Office at Geneva</li> <li>Occasional surveys to provide feedback</li> </ul>	<ul style="list-style-type: none"> <li>Unified guidelines and single point of contact for all services when organizing an event</li> <li>Possibility to provide instantaneous feedback through online platforms</li> <li>Simple and clear contact directory in each conference room</li> </ul>

Abbreviation: N/A, not applicable.

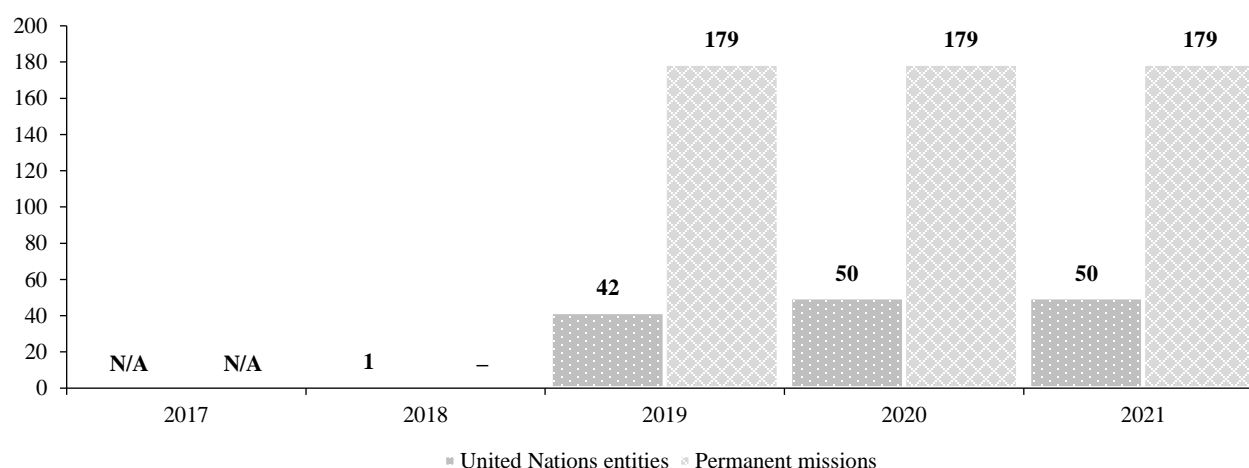
## Planned results for 2021

### Result 1: easier, faster and more transparent planning of financial scenarios for meetings of Member States (result carried over from 2020)

- 2.89 The subprogramme will continue the work related to expanding the range of client-friendly tools, in line with its mandate, and will focus on improving the user experience of clients requesting meetings and conference services, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.XI

**Performance measure: estimated number of clients using the extrabudgetary cost calculator**



Abbreviation: N/A, not applicable.

**Result 2: satisfying conference mandates and needs of Member States during the renovation of the Palais des Nations under the strategic heritage plan (new result)**

- 2.90 The United Nations Office at Geneva services 12,000 meetings a year, with approximately 10,000 meetings in Geneva. Starting in May 2020, conference facilities of the historic Palais des Nations will be undergoing large-scale renovation as part of the strategic heritage plan. Many conference rooms will not be available for long periods of time between 2020 and 2024. This will lead to a significantly reduced meeting space capacity, by as much as 40 per cent for most of the period, while the number of mandated calendar meetings – which cannot be readily relocated to other duty stations – is not expected to decrease.

*Internal challenge and response*

- 2.91 The challenge for the subprogramme was to plan the meeting work programme mandated by Member States efficiently and effectively with reduced physical facilities and additional constraints, such as noise. In response, the subprogramme will implement a multi-pronged business continuity strategy to address the challenging conditions of the strategic heritage plan renovation works. First, historical utilization patterns will be analysed and workload projections for the entire duration of the renovation made. Regular dialogue with clients aimed at matching their requirements to the limited available facilities has been ongoing since 2017. Second, with the support of the host country authorities, the subprogramme will secure a number of meeting rooms and time slots at the International Conference Centre Geneva, in the immediate proximity to the Palais des Nations. Third, the subprogramme will work closely with the strategic heritage plan team to ensure that a suitable temporary conference structure with a total capacity of 600 seats will be operational at the Palais des Nations campus in the spring of 2020. Lastly, the subprogramme is upgrading its meetings management support toolkit to enable event organizers to generate and review programming scenarios showing workload pressure and available services. The interactive tool will allow the quick exploration of multiple planning options and their impact on timing and facilities, and will facilitate internal planning along with improving communication with clients on the difficult subject of resource constraints and capacity limitations during the strategic heritage plan renovation.



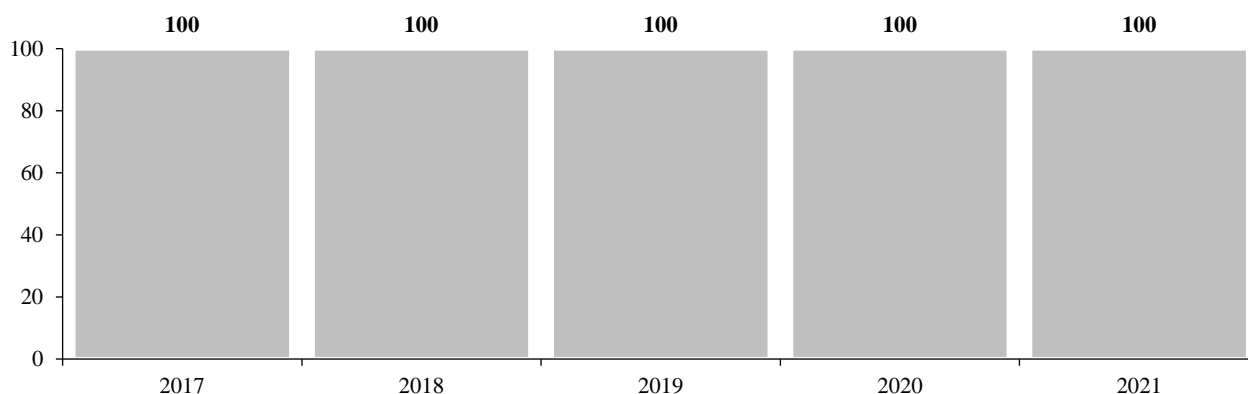
*Expected progress towards the attainment of the objective, and performance measure*

- 2.92 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office in Geneva, which would be demonstrated by 100 per cent uninterrupted delivery of all mandated calendar meetings in Geneva during the renovation works and the absence of complaints from client organs and bodies.

Figure 2.XII

**Performance measure: delivery of mandated calendar meetings**

(Percentage)

**Legislative mandates**

- 2.93 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

174 (II)	Establishment of an International Law Commission	62/193; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees		
1722 (XVI)	Question of disarmament	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
S-10/2	Final Document of the Tenth Special Session of the General Assembly		
34/83 L	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session: Committee on Disarmament	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
48/189	United Nations Framework Convention on Climate Change	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
60/184	International trade and development	69/9; 71/11	Cooperation between the United Nations and the League of Arab States
60/251	Human Rights Council		

*Conference on Disarmament mandates*

CD/8	Rules of procedure of the Conference on Disarmament
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*Economic and Social Council resolutions*

36 (IV)	Economic Commission for Europe	2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
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## Deliverables

- 2.94 Table 2.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.9

**Geneva, subprogramme 2: deliverables for the period 2019–2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>12 000</b>	<b>12 371</b>	<b>11 900</b>	<b>11 900</b>
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	3 792	3 693	3 780	3 700
2. Meetings of intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	1 874	2 483	1 874	2 000
3. Meetings of intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	1 923	1 978	1 923	1 900
4. Meetings of intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	744	693	744	700
5. Other meetings	3 667	3 524	3 579	3 600
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>304</b>	<b>307</b>	<b>304</b>	<b>304</b>
6. Annual calendar of conferences and meetings in Geneva	1	1	1	1
7. Daily “master final” programme of meetings of intergovernmental bodies	251	255	251	251
8. Weekly programme of meetings of intergovernmental bodies	52	51	52	52
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> informational session for permanent missions.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> language day celebrations.				
<b>External and media relations:</b> press conferences and public briefings.				

## Subprogramme 3 Documentation services

### Objective

- 2.95 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations serviced by the subprogramme.

## Strategy

- 2.96 To contribute to the efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations serviced by the subprogramme, the subprogramme will continue to deliver multilingual documentation services, including translation, editing, desktop publishing and summary records, while improving quality, timeliness and efficiency by optimizing workflows, closely matching workload with capacity and developing staff skills through training. The subprogramme will also fully support the leading global innovation projects of the Department for General Assembly and Conference Management, including gDoc 2.0 and gText, leverage information technology tools, including eLUNa, provide inputs to UNTERM and maintain its repository of reference material for in-house and external language professionals.
- 2.97 The subprogramme will also modernize generic job profiles of language staff to better suit the new technological environment; strengthen performance management and quality control mechanisms; enhance outreach to universities and continuously improve recruitment methods; and continue to pursue the Departmental transition to the diamond-shaped staffing structure and increased self-revision in a cost-neutral manner.
- 2.98 The work is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages, in compliance with existing mandates. Past results in this area include a significant increase in documentation issuance compliance, which rose from 40 per cent to 99 per cent over the past five years.

## Programme performance in 2019 against planned result

- 2.99 A planned result for 2019, which is efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 100 per cent simultaneous issuance in the six official languages of all documents produced by the subprogramme and availability in both hard copy and electronic form.

## Programme performance in 2019: positive feedback by the International Law Commission on the quality of services provided

- 2.100 In 2019, the subprogramme faced the challenge of the volume of documentation generated by the International Law Commission significantly increasing compared to in 2018. Owing to the technical nature of those documents, extensive research is undertaken by language professionals in the subprogramme to gain better knowledge on the subject matter. Had the subprogramme not been prepared to absorb the higher volume, it would have not been able to cope with it.
- 2.101 For the past few years, the subprogramme has strengthened its cooperation with the Office of Legal Affairs and the Department for General Assembly and Conference Management at Headquarters to provide accurate, complete and consistent documentation with correct terminology, and to issue that documentation in a timely manner.
- 2.102 The subprogramme organized a capacity-building initiative in which staff members of the Office of Legal Affairs shared substantive knowledge of international law with language staff, focusing on such issues as crimes against humanity, peremptory norms of general international law (*jus cogens*), immunity of State officials from foreign criminal jurisdiction and succession of States in respect of State responsibility. The seven briefings in 2019 drew up to 70 participants from the Languages Service and the Interpretation Service in Geneva and the Documentation Division in New York and helped them to provide a better service to the Commission at its 2019 session.
- 2.103 Notwithstanding the increase in the volume of work generated by the Commission (234,300 words, or an increase of 39 per cent, for pre-editing, and 374,600 words, or an increase of 9 per cent, for

translation), all the editing, translation and précis-writing assignments were completed on time and to a very high standard by language professionals in the subprogramme, who had acquired deeper and broader knowledge of fine legal points. This work also led to capacity to take on more Commission-related assignments.

*Progress towards the attainment of the objective, and performance measure*

- 2.104 This work contributed to the efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations serviced by the subprogramme, as demonstrated by the timely availability of the documentation and the positive feedback given by the Commission, as expressed in its annual report submitted to the General Assembly (A/74/10, paras. 304, 305 and 309), and the provision to the Commission of accurate, complete and consistent documentation with correct terminology, issued in a timely manner, which also serves as a lasting resource for the codification of international law. The Commission expressed its gratitude to all Services involved in the processing of documents, both in Geneva and in New York, for their efforts in seeking to ensure timely and efficient processing of the Commission's documents, often under narrow time constraints. It emphasized that timely and efficient processing of documentation was essential for the smooth conduct of the Commission's work.

Table 2.10  
Performance measure

2015	2016	2017	2018	2019
• N/A	• Documentation of the International Law Commission delayed owing to its technical nature	• Faster documentation service owing to initiation of collaboration with the Office of Legal Affairs on the codification of international law	• Faster documentation service owing to initiation of collaboration with the Office of Legal Affairs on the codification of international law	• Timely availability of increased documentation of the Commission • Positive feedback and appreciation from the Commission

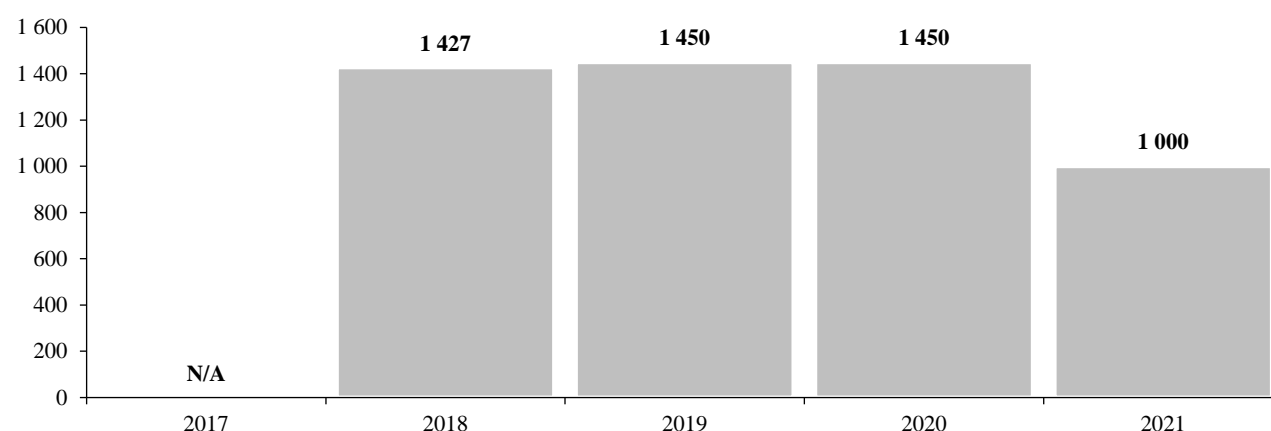
Abbreviation: N/A, not applicable.

## Planned results for 2021

### Result 1: terminology in pace with the evolving needs of stakeholders (result carried over from 2020)

- 2.105 The subprogramme will continue the work related to harmonizing terminology in specific thematic areas as reflected in United Nations documents, in line with its mandate, and will facilitate multilingual intergovernmental dialogue and produce documentation accurately reflecting substantive developments and emerging themes, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 2.XIII  
Performance measure: number of new entries added to UNTERM



Abbreviation: N/A, not applicable.

**Result 2: high quality and timely specialized documentation services in the face of fluctuating requirements (new result)**

- 2.106 Ensuring the delivery of between 70 and 80 million words of high-quality documentation each year in a timely manner to support multilingual deliberations on complex and constantly evolving topics at the United Nations Office at Geneva requires agility and scalability.

*Internal challenge and response*

- 2.107 The challenge for the subprogramme was both to plan for and to secure highly qualified production capacity to match the specialized workload, which can range from 5 million to 9 million words within any given month, for a total of 70 million to 80 million words each year. A large share of this variation results from specialized technical flagship publications, documents for highly technical meetings of expert bodies of the Economic Commission for Europe and certain categories of documents submitted by Member States, which have no word limit. Moreover, following the reform of several expert bodies in 2015, while the overall volume of documentation requirements has decreased, the complexity of delivering on time has increased. Furthermore, the membership of the bodies also changes on a regular basis, thus changing the language requirements needed to provide the documentation.
- 2.108 In response, the subprogramme will develop a multi-pronged strategy to ensure consistent, quality and timely delivery of documentation services. First, on the basis of the specificities of each language combination and ensuring equal working conditions, the translation sections are progressively increasing their rates of self-revision through replication of the diamond-shaped staffing structure used at Headquarters in 2018 and 2019. Second, in order to create an agile and versatile workforce, the subprogramme is investing in staff training as well as maintaining a large pool of standby talent who are fully conversant with the subject matter as well as the Department's electronic suite of tools (eLUNa, UNTERM and gDoc). Lastly, the subprogramme is working to expand documentation planning tools analysing historical trends in order not only to predict volumes but also to allow for a perfect match between the types of documents and the expertise of staff based on the documents they have translated in the past.

*Expected progress towards the attainment of the objective, and performance measure*

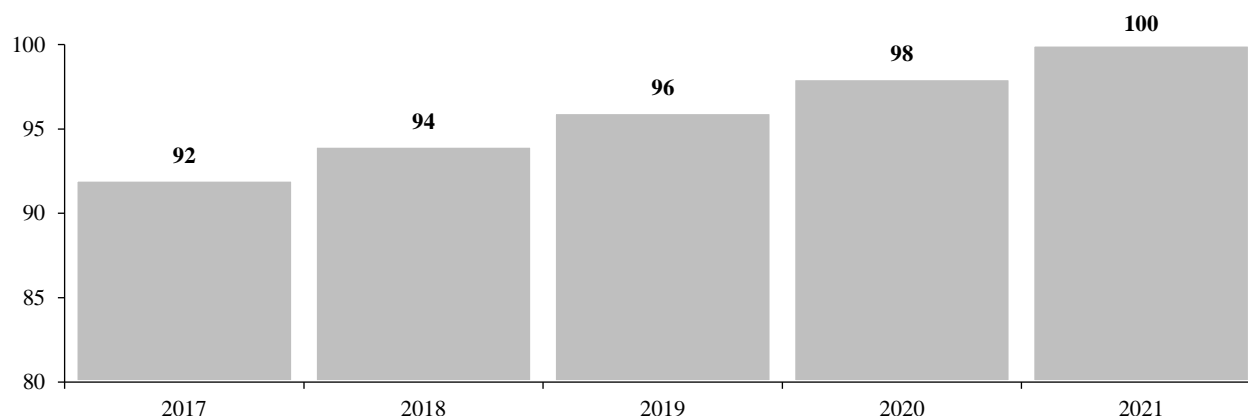
- 2.109 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations serviced by the subprogramme, which would be demonstrated by the recognition

of timely, high-quality (accurate, complete, consistent and with correct terminology) documentation services in the six official languages by the end of 2021, as measured by the yearly client satisfaction survey.

Figure 2.XIV

**Performance measure: rate of client satisfaction with the linguistic quality of documentation**

(Percentage)



## Legislative mandates

2.110 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

174 (II)	Establishment of an International Law Commission	62/193; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees		
1722 (XVI)	Question of disarmament	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
S-10/2	Final Document of the Tenth Special Session of the General Assembly		
34/83 L	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session: Committee on Disarmament	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
48/189	United Nations Framework Convention on Climate Change	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
60/184	International trade and development	69/9; 71/11	Cooperation between the United Nations and the League of Arab States
60/251	Human Rights Council		

### *Conference on Disarmament mandates*

CD/8	Rules of procedure of the Conference on Disarmament
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### *Economic and Social Council resolutions*

36 (IV)	Economic Commission for Europe	2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
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## Deliverables

2.111 Table 2.11 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.11

### Geneva, subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>550</b>	<b>567</b>	<b>550</b>	<b>550</b>
1. Summary records of meetings of intergovernmental and expert bodies on human rights	490	495	490	490
2. Summary records of meetings of intergovernmental and expert bodies on legal affairs	35	55	35	35
3. Summary records of other meetings	25	17	25	25
<b>Documentation services for meetings</b> (thousands of words)	<b>72 500</b>	<b>79 445</b>	<b>72 500</b>	<b>77 000</b>
4. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	41 605	47 080	41 605	46 100
5. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	15 966	13 158	15 966	16 000
6. Translation and desktop publishing of documents for intergovernmental and expert bodies on legal affairs, including the International Law Commission	4 842	4 821	4 842	4 800
7. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	3 494	3 120	3 494	3 500
8. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change and the Conference of the Parties to the United Nations Convention to Combat Desertification	2 346	3 667	2 346	2 300
9. Editing, translation and desktop publishing of documents for other intergovernmental and expert bodies	4 247	7 599	4 247	4 300
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> updating and maintenance of the global terminology database (UNTERM), with approximately 1,000 new records to be created in UNTERM by the United Nations Office at Geneva.				
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> documentation services (editing, translation and desktop publishing) of non-parliamentary documents; production editing and proofreading of mandated publications; and approximately 3 million words of editing for the International Law Commission.				

## **Subprogramme 4**

### **Meetings and publishing services**

#### **Objective**

- 2.112 The objective, to which this subprogramme contributes, is to ensure efficient, effective, multilingual and accessible deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations.

#### **Strategy**

- 2.113 To contribute to efficient, effective, multilingual and accessible deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations, the subprogramme will continue to provide meetings and publishing services, including interpretation, verbatim reporting and publishing, in the official languages and meetings servicing at the United Nations Office at Geneva, as well as for conferences and meetings held away from the Office. The subprogramme will also expand its range of services to increase the accessibility of meetings and publications through the use of specialized resources, such as speech-to-text solutions, automated standards validation and accessibility evaluation tools, and colour checkers for online publications. This work is expected to result in greater access for meeting participants and end users of publishing services to maximize their engagement with the intergovernmental process. Past results in this area include the successful pilot of speech-to-text transcripts for certain meetings of Geneva-based organs, such as the Office of the United Nations High Commissioner for Human Rights, the Office for Disarmament Affairs and the United Nations Conference on Trade and Development, as well as an accessible online version of the annual report of the United Nations Office at Geneva. In addition, the subprogramme received positive feedback from delegates who used the new documents helpdesk at the main distribution counter in the Palais des Nations and who can now readily find digital versions of current and past documents to support their participation in meetings. The increased emphasis on multimedia publishing has also broadened the audience and appeal of publications, websites and other products that provide information to delegates.

#### **Programme performance in 2019 against planned result**

- 2.114 A planned result for 2019, which is high-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages.

#### **Programme performance in 2019: access to improved interpretation services for special rapporteurs and independent experts in the field**

- 2.115 In 2019, in addition to servicing some 3,000 intergovernmental meetings in Geneva and other locations, the subprogramme deployed 25 interpreters to service missions by special rapporteurs and commissions of inquiry mandated by the Human Rights Council. In 2019, for example, United Nations staff interpreters accompanied the Special Rapporteur on the human rights to safe drinking water and sanitation and the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism on some of their country visits. Interpreters are used to working in the booths and providing simultaneous interpretation for intergovernmental and other meetings. Most, however, have not received formal training for humanitarian and human



rights field missions, when they must sometimes work in volatile situations and interpret difficult personal accounts by victims of human rights violations. To fill this gap and in the context of a long-established collaboration with the University of Geneva, a training programme was designed and delivered in 2019 by the subprogramme. The course was organized in January 2019 at the University's Faculty of Translation and Interpreting and included presentations by prominent experts on a range of subjects, including ethical implications, security considerations, legal and administrative aspects of field missions and psychological care, as well as case studies and role-play activities. The course brought together academics, professionals from the Office of the United Nations High Commissioner for Human Rights and the International Committee of the Red Cross who work in the field and security and human resources management staff of the United Nations Office at Geneva, as well as interpreters. Interpreters have assessed the course as very useful and as allowing them to provide better support to the special rapporteurs and other experts mandated by Member States to report and advise on human rights from a thematic or country-specific perspective.

*Progress towards the attainment of the objective, and performance measure*

- 2.116 This work contributed to efficient, effective, multilingual and accessible deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations, as demonstrated by the positive feedback given by the special rapporteurs and commissions of inquiry to the interpretation services. Enhanced support and improved interpretation services were provided to special rapporteurs and independent experts as result of specialized training provided to interpreters. Upon the conclusion of the recent mission, interpreters were praised for professionalism, with the feedback that without their flexibility, support and commitment to the difficult task the delegation faced, it would not have been able to conclude its visit successfully.

Table 2.12

**Performance measure**

2015	2016	2017	2018	2019
Assessment indicating lesser preparedness for provision of interpretation services during humanitarian and human rights field missions	Assessment indicating lesser preparedness for provision of interpretation services during humanitarian and human rights field missions	Assessment indicating lesser preparedness for provision of interpretation services during humanitarian and human rights field missions	Assessment indicating lesser preparedness for provision of interpretation services during humanitarian and human rights field missions	Positive feedback and appreciation of the interpretation services provided to special rapporteurs and independent experts

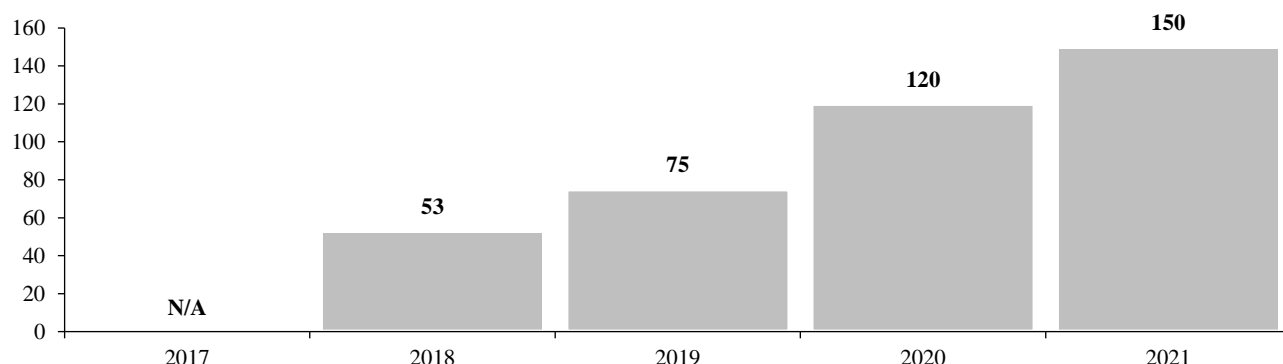
**Planned results for 2021**

**Result 1: more efficient distribution provides opportunities to offer new services to delegates (result carried over from 2020)**

- 2.117 The subprogramme will continue the work related to the modernization of United Nations documents and publications, in line with its mandate, and will improve access for delegates to United Nations publications and services tailored to specific needs, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.XV

**Performance measure: number of multimedia products created through the refocusing of resources**



Abbreviation: N/A, not applicable.

**Result 2: increased availability of accessible publications online: publications “born accessible” (new result)**

- 2.118 As a major conferencing hub, Geneva services over 12,000 meetings each year and processes large volumes of documentation and publications to support the intergovernmental process. The General Assembly has called for the fuller inclusion of persons with disabilities in this process, in compliance with the Convention on the Rights of Persons with Disabilities. The United Nations Disability Inclusion Strategy also calls for the principles of universal design to be applied to all the Organization’s policies and programmes, for barriers to accessibility to be properly identified, addressed and removed and for policies and guidelines on the accessibility of conference services and facilities to be established. The subprogramme produces publications and documents that can be accessed in multiple languages through multiple channels, and is now incorporating full accessibility standards.

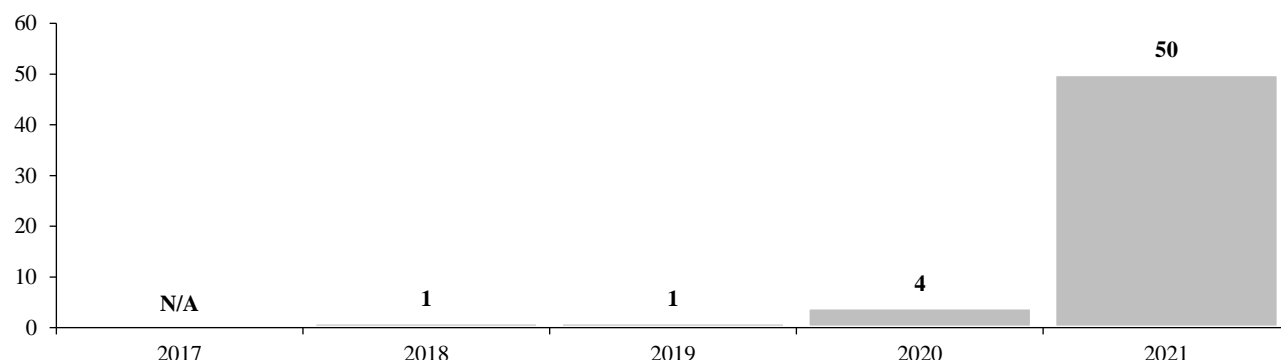
*Internal challenge and response*

- 2.119 The challenge for the subprogramme was that in the field of publications, accessibility was still too often an afterthought, added onto a finished product once the primary version was completed. The result of this sequential approach is often not fully satisfactory for users requiring accessible features. Retrofitting requires resources and time to implement, effectively spending more to get less. In response, the subprogramme will now incorporate accessibility at the concept and planning stage of its multiplatform publishing process as an important step in implementing the United Nations Disability Inclusion Strategy, which requires that the Organization apply the principles of universal design in all its policies and programmes. Publications will be “born accessible”, just as they are “born multilingual” when the subprogramme factors in the differences in the six official languages at the start of any project. These added steps upstream save time downstream, since accessibility is fully considered and implemented from the beginning. Instead of evaluating accessibility separately, accessibility checks will be integrated iteratively within the testing and quality assurance processes. Following such a systematically accessible and multilingual design process will allow the publishing team to meet increased workload with higher quality and more inclusive products more efficiently.

*Expected progress towards the attainment of the objective, and performance measure*

- 2.120 This work is expected to contribute to effective, efficient, multilingual and accessible deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations, which would be demonstrated by 50 multilingual publications accessible online for people with visual impairments, in accordance with applicable United Nations standards, compared to four such publications in 2020.

Figure 2.XVI  
Performance measure: increase in accessible online publications



Abbreviation: N/A, not applicable.

## Legislative mandates

2.121 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

174 (II)	Establishment of an International Law Commission	62/193; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees		
1722 (XVI)	Question of disarmament	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
S-10/2	Final Document of the Tenth Special Session of the General Assembly	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
34/83 L	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session: Committee on Disarmament	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
48/189	United Nations Framework Convention on Climate Change		
60/184	International trade and development	69/9; 71/11	Cooperation between the United Nations and the League of Arab States
60/251	Human Rights Council		

### Conference on Disarmament mandates

CD/8	Rules of procedure of the Conference on Disarmament
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### Economic and Social Council resolutions

36 (IV)	Economic Commission for Europe	2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
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## Deliverables

2.122 Table 2.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.13

**Geneva, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>3 200</b>	<b>3 249</b>	<b>3 200</b>	<b>3 200</b>
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	1 525	1 610	1 525	1 530
2. Meetings of intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	54	42	54	50
3. Meetings of intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	859	919	859	860
4. Meetings of intergovernmental and expert bodies on disarmament	237	202	237	240
5. Other meetings	525	476	525	520
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> design and layout of publications, multimedia products, web pages, outreach materials and other products in all official languages, formatted for both hard-copy and digital distribution.				

## Conference management, Vienna

### Subprogramme 2

#### Planning and coordination of conference services

#### Objective

- 2.123 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies of the United Nations and other Vienna-based international organizations.

#### Strategy

- 2.124 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies of the United Nations and other Vienna-based international organizations, the subprogramme will facilitate the optimum use of capacity for meetings and documentation services in a globally coordinated manner, which is expected to result in the effective implementation of mandates of the client bodies. Past results in this area include smoother deliberations of intergovernmental bodies through technological and other innovations; the rigorous application of the integrated global management rule, focusing on the most cost-effective assignment of conference services personnel from all available duty stations; compliance with the principle of parity among the official languages of the Organization; the timely and simultaneous issuance of documents in all required languages; and the provision of interpretation in full compliance with the rules of procedure of the respective bodies.
- 2.125 The subprogramme will continue to engage in continuous dialogue and regular consultations with Member States and substantive and committee secretariats to respond early to any changing conference-servicing and documentation needs of all Vienna-based international organizations, which is expected to result in an enhanced user experience and greater predictability, accuracy and in-time awareness of the availability of services and financial requirements related to non-calendar

and ad hoc meetings of calendar bodies. Past results in this area include regular consultations with Member States, bureaux of the intergovernmental bodies and client secretariats on initiatives that affect the utilization of conference services and conference facilities, informational meetings with Member States on the provision of language services as mandated by the General Assembly, and active dialogue meetings with bodies and secretariats before and after major events, as well as questionnaires for conference and meeting participants.

### **Programme performance in 2019 against planned result**

- 2.126 A planned result for 2019, which is the effective and efficient conduct of meetings, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from Headquarters of meeting bodies.

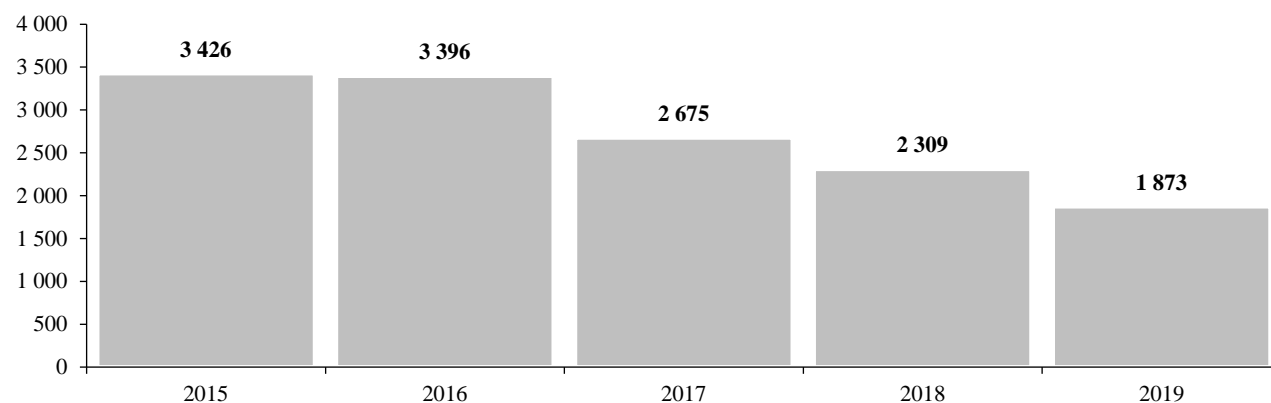
### **Programme performance in 2019: reduced environmental footprint of high-level events**

- 2.127 When planning major conferences at the Vienna International Centre, the subprogramme adopts an environmentally friendly and sustainable approach. In 2019, the subprogramme organized and serviced two major conferences hosted by the United Arab Emirates, notably the General Conference of the United Nations Industrial Development Organization (UNIDO) and the Conference of the States Parties to the United Nations Convention against Corruption.
- 2.128 All efforts were made to reduce the environmental footprint of those conferences; for example, pre-session documents were reduced to one set per delegation or provided on demand only. All Member States received invitations and official correspondence regarding the events by email through the web-based eCorrespondence application, a tool developed by the duty station that is now used at all duty stations to support the efficient processing and handling of official correspondence. In addition to the secretariats' web pages, documentation was accessible to delegates through "VIC Online Services", an accessible, intuitive and paperless platform where, in addition to documentation, delegates can find digital recordings, journals and information on logistics and other services. Delegates can also access and download documentation in all the official languages through the eSubscription to United Nations Documents service linked to the Official Document System of the United Nations, an online database containing full-text, born-digital United Nations documents.
- 2.129 These practices significantly reduced the printing of documents and made them available to delegates in real time. The number of print impressions was reduced from 15.6 million in 2015 to 12.3 million in 2019, despite the 73 per cent increase in the number of the meeting participants during this period. This reduction is consistent with the Sustainable Development Goals and the expressed wishes of the host country.
- 2.130 The subprogramme also assisted author departments in making content available to Member States by using new media, such as e-publications, thereby enabling delegates to use portable devices to access information on meetings and documentation.
- 2.131 The subprogramme applied the same approaches and achieved similar results at the duty station, which is evidenced by the United Nations Office at Vienna and IAEA maintaining recertification in the International Organization for Standardization 14001 environmental standard, as confirmed by the audit conducted in October 2019.

#### *Progress towards the attainment of the objective, and performance measure*

- 2.132 This work contributed to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations and other Vienna-based international organizations, as demonstrated by the continuous reduction in print impressions per meeting from 3,426 in 2015 to 1,873 in 2019.

Figure 2.XVII  
Performance measure: average number of print impressions per meeting

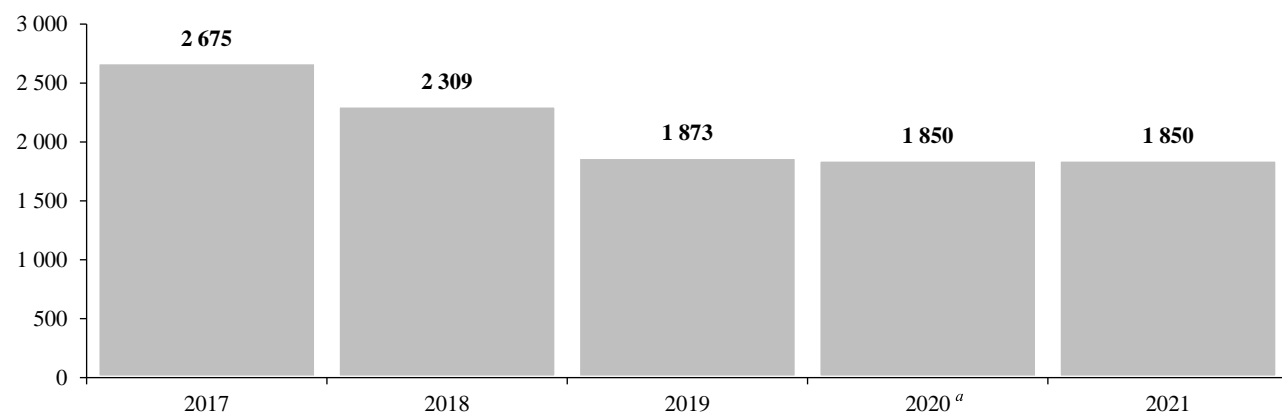


### Planned results for 2021

#### Result 1: a high-level event with a smaller environmental footprint (result carried over from 2020)

- 2.133 The subprogramme will continue the work related to the incorporation of environmental considerations in meetings and conferences, in line with its mandate, and will assist countries in reducing the environmental footprint of meetings and conferences, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.XVIII  
Performance measure: number of print impressions per meeting of Vienna-based intergovernmental bodies



<sup>a</sup> Projections for the United Nations Congress on Crime Prevention and Criminal Justice are included in 2020 figures.

#### Result 2: One-Stop Shop: Member States access conference services through one common platform (new result)

- 2.134 In 2018, Vienna serviced more than 5,000 meetings in a year for the first time. In 2019, the total meetings surpassed 6,500.

- 2.135 In Vienna, the subprogramme is the coordinator for service providers scattered among several departments, with tasks including receiving meeting requests; helping the client determine its needs and expectations; manually requesting cost estimates from each service provider; and coordinating information and costs into a consolidated response to the client. This often prompts further questions and adjustments from the client, and the process is repeated.

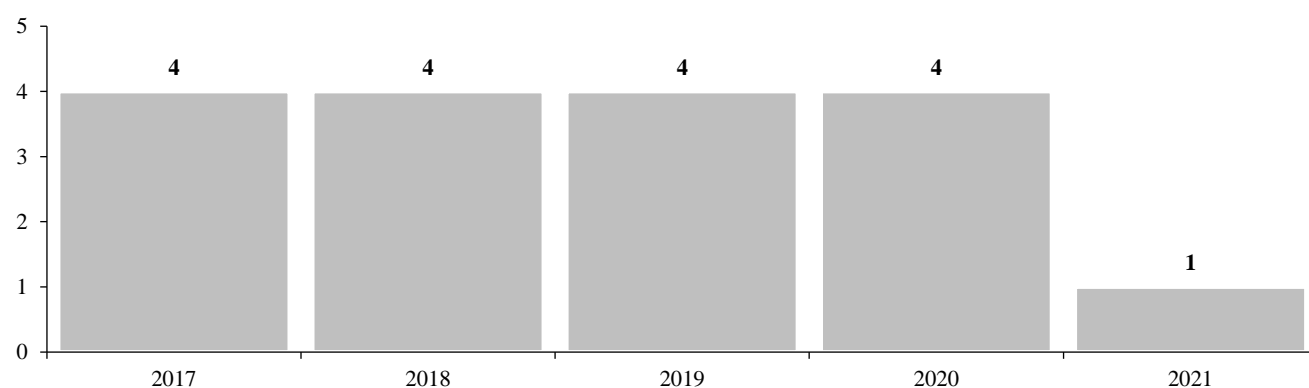
*Internal challenge and response*

- 2.136 The challenge for the subprogramme was that, with no system for immediate adjustment of requirements and feedback, a significant amount of time was spent in this process by all parties involved. Feedback and new questions on service costing delayed decision-making while variations were being considered. The process was carried out by email and phone calls, which made tracking and handover cumbersome.
- 2.137 Some clients, for example, when organizing a workshop in 2018, requested five or more successive cost estimates, changing each scenario to determine which services fall within their budget. Time is saved by all parties when requirements and costs are determined much earlier in the process. Exchanges with clients can stretch over months before the final set-up is agreed.
- 2.138 In response, the subprogramme will adopt the One-Stop Shop platform, enabling Member States to make use of self-service simulations and scenarios for cost estimates and avoiding the time-consuming back and forth. Consequently, cost and resource information will be available to clients at the initial phase, and all requests and their status will be easily trackable, speeding up decision-making.

*Expected progress towards the attainment of the objective, and performance measure*

- 2.139 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations and other Vienna-based international organizations, which would be demonstrated by the reduction of iterations of cost-estimation cycles, for permanent missions, from an average of four to one. In addition, Member States will have greater control of the process and immediate access to information.

Figure 2.XIX  
Performance measure: average number of iterations during cost-estimate cycle



**Legislative mandates**

- 2.140 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions and decisions*

913 (X)	Effects of atomic radiation		Convention against Transnational Organized Crime
1472 (XIV) A	International cooperation in the peaceful uses of outer space	58/4	United Nations Convention against Corruption
2152 (XXI)	United Nations Industrial Development Organization	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law		
40/243	Pattern of conferences	69/85	International cooperation in the peaceful uses of outer space
55/25	United Nations Convention against Transnational Organized Crime	Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space
55/255	Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations	72/192	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice

*Economic and Social Council resolutions and decisions*

9 (I)	Commission on Narcotic Drugs	1991/39	Functioning of the Commission on Narcotic Drugs and provisional agenda for its thirty-fifth session
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	1993/36	Frequency of and arrangements for meetings of Heads of National Drug Law Enforcement Agencies, Europe
1988/14	Enlargement of the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East	Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1988/15	Meetings of Heads of National Drug Law Enforcement Agencies: Asia and the Pacific, Africa, and Latin America and the Caribbean	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region		

*International Narcotics Control Board*

Single Convention on Narcotic Drugs of 1961, article 11      Rules of Procedure of the Board

*Conference of the States Parties to the United Nations Convention against Corruption resolutions*

3/1	Review mechanism	4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
3/2	Preventive measures		
3/3	Asset recovery		

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime resolutions and decisions*

Decision 2/6	Technical assistance activities		Transnational Organized Crime and the Protocols thereto
Decision 3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime	Resolution 8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
Resolution 7/1	Strengthening the implementation of the United Nations Convention against		



## Deliverables

- 2.141 Table 2.14 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.14

### Vienna, subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>5 290</b>	<b>6 527</b>	<b>5 290</b>	<b>5 400</b>
1. Meetings of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	2 770	3 904	3 000	3 000
2. Meetings of the International Narcotics Control Board	80	114	80	110
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	600	497	600	560
4. Meetings of the United Nations Commission on International Trade Law and its working groups	115	140	85	120
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	50	85	50	50
6. Meetings of UNIDO	470	497	270	270
7. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 060	1 245	1 060	1 060
8. Other meetings	145	45	145	230
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>
9. Annual calendar of conferences and meetings in Vienna	1	1	1	1
10. Daily “master final” programme of meetings of intergovernmental bodies	251	251	251	251
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> informational session for permanent missions in Vienna covering the six official languages.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> language day celebrations.				

## Subprogramme 3 Documentation services

### Objective

- 2.142 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations.

### Strategy

- 2.143 To contribute to the efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-

based international organizations, the subprogramme will continue delivering multilingual documentation services, including translation, editing and desktop publishing, while improving quality, timeliness and efficiency by leveraging technologies, optimizing workflows, closely matching workload with capacity and developing the skills of staff through training. The subprogramme will pursue dialogue with substantive secretariats and Member States to identify and respond to their needs, requirements and priorities, and rigorously plan and coordinate documentation workflows and capacity. The subprogramme will also continue promoting the versatility of language professionals to process highly legal and technical documents by providing further substantive training, including organizing briefings with substantive secretariats. It will continue leveraging information technology tools, including eLUNA, updating UNTERM and maintaining its repository of reference material for in-house and external language professionals. In addition, when resorting to external processing, the subprogramme will continue managing the quality of outsourced documents by enforcing rigorous recruitment standards for contractors and by providing them with appropriate feedback. The work is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages of the United Nations, in compliance with existing mandates. Past results for 2018 and 2019 in these areas include closer communication with the substantive secretariats of the United Nations and other Vienna-based international organizations, allowing for more proactive planning, forecasting and slotting of their required documentation, thus making available to member States of those organizations multilingual documents in their respective areas of expertise while achieving 100 per cent compliance with the simultaneous distribution requirement, which is one of the pillars of multilingualism. Other past results include the organization of 11 terminology briefings with substantive secretariats, and the improved quality of documentation through the use of more consistent terminology, facilitated by updating and harmonizing 5,864 records in the UNTERM terminology database.

### **Programme performance in 2019 against planned result**

- 2.144 A planned result for 2019, which is efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 100 per cent simultaneous issuance in the six official languages of all documents produced by the subprogramme and availability in both hard copy and electronic form.

### **Programme performance in 2019: timely access to high-quality legal documentation in all six official languages**

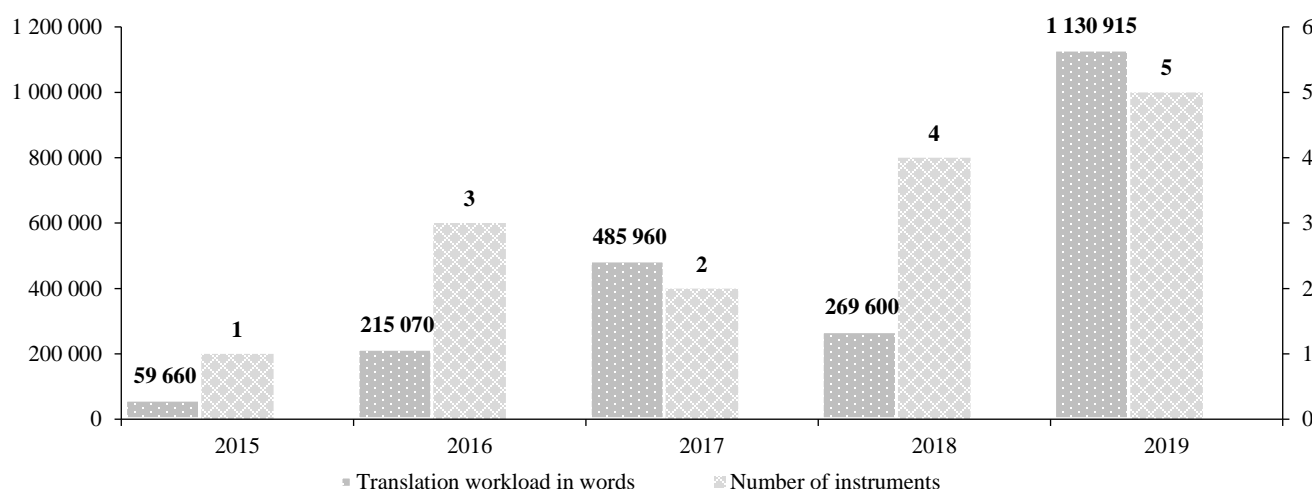
- 2.145 In 2019, the subprogramme continued to service the intergovernmental meetings held by different United Nations bodies and Vienna-based international organizations in specialized fields supporting their multilateral negotiations, with a continuum of services, including editing, translation and desktop publishing. The fifty-second session of the United Nations Commission on International Trade Law (UNCITRAL), held in July 2019, marked the culmination of several months of work and negotiations on five highly specialized instruments on public-private partnerships, secured financing, insolvency, mediation and cloud computing. To support the preparations for the session, the subprogramme had to process an unprecedented volume of documents that, owing to their legal nature, are not subject to the word limitations defined by General Assembly resolutions for United Nations parliamentary documentation, without compromising quality and the timeliness of issuance.
- 2.146 To address the challenge, the subprogramme leveraged its internal expertise in legal translation, building on the four terminology briefings organized with the UNCITRAL secretariat to ensure that the concepts were reflected accurately in the translated versions of the five specialized legal instruments. In consultation with the UNCITRAL secretariat and anticipating a lengthy in-session report, the subprogramme adjusted the in-session submission pattern and exceptionally processed pre-negotiated parts of the draft report before the start of the session, and all language sections were able to deliver to Member States, for their consideration, a report much longer than that of the previous year.

*Progress towards the attainment of the objective, and performance measure*

- 2.147 This work contributed to the efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations, as demonstrated by the timely issuance of an increasing volume of highly specialized legal instruments made available simultaneously to UNCITRAL at an earlier stage before the session, thus facilitating their consideration and adoption, despite the fact that the session was shortened by one week, as well as by the letter of appreciation received from the UNCITRAL secretariat after the session.

Figure 2.XX

**Performance measure: UNCITRAL legal instruments issued**



**Planned results for 2021**

**Result 1: access to more consistent terminology (result carried over from 2020)**

- 2.148 The subprogramme will continue the work related to harmonizing terminology to be used during multilingual deliberation and decision-making processes, in line with its mandate, and will continue to facilitate access by client organizations and Member States to more consistent and reliable terminology records to the satisfaction of Member States, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 2.15

**Performance measure**

2017	2018	2019	2020	2021
N/A	No complaints received from Member States	No complaints received from Member States	No complaints received from Member States	No complaints received from Member States

Abbreviation: N/A, not applicable.

**Result 2: enhanced adherence to the principle of parity among all official languages of the United Nations by harmonizing quality control procedures (new result)**

- 2.149 To issue documents in all six official languages of the United Nations in a timely and cost-effective manner and to manage peaks and conflicting priorities in the documentation workflow, the subprogramme resorts to the outsourcing of translation when needed to complement internal capacity. In order to assess the quality of the services provided by contractors, the subprogramme performs quality control of 100 per cent of the outsourced documents before issuance using common evaluation criteria (accuracy of the translation, style and readability, consistent use of terminology and use of references). The future deployment of gDoc 2.0, the new global documentation workflow application, is aimed at, among other things, improving the existing outsourcing management module so that it will contain enhanced features that will further facilitate the identification of suitable contractors and their ranking according to the quality of their past outputs.

*Internal challenge and response*

- 2.150 The challenge for the subprogramme was to adjust working methods accordingly in view of preserving, while leveraging the new technology offered by gDoc 2.0, and, when needed, enhancing the quality of outsourced translation so as to bring more consistency in quality management and, hence, language parity, in compliance with General Assembly resolution [73/346](#). The internal discussions on the development of the gDoc 2.0 outsourcing module over the past two years revealed certain differences in practices, across languages and duty stations, in the quality control procedures used and in the implementation of the agreed criteria by internal revisers. Those differences could compromise the principles of parity and equal treatment of the six official languages enshrined in paragraphs 59 and 62 of that resolution.
- 2.151 In response, the subprogramme will lead a working group, with the participation of the other three main duty stations, to harmonize practices with the establishment of a common standard operating procedure for quality control. In addition to strengthening the existing quality control framework, this work will increase the consistency of quality assessments across languages and duty stations and, hence, the consistency of the quality of documentation made available to Member States, which, in turn, will ensure the parity and equal treatment of all official languages of the United Nations in accordance with resolution [73/346](#).

*Expected progress towards the attainment of the objective, and performance measure*

- 2.152 This work is expected to contribute to the efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations, which would be demonstrated by the satisfaction of Member States with the overall quality of parliamentary documentation submitted to them.

Table 2.16  
**Performance measure**

2017	2018	2019	2020	2021
Adoption of common global evaluation criteria for outsourced translations	Identification of remaining differences in quality control among local practices during the consultations on gDoc 2.0	Preparation by the Department of a report on key performance indicators confirming the necessity of a global approach to quality control	Improved consistency of the quality of documentation through the creation of a working group on the harmonization of quality control practices	Positive feedback on the improved consistency of the quality of documentation made available to Member States, made possible through the adoption of a standard operating procedure on quality control

## Legislative mandates

2.153 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions and decisions*

913 (X)	Effects of atomic radiation		Convention against Transnational Organized Crime
1472 (XIV) A	International cooperation in the peaceful uses of outer space	58/4	United Nations Convention against Corruption
2152 (XXI)	United Nations Industrial Development Organization	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law		
40/243	Pattern of conferences	Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space
55/25	United Nations Convention against Transnational Organized Crime		
55/255	Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations	72/192	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice

### *Economic and Social Council resolutions and decisions*

9 (I)	Commission on Narcotic Drugs	1991/39	Functioning of the Commission on Narcotic Drugs and provisional agenda for its thirty-fifth session
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	1993/36	Frequency of and arrangements for meetings of Heads of National Drug Law Enforcement Agencies, Europe
1988/14	Enlargement of the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East	Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1988/15	Meetings of Heads of National Drug Law Enforcement Agencies: Asia and the Pacific, Africa, and Latin America and the Caribbean	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region		

### *International Narcotics Control Board*

Single Convention on Narcotic Drugs of 1961, article 11	Rules of Procedure of the Board
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### *Conference of the States Parties to the United Nations Convention against Corruption resolutions*

3/1	Review mechanism	4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
3/2	Preventive measures		
3/3	Asset recovery		

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime  
resolutions and decisions*

Decision 2/6	Technical assistance activities		Transnational Organized Crime and the Protocols thereto
Decision 3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime	Resolution 8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
Resolution 7/1	Strengthening the implementation of the United Nations Convention against		

## Deliverables

2.154 Table 2.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.17

**Vienna, subprogramme 3: deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Documentation services for meetings</b> (thousands of words)	<b>25 610</b>	<b>24 510</b>	<b>23 550</b>	<b>24 700</b>
1. Editing, translation and desktop publishing of documents for the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	9 760	9 802	9 000	10 300
2. Editing, translation and desktop publishing of documents for the International Narcotics Control Board	3 540	3 453	3 000	3 540
3. Editing, translation and desktop publishing of documents for the Committee on the Peaceful Uses of Outer Space and its subcommittees	2 360	2 628	2 400	2 400
4. Editing, translation and desktop publishing of documents for the United Nations Commission on International Trade Law and its working groups	7 550	6 072	7 070	6 000
5. Editing, translation and desktop publishing of documents for the United Nations Scientific Committee on the Effects of Atomic Radiation	90	61	80	60
6. Editing, translation and desktop publishing of documents for the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 150	1 066	1 000	1 000
7. Editing, translation and desktop publishing of documents for UNIDO	1 160	1 428	1 000	1 400
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> updating and maintenance of the global terminology database (UNTERM), which currently holds 18,879 United Nations Office at Vienna records.				

## Subprogramme 4 Meetings and publishing services

### Objective

2.155 The objective, to which this subprogramme contributes, is to ensure effective and efficient multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations.

## Strategy

- 2.156 To contribute to effective and efficient multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations, the subprogramme will coordinate interpretation and publishing services for United Nations entities and governing bodies operating from Vienna, as well as for other Vienna-based organizations, such as UNIDO, the Comprehensive Nuclear-Test-Ban Treaty Organization and IAEA, and will continue to develop ways of ensuring maximum responsiveness to client needs, including by increasing the pool of freelance interpreters and maintaining close links with other duty stations in order to coordinate staff loans where possible and by offering an expanded array of e-publishing products. This work is expected to result in readily available interpretation services, optimized for the increasingly fast-paced world of conference services, and information made available to Member States more effectively and with minimal environmental impact. Past results in these areas include the accommodation of all mandated interpretation requirements, made possible in part by the organization in 2019 of three accreditation tests for freelance interpreters, as well as participation in testing at other duty stations, which have added a number of new freelancers to the roster, as well as the loan of staff interpreters between the United Nations Office at Geneva and the United Nations Office at Vienna for more than 50 days. In addition, new media, such as electronic banners (for the Office for Outer Space Affairs) and interactive e-publications (for the United Nations Office on Drugs and Crime), were rolled out in 2019 and brought information to a broader public in a more expeditious and environmentally sustainable way.

## Programme performance in 2019 against planned result

- 2.157 A planned result for 2019, which is high-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by no complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services.

## Programme performance in 2019: a wider array of e-publishing products available for Member States

- 2.158 The subprogramme sought to harness the benefits of rapidly evolving e-publishing technology by creating and pursuing knowledge-sharing initiatives. The focus was placed on two areas: targeted updating of skills of staff; and building communities of expertise with other duty stations to share best practices.
- 2.159 As data visualization is an important new area for the publications of the subprogramme, group training was provided to staff on infographic storytelling. The new technologies were applied immediately in new e-publications to the expressed satisfaction of secretariats and Member States. The subprogramme also organized a training course for publishing staff from the United Nations Offices at Vienna, Geneva and Nairobi on metadata management and XML, a key technology in publishing. In addition, the subprogramme coordinated a knowledge-sharing initiative with the Economic Commission for Africa in which senior graphic designers from each entity could learn from the other's experiences and expertise. This was done in the spirit of cooperation with the regional commissions, whose conference services are guided by the overall direction of policies and strategies at the Department for General Assembly and Conference Management, including innovative practices and the use of global tools. Together, the activities resulted in an environmentally sustainable publishing service that optimizes the dissemination of expert knowledge, to the benefit of Member States, secretariats and the public at large.

*Progress towards the attainment of the objective, and performance measure*

- 2.160 This work contributed to efficient and effective multilingual deliberations and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations, as demonstrated by positive feedback on the wide range of sophisticated and illustrative graphic design products and no complaints received from Member States. For example, the materials produced for the Global Judicial Integrity Network included not only publications, but also emblems, an interactive PDF document, a poster, a roll-up banner, social media graphics and three videos.

Table 2.18  
Performance measure

2015	2016	2017	2018	2019
No complaints received from Member States	No complaints received from Member States	No complaints received from Member States	No complaints received from Member States	No complaints received from Member States

**Planned results for 2021**

**Result 1: designing high-visibility publications and products for optimal impact and usability (result carried over from 2020)**

- 2.161 The subprogramme will continue the work related to the expansion of technical functionalities of its products, in line with its mandate, and will expand the reach and scope of online publications and products that are available to and more appealing to Member States and to the readership at large, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 2.19  
Performance measure

2017	2018	2019	2020	2021
N/A	PDF files of publications contained a level of accessibility that allowed screen reading	Raising awareness of accessibility of e-publications by holding open-house meetings with client departments	Adoption of the ePub format in compliance with the Digital Accessible Information System (Daisy) permitting read-aloud functionality and font resizing to suit the needs of the reader	Publications available in a format that supports a much greater level of accessibility: for example, the read-aloud feature is more advanced and includes descriptions of figures and tables for users who are visually impaired

*Abbreviation:* N/A, not applicable.



### **Result 2: maintaining the 100 per cent success rate in meeting mandated interpretation requirements (new result)**

- 2.162 The scheduling of interpretation services requires a flexible and quick response to changing requirements and service demand peaks.
- 2.163 For example, in November 2019, while the interpretation team was fully engaged in servicing the UNIDO General Conference in Abu Dhabi, an urgent meeting was called in Vienna in response to unforeseen circumstances. Last-minute changes in the schedule of meetings in Abu Dhabi and flexibility on the part of interpretation personnel meant that the subprogramme was able to react quickly and redeploy capacity to Vienna.
- 2.164 The subprogramme follows a proactive approach in responding to interpretation requests, including those submitted at very short notice. This includes working to increase the pool of freelancers and taking advantage wherever possible of staff loans and cooperation between duty stations. As part of this approach, the subprogramme has also occasionally been able to provide assistance to other duty stations. In 2021, the subprogramme will continue to show flexibility and commitment in order to provide high-quality interpretation for all meetings for which an official request has been made, in spite of the many challenges.

#### *Internal challenge and response*

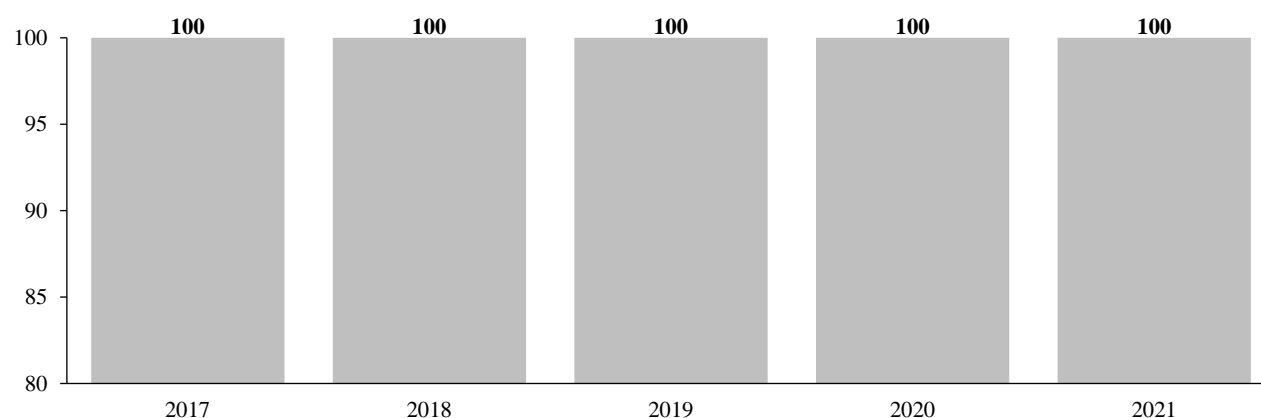
- 2.165 The challenge for the subprogramme was to accommodate all client requests in the face of the increasingly last-minute notice of meetings, as well as occasionally unpredictable meeting duration, especially as such circumstances could have an impact on utilization rates, quality and respect for multilingualism.
- 2.166 In response, the subprogramme will tap all means at its disposal to widen the pool of freelancers through an increased outreach and training effort, by working collaboratively with other duty stations in order to maximize the benefits of staff loans and through increased synergies with client organizations to enhance mutual awareness of potential areas for cooperation. The eAPG platform is already an invaluable element in the subprogramme's planning and coordination tools. The eAPG 2.0 platform, to be launched in 2021, will lend additional forecasting support and provide the subprogramme with a suite of sophisticated tools to help achieve fuller utilization of interpretation resources.

#### *Expected progress towards the attainment of the objective, and performance measure*

- 2.167 This work is expected to contribute to ensuring effective and efficient multilingual deliberations and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations, which would be demonstrated by the continuation of 100 per cent of the requests for meetings with interpretation services being fulfilled.

Figure 2.XXI

**Performance measure: percentage of requests for meetings with interpretation services fulfilled**



## Legislative mandates

2.168 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions and decisions*

913 (X)	Effects of atomic radiation	58/4	United Nations Convention against Corruption
1472 (XIV) A	International cooperation in the peaceful uses of outer space	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
2152 (XXI)	United Nations Industrial Development Organization		
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law	69/85	International cooperation in the peaceful uses of outer space
40/243	Pattern of conferences	Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space
55/25	United Nations Convention against Transnational Organized Crime		
55/255	Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime	72/192	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice

### *Economic and Social Council resolutions and decisions*

9 (I)	Commission on Narcotic Drugs	1991/39	Functioning of the Commission on Narcotic Drugs and provisional agenda for its thirty-fifth session
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	1993/36	Frequency of and arrangements for meetings of Heads of National Drug Law Enforcement Agencies, Europe
1988/14	Enlargement of the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East	Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1988/15	Meetings of Heads of National Drug Law Enforcement Agencies: Asia and the Pacific, Africa, and Latin America and the Caribbean	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region		

### *International Narcotics Control Board*

Single Convention on Narcotic Drugs of 1961, article 11 Rules of Procedure of the Board

### *Conference of the States Parties to the United Nations Convention against Corruption resolutions*

3/1	Review mechanism	4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
3/2	Preventive measures		
3/3	Asset recovery		

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime resolutions and decisions*

Decision 2/6	Technical assistance activities	Resolution 7/1	Strengthening the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
Decision 3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime	Resolution 8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

## Deliverables

2.169 Table 2.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.20

**Vienna, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>773</b>	<b>707</b>	<b>720</b>	<b>696</b>
1. Meetings of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	276	280	289	302
2. Meetings of the International Narcotics Control Board	59	59	59	59
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	58	90	58	60
4. Meetings of the United Nations Commission on International Trade Law and its working groups	90	80	60	80
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	10	9	10	10
6. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	62	63	62	60
7. Meetings of IAEA	165	75	157	100
8. Meetings of UNIDO	53	51	25	25
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> preparation and processing through eCorrespondence of correspondence for seven United Nations entities; layout and design of publications, multimedia products, web pages, outreach materials and other products in the six official languages for both hard-copy and digital distribution.				

## Conference management, Nairobi

### Subprogramme 2

#### Planning and coordination of conference services

##### Objective

- 2.170 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations.

##### Strategy

- 2.171 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, the subprogramme will endeavour to achieve optimum utilization of capacity for meetings and documentation services in a globally coordinated manner through the yearly review and confirmation of the calendar of meetings and the monitoring of intersessional departures from the calendar for approval by the Committee on Conferences. This work is expected to result in the efficient use of available resources and an increase in meetings of intergovernmental bodies provided with adequate conference facilities.
- 2.172 The subprogramme will also focus on advance planning for the effective management of established calendar requests for conference services and align capacity with expected output in an agile manner. It will continue to provide substantive and organizational support to the main intergovernmental bodies headquartered in Nairobi, such as the United Nations Environment Assembly and the United Nations Human Settlements Programme (UN-Habitat) Assembly and their subsidiary bodies, and to other non-calendar intergovernmental bodies, such as those for the multilateral environmental agreements falling under the substantive coordination of the United Nations Environment Programme (UNEP), both for meetings in Nairobi and elsewhere. Regular client surveys will be an important tool to monitor the subprogramme's performance. In addition, the subprogramme will centrally coordinate risk management, assessment and evaluation and provide high-quality and reliable data to facilitate informed data-based managerial decision-making and performance monitoring. Further efforts will be undertaken through the leveraging of technology in streamlining workflows for conference service requests to provide services to clients through a two-pronged approach: (a) the piloting of an online event planning tool that also calculates expected costs of servicing the events in 2020 and consolidation of the tool in 2021; and (b) extension of this tool to include the interface between gMeets and the One-Stop Shop client interface for the efficient management of meeting requests. The work is expected to result in the effective and efficient conduct of meetings and improved deliberations and decision-making processes of the bodies and organs serviced as the provision of quality and timely conference services would allow intergovernmental processes to concentrate on the substance of the meetings.
- 2.173 Past results in this area include the increased focus on advance planning for the effective management of conference services requirements. While the calendar of intergovernmental meetings and conferences (calendar and non-calendar) is built up 12 or more months in advance by monitoring mandating decisions and resolutions, parliamentary documentation is slotted 24 weeks in advance, allowing for early capacity planning.

##### Programme performance in 2019 against planned result

- 2.174 A planned result for 2019, which is effective and efficient conduct of meetings, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an 8 per cent gap between the number of meetings held (5,369) and the number of meetings planned (5,844), which is comparable to past trends.

## **Programme performance in 2019: United Nations Environment Assembly attracts a record number of participants to Nairobi**

- 2.175 In 2019, there was a surge in the volume of services requested both for planning and servicing meetings, as well as for documentation processing. Providing services to the United Nations Environment Assembly at its fourth session was challenging, as the session attracted close to 5,000 participants, including Heads of State and Government, for a conference facility that can only hold 2,000 participants in 13 meeting rooms. The challenge was also compounded by the fact that the Nairobi conference centre was also hosting in parallel the third One Planet Summit, which attracted 2,500 participants. To accommodate such complexity, numerous advance detailed planning meetings were required, both with the secretariat of the conference and representatives of the organizing Member State. The subprogramme also coordinated the provision of all other support services required, such as security and medical coverage and information and communications technology (ICT) and facilities services. The high number of participants and the number of events required the erection of numerous temporary structures. In addition, the subprogramme had to coordinate the provision of all services to all formal and temporary structures to deliver services to all planned meetings and events. The subprogramme, through regular monitoring of the Assembly's fluid programme of work, responded with agility in the face of changing scenarios. All these efforts contributed to successful deliberations and conclusion of the Assembly and the One Planet Summit.
- 2.176 The year was also particularly demanding as the recently instituted UN-Habitat Assembly and the Executive Board had their first sessions, which entailed support for a body with enlarged membership and the fluidity inherent in the servicing of a newly established board. The year also had a higher-than-average volume of meetings serviced by the United Nations Office at Nairobi, which peaked from February to June and from mid-September to early December.
- 2.177 Meeting planners were assigned specific meetings, taking into consideration the predicted complexity of the event, to ensure that quality in the servicing of meetings was maintained. To achieve this level of client satisfaction, meeting secretariats were engaged well ahead of time and meeting planners, as required, joined them in their exploratory missions to venues outside Nairobi, such as Paris and Durban, South Africa, to assist in the evaluation of facilities offered by host Governments. Meetings parameters were described as early as possible to allow for early approval of the programme of work, which facilitated optimal recruitment and travel of temporary capacity, as required. Meeting planners closely followed up variations to meeting parameters and adjusted staffing tables and external services requirements accordingly while coordinating with non-conference services providers on changes caused by meeting parameter variations to ensure a seamless workflow towards providing efficient conference services to all clients.
- 2.178 The clients benefited from the subprogramme's coordination of conference and non-conference services and its effectively serving as a "one-stop shop", and were relieved of administrative work, allowing them more time to concentrate on the programmatic aspects of their events.

### *Progress towards the attainment of the objective, and performance measure*

- 2.179 This work contributed to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, as demonstrated by the testimony given to the success of the deliberations of the United Nations Environment Assembly, which had its highest ever number of participants despite the limited capacity of the conference centre in Nairobi. Smooth deliberations in demanding conditions were facilitated in good measure as a result of early planning and the provision of timely and coordinated conference services.
- 2.180 The secretariats of legislative bodies provided positive feedback upon the conclusion of each event. For example, the Ozone Secretariat indicated its high level of satisfaction with the support provided in the planning of the Meeting of the Parties to the Vienna Convention for the Protection of the Ozone Layer, and specifically indicated how the subprogramme's timely provision of accurate past conference services statistics had helped it in preparing its budget, which was adopted at the Meeting of the Parties.

Table 2.21  
Performance measure

2015	2016	2017	2018	2019
N/A (United Nations Environment Assembly not held)	Positive feedback on the deliberations of the second session of the United Nations Environment Assembly, which had 2,139 participants	Positive feedback on the deliberations of the third session of the United Nations Environment Assembly, which had 3,892 participants	N/A (United Nations Environment Assembly not held)	Positive feedback on the deliberations of the fourth session of the United Nations Environment Assembly, which had 5,097 participants

*Note:* The United Nations Environment Assembly is held every two years. The exception was the third session, as the Assembly was changing its cycle from even- to odd-numbered years.

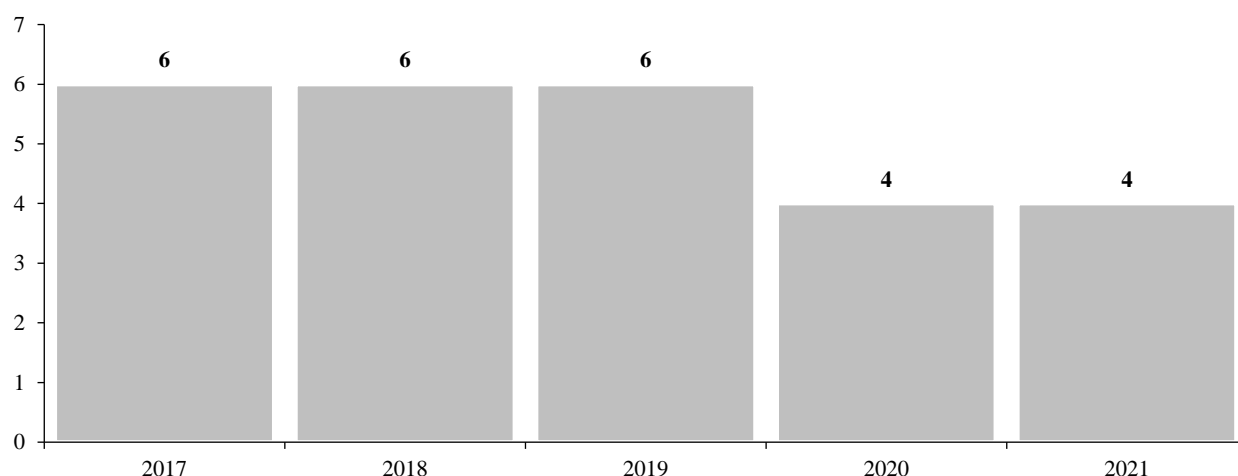
*Abbreviation:* N/A, not applicable.

## Planned results for 2021

### Result 1: going forward: automating self-service cost estimation by clients (result carried over from 2020)

- 2.181 The subprogramme will continue the work related to its automated cost-estimation tool used by clients for event planning and management, in line with its mandate, and will assist clients in fine-tuning their event requirements to the budget available, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.XXII  
Performance measure: number of iterations per cost estimate



**Result 2: towards an efficient user experience in event planning and execution (new result)**

- 2.182 In 2021, the United Nations Office at Nairobi will host the fifth session of the United Nations Environment Assembly and the high-level review of the resolutions adopted by the UN-Habitat Assembly at its first session, held in 2019. The continued relevance of the subject of natural and human environments and sustainability, which are embodied in the Sustainable Development Goals attributed to UNEP and UN-Habitat, will likely result in complex deliberations and large participation. The Government of Kenya will host the joint Conferences of the Parties to the Basel, Rotterdam and Stockholm Conventions at Office, this being one of the more complex meetings serviced in terms of documentation. The number and size of conference facilities in Nairobi will again pose challenges to the successful conclusion of these conferences.
- 2.183 To reduce the administrative burden of maintaining the required constant communications with client secretariats, which will allow them to concentrate on higher-level programmatic tasks, the subprogramme will consolidate an online event planning tool that also calculates expected costs of servicing the events, after having piloted it in 2020.

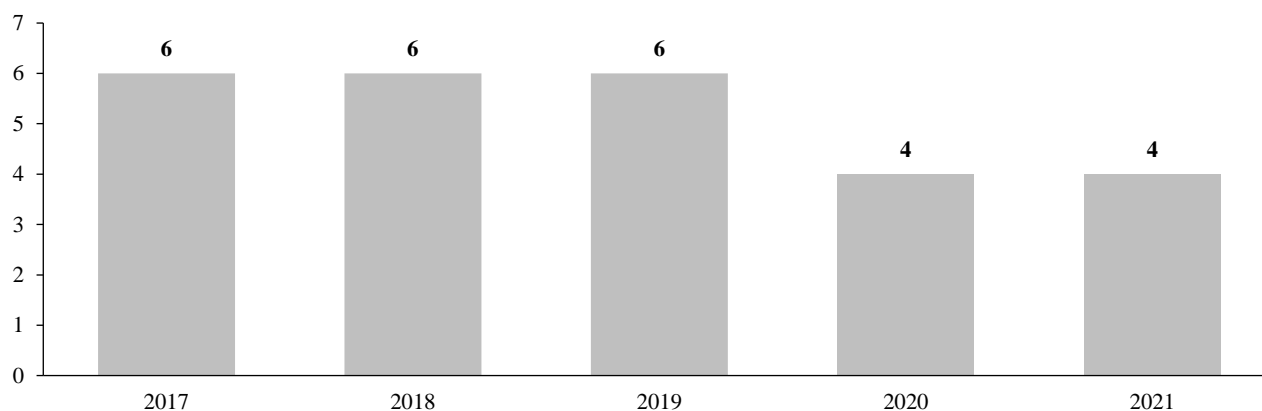
*Internal challenge and response*

- 2.184 The challenge for the subprogramme was to manually estimate the cost of servicing meetings, processing documentation and providing other non-conference services, which is inefficient for clients as they spend an inordinate amount of time in administrative work as they fine-tune their programme of work to align with their available budget. The current service provision planning process often requires several iterations between meeting planners and clients. The number of cost estimate revisions has traditionally been high. Typically, every event requires six such revisions. In response, the subprogramme will leverage technology deployed in other duty stations and pilot it in Nairobi in 2020, and will consolidate it in 2021. Organizers will be able to enter event parameters in an online tool where scenarios can be tested and potential costs known in advance, which, in turn, will allow for the refinement of requirements to match the available budget.
- 2.185 By reducing the number of interactions with clients, event organizers will have more time to address the complexity of events while the subprogramme concentrates on the planning and delivery of conference and other services to legislative bodies and other corporate and programme delivery support activities related to conferences, both in Nairobi and elsewhere, including those carried out on a reimbursable basis.
- 2.186 In addition, the gMeets/One-Stop Shop client interface that has been launched successfully in New York will be rolled out by the subprogramme in 2021. The deployment of the event scenario testing tool and its integration with the interface is aimed at reducing the planning efforts of clients and refining their list of requirements to match their individual budgets before they submit the request to the subprogramme.

*Expected progress towards the attainment of the objective, and performance measure*

- 2.187 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, which would be demonstrated by the increased efficiency in the interaction between event requesters and event planners. The average number of cost estimate iterations per event is expected to gradually fall to four in 2021.

Figure 2.XXIII  
Performance measure: number of iterations per cost estimate



## Legislative mandates

2.188 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

<a href="#">73/239</a>	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	<a href="#">74/222</a>	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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## Deliverables

2.189 Table 2.22 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.22  
Nairobi, subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>4 287</b>	<b>5 369</b>	<b>4 024</b>	<b>4 836</b>
1. Meetings of the United Nations Environment Assembly and subsidiary bodies:				
(a) United Nations Environment Assembly	160	200	—	200
(b) Open-ended Committee of Permanent Representatives	55	139	—	140
(c) Committee of Permanent Representatives	4	10	8	8
(d) Subcommittees of the Committee of Permanent Representatives	55	42	55	55
(e) Annual subcommittees of the Committee of Permanent Representatives	20	17	20	20
2. Meetings of the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies:				
(a) UN-Habitat Governing Council	100	—	—	—
(b) UN-Habitat Assembly	—	114	—	—



## Section 2 General Assembly and Economic and Social Council affairs and conference management

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
(c) Open-ended Committee of Permanent Representatives	–	–	–	50
(d) Committee of Permanent Representatives	2	2	–	–
(e) Subcommittees of the Committee of Permanent Representatives	80	68	50	–
(f) Executive Board	12	15	12	14
(g) Executive Board working groups	–	–	–	60
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	70	68	70	70
4. Meetings of the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	–	10	–	–
5. Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer:				
(a) Implementation Committee	2	2	2	2
(b) Bureau	1	1	1	1
(c) Open-Ended Working Group	30	10	30	40
(d) Meetings of the Parties and Conferences of the Parties	80	120	80	100
6. Meetings on the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal:				
(a) Open-Ended Working Group	–	–	34	–
(b) Conference of the Parties	50	55	–	55
7. Meetings on the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade:				
(a) Meeting of the Chemical Review Committee	6	10	6	6
(b) Conference of the Parties	50	52	–	50
8. Meetings on the Stockholm Convention on Persistent Organic Pollutants:				
(a) Meeting of the Persistent Organic Pollutants Review Committee	10	10	10	10
(b) Conference of the Parties	50	53	–	55
9. Meetings of the UNEP Global Meeting of Montevideo focal points	–	–	10	–
10 African Ministerial Conference on the Environment	50	26	50	30
11. Conference of the Parties to the Minamata Convention on Mercury	70	68	–	70
12. Conference of the Parties to the Convention on Biological Diversity	–	62	26	–
13. Meetings of the UNEP Global Pact for the Environment	30	138	–	–
14. Meetings of regional and other groupings of Member States	300	630	260	500
15 Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	3 000	3 447	3 300	3 300

### C. Substantive deliverables

**Consultation, advice and advocacy:** informational session on programme services for new members of permanent missions.

## Subprogramme 3 Documentation services

### Objective

- 2.190 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences.

## Strategy

- 2.191 To contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, the subprogramme will continue to deliver multilingual documentation services, including translation, editing and desktop publishing, while improving quality, timeliness and efficiency by leveraging technologies, optimizing workflows, closely matching workload with capacity and developing the skills of staff through training, which is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages of the United Nations, in compliance with existing mandates. This work will be realized by focusing on the training of staff and contractors on translation productivity technologies and will target outreach to educational institutions that train language professionals.
- 2.192 The subprogramme will also modernize generic job profiles of language staff to better suit the new technological environment; strengthen performance management and quality control mechanisms; enhance outreach to universities; and continuously improve recruitment methods to further improve geographical diversity and gender parity.
- 2.193 Furthermore, the subprogramme will continue to process and issue in timely manner mandated parliamentary documentation to the main intergovernmental bodies headquartered in Nairobi, such as the United Nations Environment Assembly and the UN-Habitat Assembly and their subsidiary bodies, as applicable, and to other non-calendar intergovernmental bodies, such as those for the multilateral environmental agreements falling under the substantive coordination of UNEP, while assisting meetings secretariats in drafting official records of the meetings. Regular client surveys will be an important tool to monitor the subprogramme's performance.
- 2.194 In addition, and considering the increased demand for the processing of technical documents, the subprogramme has mainstreamed the use of technologies in the area of computer-aided translation, with departmental tools such as eLUNa, to support the work of translators in the efficient identification of previously translated text, which is expected to improve language consistency over time. The subprogramme will continue to train both in-house staff and contractors while also making the relevant technologies available to all relevant stakeholders, in order to build the necessary capacity to meet the evolving demand for documentation services.
- 2.195 The work is expected to result in improved decision-making processes of bodies and organs serviced and earlier availability of parliamentary documentation. Past results in this area include the gradual optimization of internal capacity planning while securing external temporary capacity early, evidenced by the increased number of parliamentary documents that are forecasted by submitting departments as opposed to planning based on historical trends alone. Those efforts have improved planning, as demonstrated by the increase in the proportion of documentation that was forecasted by 39 per cent from 2018 to 2019. The subprogramme increasingly relied on the advance mapping of forecasted documentation volume using performance monitoring dashboard tools, such as the pipeline visualization tool developed by the Department and deployed by the subprogramme in 2018. Those tools have been utilized to provide real-time data for timely decision-making and the ability to react efficiently to changing demands of Member States and other clients requesting documentation. Currently, all parliamentary documentation is mapped, benefiting the subprogramme's capacity planning.

## Programme performance in 2019 against planned result

- 2.196 A planned result for 2019, which is efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by no complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided.

**Programme performance in 2019: technical parliamentary documentation available in all languages**

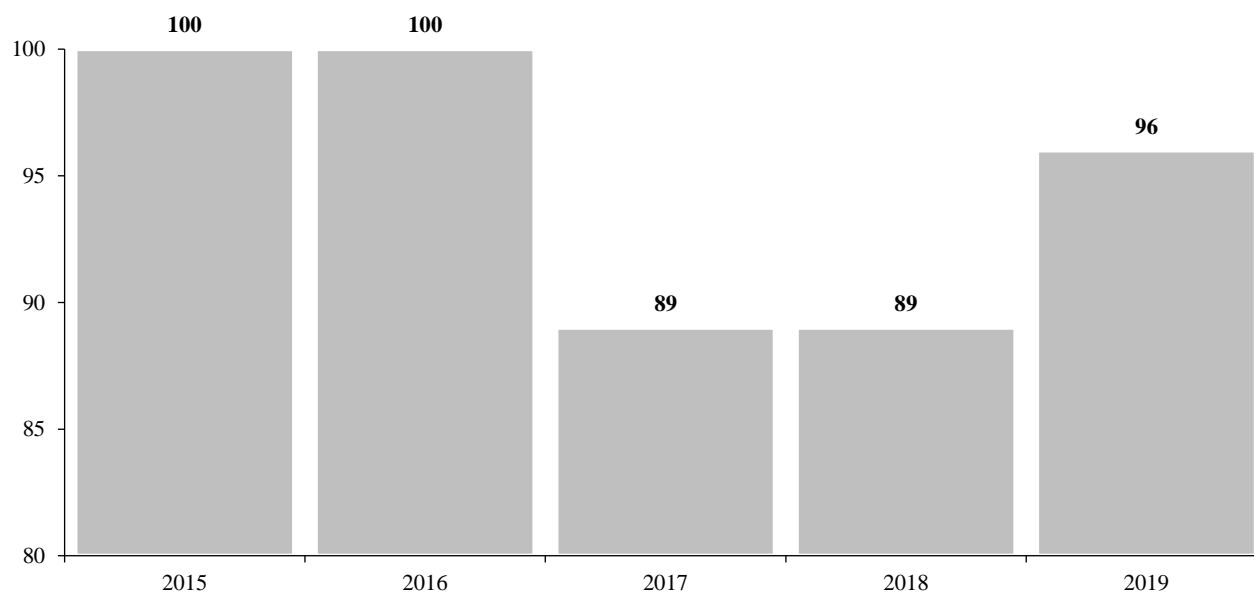
- 2.197 The year 2019 was particularly demanding as the recently instituted UN-Habitat Assembly and Executive Board had their first sessions, which added translation volume to the recurrent calendar of meetings serviced by the subprogramme. The volume of documentation processed was higher, as evidenced by a 13 per cent increase compared with an annual average of 8 million words. Two notable peak periods were experienced (from February to June and from mid-September to early December), in which several back-to-back major conferences were serviced. In one week in May, two major conferences, the seventh session of the Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services and the joint Conferences of the Parties to the Basel, Rotterdam and Stockholm Conventions, were serviced in parallel. The impact was mostly felt when there was lack of compliance with agreed documentation forecasts and notably in the processing of in-session documentation and the drafting of meeting records. To address this notable peak period, the subprogramme instituted a shift operation and requested assistance from other duty stations in accordance with the integrated global management rule for conference services.
- 2.198 Some of the bodies serviced submitted highly technical documents addressing scientific subjects in the areas of chemicals and waste, biodiversity and ecosystem services and ozone layer depletion. To address the technical nature of the documentation, the subprogramme relied on previously issued material using computer-assisted reference and translation departmental tools such as eLUNa. To address peak periods, the subprogramme relied on accredited external capacity from the roster of contractors.
- 2.199 The subprogramme relies on forecasted documentation for its capacity planning. Approved forecasts are monitored and acted upon through the utilization of an online pipeline visualization tool developed by the Department. In-session and post-session documents are forecasted from estimated client requirements and this information is also made available through the same tool. Variations in forecasts are addressed through dynamic programming, which relies on pre-established external translation capacity. This advanced capacity planning is done to ensure that adequate resources, both internal and external, are made available as requirements fall due.

*Progress towards the attainment of the objective, and performance measure*

- 2.200 This work contributed to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, as demonstrated by the increase in the timely issuance of documents from 89 per cent in 2018 to 96 per cent in 2019. The upward trend in 2019 is moving towards the realized performance in 2015 and 2016 of 100 per cent.

Figure 2.XXIV

Performance measure: percentage of documents processed in a timely manner

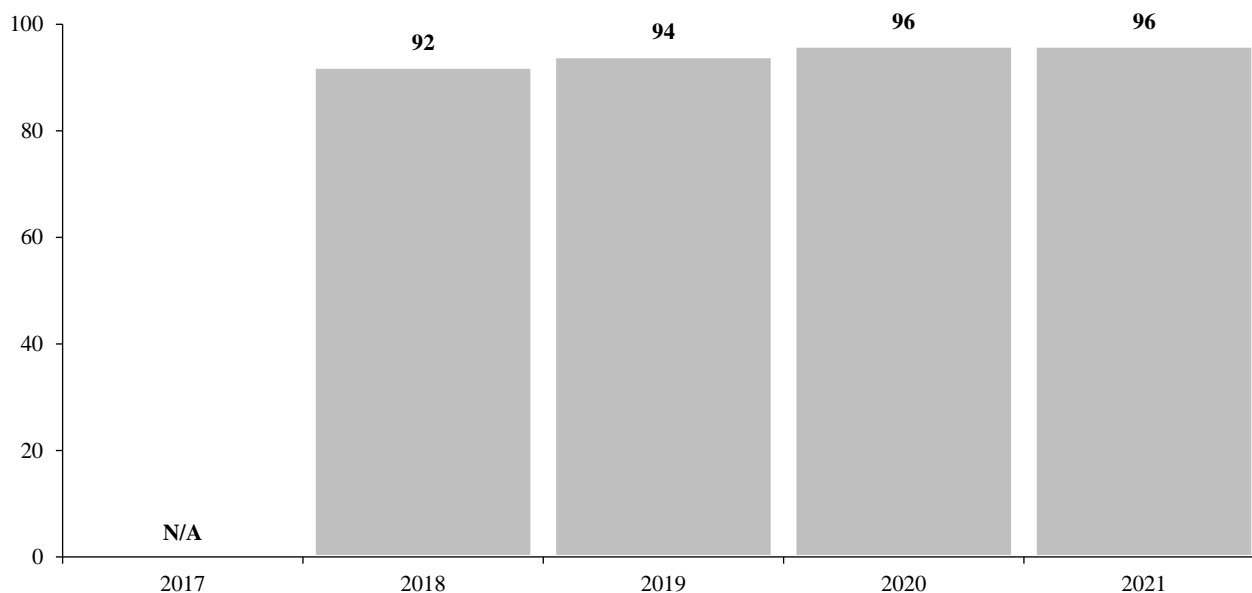


### Planned results for 2021

#### Result 1: continuing to improve issuance compliance through closer collaboration with intergovernmental bodies (result carried over from 2020)

- 2.201 The subprogramme will continue the work related to capacity planning for documentation services in consultation with the secretariats of intergovernmental bodies, in line with its mandate, and will improve issuance compliance of documents, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.XXV

**Performance measure: percentage of documents issued within the agreed time frame**

Abbreviation: N/A, not applicable.

### **Result 2: consistent language on time (new result)**

- 2.202 The established calendar for 2021 will be comparable to 2019, as both are odd-numbered years, and requests for documentation are driven by the periodicity of bodies serviced. The subprogramme will process a comparatively large volume of reports, some of them very technical. By utilizing technological advances developed and deployed by the Department in the areas of terminology and computer-assisted referencing and translation, such as the gText suite of translation productivity tools, and making them available to contractual translators, the subprogramme will address consistency across languages and with previously issued texts of parliamentary documents. In addition to processing official documentation, the subprogramme will continue to prepare, on behalf of client secretariats, the drafts of their official meeting records. In order to plan its capacity with a higher level of accuracy, the subprogramme will proactively collaborate with subprogramme 2 in soliciting early forecasts of parliamentary documents.

#### *Internal challenge and response*

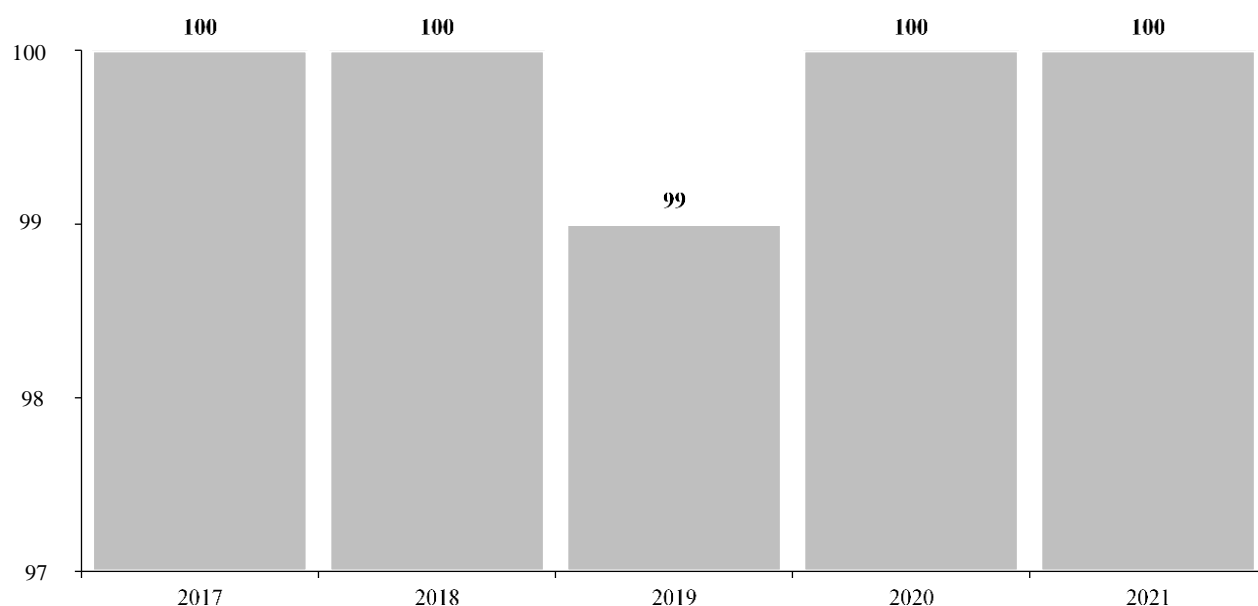
- 2.203 The challenge for the subprogramme was to accurately predict its workload. A small amount of non-compliance with approved forecasts can have a negative impact, as planned capacity can go unutilized or be insufficient. In response, the subprogramme will closely monitor adherence to forecasted document submission deadlines and address any variations as they occur, and will reassign, or offer to other duty stations, established capacity instead of having it go unutilized. Forecasts will be revised on a monthly basis, which will result in adjustments to planned capacity.

#### *Expected progress towards the attainment of the objective, and performance measure*

- 2.204 This work is expected to contribute towards ensuring efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, which would be demonstrated by the maintenance of the simultaneous distribution of documents in all official languages despite the increase in translation volume.

Figure 2.XXVI

**Performance measure: percentage of parliamentary documentation distributed simultaneously in the official languages**



## Legislative mandates

2.205 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

73/239	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	74/222	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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## Deliverables

2.206 Table 2.23 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.23

**Nairobi, subprogramme 3: deliverables for the period 2019–2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Documentation services for meetings</b> (thousands of words)	<b>8 860</b>	<b>9 556</b>	<b>6 642</b>	<b>8 810</b>
1. Editing, translation and desktop publishing of documents for the United Nations Environment Assembly and subsidiary bodies	1 889	1 568	45	1 500
2. Editing, translation and desktop publishing of documents for the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	871	1 217	—	500

## Section 2 General Assembly and Economic and Social Council affairs and conference management

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
3. Editing, translation and desktop publishing of documents for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	1 100	791	1 100	800
4. Editing, translation and desktop publishing of documents for the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	–	64	–	–
5. Editing, translation and desktop publishing of documents for Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	1 180	1 708	1 230	1 200
6. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	730	716	247	650
7. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	590	628	390	650
8. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	990	882	220	900
9. Editing, translation and desktop publishing of documents for the African Ministerial Conference on the Environment	160	112	110	110
10. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Minamata Convention on Mercury	750	900	–	900
11. Editing, translation and desktop publishing of documents for other intergovernmental bodies	600	970	3 300	1 600

### E. Enabling deliverables

**Correspondence and documentation services:** preparation of 22 in-session conference/meeting reports on behalf of client secretariats.

## Subprogramme 4 Meetings and publishing services

### Objective

- 2.207 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings.

### Strategy

- 2.208 To contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, the subprogramme will continue to provide high-quality meetings and publishing services, including interpretation and publishing in the official languages, to the main intergovernmental bodies headquartered in Nairobi, such as the United Nations Environment Assembly and the UN-Habitat Assembly and their subsidiary bodies, and to other non-calendar intergovernmental bodies, such as those for the multilateral environmental agreements falling under the substantive coordination of UNEP, or any other secretariat of a multilateral body requesting interpretation and publishing services from the subprogramme. This work is expected to result in the greater utilization of in-house capacity and application of the integrated global management of conference services to leverage proximity to meeting venues and temporary assistance during peak periods.

- 2.209 The subprogramme will refine its capacity planning through the periodic monitoring of planned meeting and publishing requests and the expected programme of work and variations described therein, in close coordination with subprogramme 2, to adapt to changing scenarios efficiently. A continued focus on the training of staff, targeted outreach to educational institutions that train language professionals and coordinated testing of freelance capacity will allow the subprogramme to ensure adequate capacity in various locations to meet evolving demand. To meet clients' publishing demands, the subprogramme will leverage technology in its working methods in keeping with current trends in publishing. Regular client surveys will be an important tool for measuring performance. This programming agility and improved working methods are expected to result in improved deliberations by allowing Member States to access high-quality interpretation and through the availability of official documents in an accessible format.
- 2.210 The subprogramme has continued to train staff and increase capacity through targeted outreach to educational institutions. The subprogramme collaborated with the network of universities that have signed a memorandum of understanding with the United Nations, as well as with the Pan-African Masters Consortium in Interpretation and Translation, to allow staff to refresh their interpretation skills and provide training to interpretation students in adherence with the needs of the United Nations as part of its strategy to increase capacity using the freelance market. Finally, to ensure adequate capacity in various locations and meet evolving demand, the subprogramme continues to collaborate with the other duty stations through integrated global management in the remote testing of interpreters to grow the roster of freelance interpreters worldwide.
- 2.211 To continue to meet the growing requirements of publishing on demand, the subprogramme will further leverage technology towards improving publishing workflows. The roll-out of gDoc 2.0, with features consisting of forecasting, capacity planning and production control, enables better support in matching capability to demand. To meet this demand, where materials are made available based on demand and thus reducing requirements for storage, the subprogramme will leverage automated desktop publishing technologies. The work is expected to result in quicker production of customized graphic material that will support the subprogramme's clients in their programme delivery and advocacy efforts.
- 2.212 Past results in this area include the gradual strengthening of upstream advance planning of requirements for interpretation services. By proactively contacting clients long before the start of their upcoming meetings, their interpretation needs are examined as early as possible, allowing optimal recruitment and travel of staff and freelance interpreters, as required.

### **Programme performance in 2019 against planned result**

- 2.213 A planned result for 2019, which is high-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by no complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services.

### **Programme performance in 2019: high-level meetings with interpretation in 12 cities**

- 2.214 Over the past few years, there has been an increase in the number of meetings with interpretation. Although lower than in 2018, 2019 was particularly demanding owing to the number of requests being concentrated in two marked peak periods. The number of meetings serviced by the United Nations Office at Nairobi peaked from February to June and from mid-September to early December. Both the United Nations Environment Assembly and the recently instituted UN-Habitat Assembly held high-level interactive dialogues and panel discussions that are significantly more difficult to interpret, since their proceedings do not follow an established agenda with corresponding



documentation. Interpreters were therefore required to research the subject matter of the discussions to familiarize themselves with terminology and recent trends in such debates. High-level panellists, such as Heads of State and Government, speaking in an informal and spontaneous manner added to the level of difficulty.

- 2.215 Furthermore, interpretation services were provided in various locations besides Nairobi, including Athens, Bangkok, Budva and Podgorica in Montenegro, Cape Town and Durban in South Africa, Geneva, Montevideo, Naples and Rome in Italy, and Tirana. To service those meetings, in addition to staff, interpreters from the freelance market residing in 23 different cities were recruited. Two major conferences were held in parallel in two different locations, which was enabled by the fact that the subprogramme had been proactive in identifying and testing interpreters, resulting in a robust roster utilized as available capacity. For meetings serviced outside Nairobi, 100 per cent application of the Department's integrated global management rule was observed. When proximity loans were not available or their replacement cost was comparatively higher, the subprogramme recruited local freelance interpreters that had previously been identified and/or remotely tested to ascertain the quality of their work. For the first time, the subprogramme provided international sign language. The subprogramme recruited sign language interpreters for the United Nations Population Fund summit in Nairobi on the twenty-fifth anniversary of the International Conference on Population and Development, relying on the experience of the United Nations Office at Geneva in the provision of this accessible service. The above-mentioned work allowed Member States to access high-quality interpretation services for meetings they hosted and addressed accessibility requirements identified and requested by the meeting organizers.
- 2.216 To ensure that the quality of interpretation services provided to meetings was maintained, while at the same time ensuring that capacity required was met, meeting secretariats were engaged well ahead of time to assist in the evaluation of the interpretation requirements. Meeting parameters were examined as early as possible to allow for early approval of the programme of work, which in turn facilitated optimal recruitment and travel of the permanent and freelance interpreters, as required. Variations to meeting programmes were followed up closely by the subprogramme, sometimes requiring last-minute modifications to staffing tables, loan requests for interpreters and the recruitment of local freelance interpreters. Once requirements were established, the subprogramme made enquiries with counterparts in the Department for possible loans and with rostered freelance interpreters with the required languages and ideally in proximity to the location of the event for availability.

*Progress towards the attainment of the objective, and performance measure*

- 2.217 This work contributed to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, as demonstrated by no complaints, notwithstanding that intergovernmental deliberations were held in 12 cities, in some of which the subprogramme had never previously provided interpretation service, on four continents. As a direct positive consequence of the subprogramme's work, client secretariats were therefore able to concentrate on the programmatic aspects of their conferences and meetings.

Table 2.24

**Performance measure**

2015	2016	2017	2018	2019
No complaints from 310 meetings with interpretation services	No complaints from 340 meetings with interpretation services	No complaints from 193 meetings with interpretation services	No complaints from 435 meetings with interpretation services	No complaints from 408 meetings with interpretation services in 12 cities on four continents

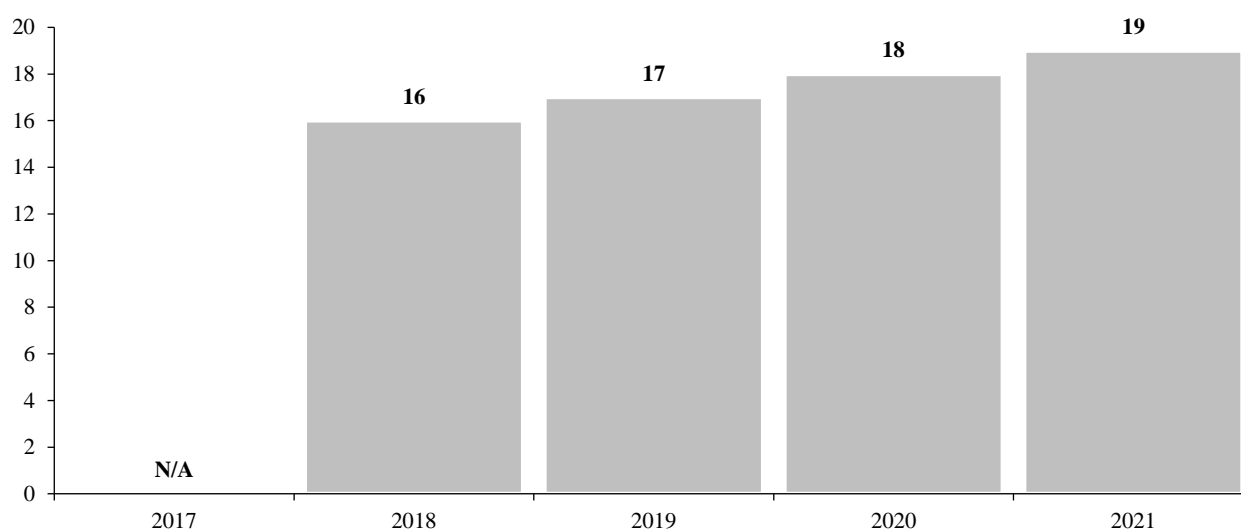
## Planned results for 2021

### Result 1: responsiveness and agility with interpretation services in multiple geographical locations (result carried over from 2020)

- 2.218 The subprogramme will continue to provide interpretation services in multiple geographical locations, in line with its mandate, and maintain the quality of meeting services regardless of the increase in the number and complexity of meetings held away from Nairobi, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.XXVII

**Performance measure: number of meetings held away from Nairobi requiring interpretation**



Abbreviation: N/A, not applicable.

### Result 2: high-quality interpretation regardless of the location (new result)

- 2.219 The subprogramme will service to its best capacity all the meetings of main calendar bodies based in Nairobi. It will also provide and coordinate efficient and effective interpretation and publishing services to many non-calendar legislative bodies and other secretariats, both in Nairobi and elsewhere, on a reimbursable basis. The subprogramme has been adding qualified interpreters to its list of freelancers while making sure that the number and quality of interpreters, as well as their geographical locations, correspond to the expanded needs of its clients. In 2019, in cooperation with other duty stations, the United Nations Office at Nairobi introduced remote testing of 60 freelance interpreters, of which 18 were accredited for meetings the subprogramme services. Another key aspect – also introduced in 2019 – was the regular evaluation of the interpreters' work, in the form of an online performance evaluation and feedback form that permanent interpreters complete about the work of their colleagues in the booth after each meeting, to evaluate the quality of the services provided and address any shortcomings promptly.

#### *Internal challenge and response*

- 2.220 With the growing number of concurrent meetings taking place in different locations, the challenge for the subprogramme was to identify interpreters in new locations and in locations already served and to regularly evaluate the quality of the work of all the interpreters recruited. In response, the subprogramme will proactively engage the client secretariats to anticipate requirements and meeting

locations for advance identification of proximity capacity by further intensifying remote testing in targeted geographical areas, through the network of educational institutions that have signed a memorandum of understanding with the subprogramme. Rather than relying only on team leaders of language units, the subprogramme will select other permanent interpreters to act as team leaders. Team leaders will mentor junior interpreters to become programmers of their respective meetings to expand the subprogramme's capacity to service multiple locations simultaneously. This delegation of responsibility will also require the evaluation of the work of freelance interpreters towards providing high-quality interpretation services. The subprogramme will also aim to increase the roster of freelance interpreters, widen its coverage of geographical locations and leverage technology to improve working methods to meet clients' needs.

*Expected progress towards the attainment of the objective, and performance measure*

- 2.221 This work is expected to contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, which would be demonstrated by no complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services.

Table 2.25

**Performance measure**

2017	2018	2019	2020	2021
No complaints about interpretation services	No complaints about interpretation services	No complaints about interpretation services	No complaints about interpretation services	No complaints about interpretation services

**Legislative mandates**

- 2.222 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

<a href="#">73/239</a>	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	<a href="#">74/222</a>	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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**Deliverables**

- 2.223 Table 2.26 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.26

**Nairobi, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>550</b>	<b>408</b>	<b>450</b>	<b>505</b>
1. Meetings of the United Nations Environment Assembly and subsidiary bodies	26	37	6	35
2. Meetings of the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	20	18	12	18
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	36	18	36	18
4. Meetings of the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	12	–	–	–
5. Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	23	–	23	23
6. Conference of the Parties to the Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean Region	–	–	10	–
7. Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	–	5	8	8
8. Conference of the Parties to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	10	2	–	8
9. Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	10	12	–	8
10. Meetings of the UNEP Global Meeting of Montevideo focal points	–	–	10	–
11. African Ministerial Conference on the Environment	40	12	40	12
12. Fourth session of the Intergovernmental Review Meeting on the Implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities	–	–	4	–
13. Conference of the Parties to the Minamata Convention on Mercury	10	10	–	10
14. Conference of the Parties to the Convention on Biological Diversity	–	7	26	–
15. Meetings of the UNEP Global Pact for the Environment	22	22	–	–
16. Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	341	265	275	365
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> design and layout of 163 publications, one web page and 524 outreach materials and other products in the six official languages for both hard-copy and digital distribution.				

## B. Proposed post and non-post resource requirements for 2021

### Overview

2.224 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 2.27 to 2.29.

Table 2.27

#### Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	250 746.5	254 742.0	862.8	–	(3 502.9)	(2 640.1)	(1.0)	252 101.9	6 599.0	258 700.9
Other staff costs	25 237.7	29 477.2	(5 286.9)	2 847.6	1 856.5	(582.8)	(2.0)	28 894.4	511.2	29 405.6
Consultants	348.4	–	–	–	–	–	–	–	–	–
Travel of representatives	–	91.7	–	–	–	–	–	91.7	1.7	93.4
Travel of staff	365.7	122.3	–	–	–	–	–	122.3	2.2	124.5
Contractual services	12 854.2	12 549.2	–	–	67.0	67.0	0.5	12 616.2	228.0	12 844.2
General operating expenses	5 376.7	1 735.4	–	–	–	–	–	1 735.4	31.8	1 767.2
Hospitality	0.5	4.1	–	–	–	–	–	4.1	–	4.1
Supplies and materials	266.4	501.9	–	–	–	–	–	501.9	9.7	511.6
Furniture and equipment	2 607.5	1 407.6	–	–	–	–	–	1 407.6	26.3	1 433.9
Improvements to premises	22.4	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	27 458.4	26 010.4	(1 559.4)	–	–	(1 559.4)	(6.0)	24 451.0	464.6	24 915.6
<b>Total</b>	<b>325 284.5</b>	<b>326 641.8</b>	<b>(5 983.5)</b>	<b>2 847.6</b>	<b>(1 579.4)</b>	<b>(4 715.3)</b>	<b>(1.4)</b>	<b>321 926.5</b>	<b>7 874.5</b>	<b>329 801.0</b>

Table 2.28

#### Post changes<sup>a</sup>

	Number	Level
Approved for 2020	1 631	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 424 P-4, 331 P-3, 10 P-2/1, 78 GS (PL), 539 GS (OL), 12 LL
New	3	Geneva: 1 P-3 under subprogramme 2, 1 P-2 under subprogramme 3, and 1 P-2 under subprogramme 4
Abolishment	(24)	New York: 1 GS (OL) under executive direction and management, 1 GS (PL) under subprogramme 1, 1 GS (OL) under subprogramme 2, 3 GS (PL) and 4 GS (OL) under subprogramme 3, 5 GS (OL) under subprogramme 4, and 1 GS (OL) under programme support Geneva: 1 GS (OL) under subprogramme 2, 6 GS (OL) under subprogramme 3, and 1 GS (OL) under subprogramme 4
Reclassification	–	Geneva: upward reclassification of 1 P-3 to 1 P-4 under subprogramme 3
Redeployment	(11)	Geneva: outward redeployment of 1 P-2, 1 GS (PL) and 9 GS (OL) posts from programme support to section 29E
Proposed for 2021	1 599	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 425 P-4, 331 P-3, 11 P-2/1, 73 GS (PL), 510 GS (OL), 12 LL

<sup>a</sup> Details on justifications for post changes are reflected in annex III.

*Note:* The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 2.29  
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
D-2	6	—	—	—	—	6
D-1	18	—	—	—	—	18
P-5	211	—	—	—	—	211
P-4	424	—	—	1	1	425
P-3	331	—	—	—	—	331
P-2/1	10	—	—	1	1	11
Subtotal	1 002	—	—	2	2	1 004
General Service						
Principal level	78	—	—	(5)	(5)	73
Other level	539	—	—	(29)	(29)	510
Subtotal	617	—	—	(34)	(34)	583
Other						
Local level	12	—	—	—	—	12
Subtotal	12	—	—	—	—	12
Total	1 631	—	—	(32)	(32)	1 599

- 2.225 Additional details on the distribution of proposed resources for 2021 are reflected in tables 2.30 to 2.32 and figure 2.XXVIII.
- 2.226 As reflected in tables 2.30 (1) and 2.31 (1), the overall resources proposed for 2021 amount to \$321,926,500 before recosting, reflecting a net decrease of \$4,715,300 (or 1.4 per cent) compared with the appropriation for 2020. Resource changes result from three factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements and the annual provision of new posts established in 2020; (b) new and expanded mandates; and (c) other resource changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 2.30  
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
A. Policymaking organs	237.3	349.2	–	–	–	–	–	349.2	6.5	355.7
B. Executive direction and management	3 790.1	3 795.4	–	–	–	–	–	3 795.4	100.1	3 895.5
C. Programme of work										
<i>Conference management, New York</i>										
1. General Assembly and Economic and Social Council affairs	6 578.6	6 160.7	–	–	–	–	–	6 160.7	159.3	6 320.0
2. Planning and coordination of conference services	8 897.9	15 855.7	(3 160.0)	1 359.6	–	(1 800.4)	(11.4)	14 055.3	290.4	14 345.7
3. Documentation services	81 428.0	86 944.8	–	–	–	–	–	86 944.8	2 389.6	89 334.4
4. Meetings and publishing services	53 314.9	47 046.5	–	–	–	–	–	47 046.5	1 304.4	48 350.9
<i>Conference management, Geneva</i>										
2. Planning and coordination of conference services	21 062.1	30 615.9	(2 021.5)	780.0	497.7	(743.8)	(2.4)	29 872.1	450.6	30 322.7
3. Documentation services	60 298.5	53 328.3	161.6	–	(633.1)	(471.5)	(0.9)	52 856.8	1 084.4	53 941.2
4. Meetings and publishing services	34 346.2	29 053.2	131.6	–	(54.3)	77.3	0.3	29 130.5	610.8	29 741.3
<i>Conference management, Vienna<sup>a</sup></i>	25 940.6	25 003.9	(1 559.4)	–	–	(1 559.4)	(6.2)	23 444.5	445.5	23 890.0
<i>Conference management, Nairobi</i>										
2. Planning and coordination of conference services	4 000.6	2 589.0	–	708.0	–	708.0	27.3	3 297.0	127.4	3 424.4
3. Documentation services	4 067.2	4 598.5	–	–	–	–	–	4 598.5	300.3	4 898.8
4. Meetings and publishing services	3 525.2	4 298.0	–	–	–	–	–	4 298.0	280.6	4 578.6
<b>Subtotal, C</b>	<b>303 459.8</b>	<b>305 494.5</b>	<b>(6 447.7)</b>	<b>2 847.6</b>	<b>(189.7)</b>	<b>(3 789.8)</b>	<b>(1.2)</b>	<b>301 704.7</b>	<b>7 443.3</b>	<b>309 148.0</b>
D. Programme support	17 797.3	17 002.7	464.2	–	(1 389.7)	(925.5)	(5.4)	16 077.2	324.6	16 401.8
<b>Subtotal, 1</b>	<b>325 284.5</b>	<b>326 641.8</b>	<b>(5 983.5)</b>	<b>2 847.6</b>	<b>(1 579.4)</b>	<b>(4 715.3)</b>	<b>(1.4)</b>	<b>321 926.5</b>	<b>7 874.5</b>	<b>329 801.0</b>

<sup>a</sup> Net budget representing the United Nations share of jointly financed activities for conference management, Vienna.

**Part I Overall policymaking, direction and coordination**

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
A. Policymaking organs	—	—	—
B. Executive direction and management	—	—	—
C. Programme of work			
<i>Conference management, New York</i>			
1. General Assembly and Economic and Social Council affairs	—	—	—
2. Planning and coordination of conference services	45.2	202.3	202.3
3. Documentation services	4 753.0	5 719.5	5 719.5
4. Meetings and publishing services	1 896.6	2 259.6	2 259.6
<i>Conference management, Geneva</i>			
2. Planning and coordination of conference services	553.0	862.0	862.0
3. Documentation services	911.7	1 050.0	1 050.0
4. Meetings and publishing services	1 534.2	2 334.8	2 334.8
<i>Conference management, Vienna</i>	1 131.7	1 600.0	1 600.0
<i>Conference management, Nairobi</i>			
2. Planning and coordination of conference services	2 856.5	2 553.4	2 587.5
3. Documentation services	3 074.1	2 926.5	3 019.7
4. Meetings and publishing services	3 010.3	2 800.1	2 842.9
<b>Subtotal, C</b>	<b>19 766.1</b>	<b>22 308.3</b>	<b>22 478.2</b>
D. Programme support	2 152.0	1 939.9	1 956.3
<b>Subtotal, 2</b>	<b>21 918.1</b>	<b>24 248.2</b>	<b>24 434.5</b>
<b>Total</b>	<b>347 203.0</b>	<b>350 890.0</b>	<b>354 235.5</b>



Table 2.31  
Evolution of post resources by component and subprogramme

(1) Regular budget

	2020 approved	Changes			Total	2021 proposed
		Technical adjustments	New/ expanded mandates	Other		
A. Policymaking organs	—	—	—	—	—	—
B. Executive direction and management	23	—	—	(1)	(1)	22
C. Programme of work						
<i>Conference management, New York</i>						
1. General Assembly and Economic and Social Council affairs	42	—	—	(1)	(1)	41
2. Planning and coordination of conference services	48	—	—	(1)	(1)	47
3. Documentation services	523	—	—	(7)	(7)	516
4. Meetings and publishing services	291	—	—	(5)	(5)	286
<i>Conference management, Geneva</i>						
2. Planning and coordination of conference services	68	—	—	—	—	68
3. Documentation services	332	—	—	(5)	(5)	327
4. Meetings and publishing services	171	—	—	—	—	171
<i>Conference management, Vienna<sup>a</sup></i>	—	—	—	—	—	—
<i>Conference management, Nairobi</i>						
2. Planning and coordination of conference services	9	—	—	—	—	9
3. Documentation services	28	—	—	—	—	28
4. Meetings and publishing services	24	—	—	—	—	24
<b>Subtotal, C</b>	<b>1 536</b>	—	—	<b>(19)</b>	<b>(19)</b>	<b>1 517</b>
D. Programme support	72	—	—	(12)	(12)	60
<b>Subtotal, 1</b>	<b>1 631</b>	—	—	<b>(32)</b>	<b>(32)</b>	<b>1 599</b>

<sup>a</sup> Under conference management, Vienna, in addition to the programme budget, 186 posts in 2020 and 186 posts in 2021 are financed on a cost-shared basis. The post composition is detailed in figures 2.XXXIX to 2.XLI and 2.XLVI.

**Part I Overall policymaking, direction and coordination**

(2) *Extrabudgetary*

	2020 estimate	2021 estimate
A. Policymaking organs	—	—
B. Executive direction and management	—	—
C. Programme of work		
<i>Conference management, New York</i>		
1. General Assembly and Economic and Social Council affairs	—	—
2. Planning and coordination of conference services	1	1
3. Documentation services	10	10
4. Meetings and publishing services	2	2
<i>Conference management, Geneva</i>		
2. Planning and coordination of conference services	1	1
3. Documentation services	—	—
4. Meetings and publishing services	—	—
<i>Conference management, Vienna</i>	—	—
<i>Conference management, Nairobi</i>		
2. Planning and coordination of conference services	41	41
3. Documentation services	24	24
4. Meetings and publishing services	26	26
<b>Subtotal, C</b>	<b>105</b>	<b>105</b>
D. Programme support	5	5
<b>Subtotal, 2</b>	<b>110</b>	<b>110</b>
<b>Total</b>	<b>1 741</b>	<b>1 709</b>

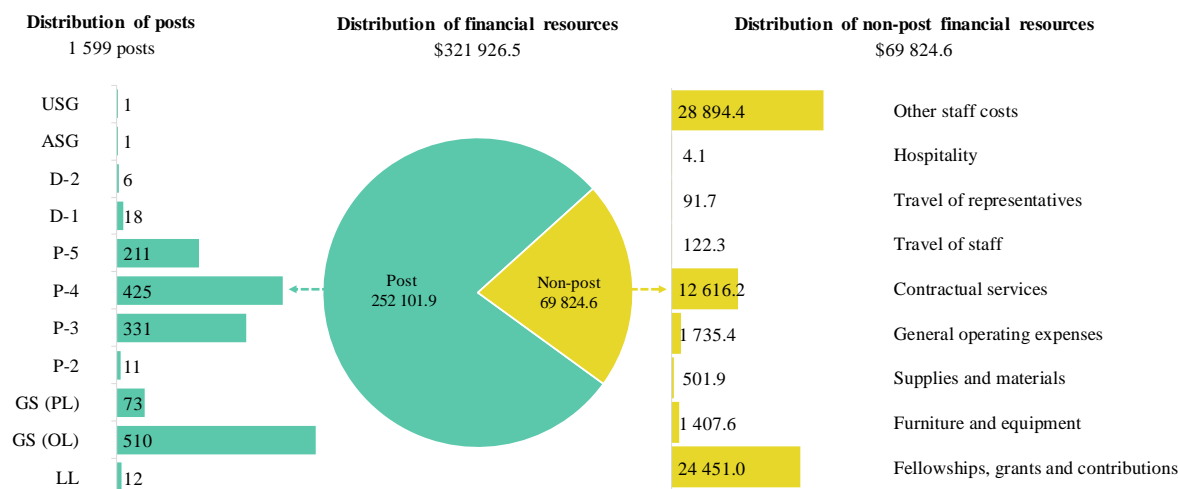
Table 2.32  
**Evolution of financial and post resources by category**

(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	250 746.5	254 742.0	862.8	—	(3 502.9)	(2 640.1)	(1.0)	252 101.9
Non-post	74 538.1	71 899.8	(6 846.3)	2 847.6	1 923.5	(2 075.2)	(2.9)	69 824.6
Total	325 284.5	326 641.8	(5 983.5)	2 847.6	(1 579.4)	(4 715.3)	(1.4)	321 926.5
Post resources by category								
Professional and higher		1 002	—	—	2	2	0.2	1 004
General Service and related		629	—	—	(34)	(34)	(5.4)	595
Total		1 631	—	—	(32)	(32)	(2.0)	1 599

Figure 2.XXVIII  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Variance analyses by component and subprogramme

### Overall resource changes

#### Technical adjustments

2.227 As reflected in tables 2.30 (1) and 2.31 (1), resource changes reflect a net decrease of \$5,983,500 under New York, subprogramme 2; Geneva, subprogrammes 2, 3 and 4; Vienna, conference management; and programme support, as follows:

- (a) **Subprogramme 2, Planning and coordination of conference services, New York.** The net decrease of \$3,160,000 relates to the discontinuation of non-recurrent provisions in support of new and expanded mandates from the General Assembly in 2020 under other staff costs (\$3,265,400), partially offset by the increase under posts reflecting the annual provision of one new post (P-5) that was established in 2020 pursuant to resolution [74/262](#) (\$105,400);
- (b) **Subprogramme 2, Planning and coordination of conference services, Geneva.** The decrease of \$2,021,500 under other staff costs relates to the discontinuation of non-recurrent provisions in 2020 relating to the revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its thirty-seventh to forty-second sessions;
- (c) **Subprogramme 3, Documentation services, Geneva.** The increase of \$161,600 under posts reflects the annual provision of two new posts (1 P-4 and 1 P-3) that were established in 2020 pursuant to resolution [74/262](#);
- (d) **Subprogramme 4, Meetings and publishing services, Geneva.** The increase of \$131,600 under posts reflects the annual provision of two new posts (1 P-3 and 1 P-2) that were established in 2020 pursuant to resolution [74/262](#);
- (e) **Conference management, Vienna.** The decrease of \$1,559,400 under fellowships, grants and contributions relates to the discontinuation of non-recurrent provisions in 2020 relating to the fourteenth United Nations Congress on Crime Prevention and Criminal Justice;
- (f) **Programme support.** The increase of \$464,200 under posts reflects the annual provision of seven new posts (2 P-3, 1 General Service (Principal level) and 4 General Service (Other level)) in the Executive Office and two new posts (1 P-4 and 1 General Service (Other level)) in the Business Analysis Section that were established in 2020.

**New and expanded mandates**

- 2.228 As reflected in tables 2.30 (1) and 2.31 (1), resource changes reflect an increase of \$2,847,600 under subprogramme 2 in New York, Geneva and Nairobi, as follows:
- (a) **Subprogramme 2, Planning and coordination of conference services, New York.** The increase of \$1,359,600 under other staff costs relates to additional requirements in support of new and expanded mandates from the General Assembly for 2021 on nuclear disarmament verification (\$11,900; resolution [74/50](#)); strengthening cooperation for integrated coastal zone management for achieving sustainable development (\$27,200; resolution [74/210](#)); sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments (\$298,600; resolution [74/18](#)); the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him (\$109,700; resolution [74/248](#)); the follow-up to the Fourth United Nations Conference on the Least Developed Countries (\$337,100; resolution [73/242](#)); the follow-up to the Second World Assembly on Ageing (\$67,200; resolution [73/143](#)); a global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action (\$5,900; resolution [73/262](#)); advancing responsible State behaviour in cyberspace in the context of international security (\$115,900; resolution [73/266](#)); enlargement of the Advisory Committee on Administrative and Budgetary Questions (\$336,000; resolution [74/267](#)); problems arising from the accumulation of conventional ammunition stockpiles in surplus (\$23,000; resolution [72/55](#)); and the International Day of Reflection on the 1994 Genocide against the Tutsi in Rwanda (\$27,100; resolution [74/273](#));
  - (b) **Subprogramme 2, Planning and coordination of conference services, Geneva.** The increase of \$780,000 under other staff costs relates to additional requirements in support of new and expanded mandates from the General Assembly for 2021 on nuclear disarmament verification (\$180,600; resolution [74/50](#)) and revised estimates approved by the Assembly resulting from resolutions and decisions adopted by the Human Rights Council at its twenty-sixth, twenty-seventh and thirty-seventh to forty-second sessions (\$599,400);
  - (c) **Subprogramme 2, Planning and coordination of conference services, Nairobi.** The increase of \$708,000 under other staff costs relates to additional requirements in support of new and expanded mandates from the General Assembly for 2021 on the United Nations Environment Assembly of the United Nations Environment Programme (resolution [73/260](#)).

**Other changes**

- 2.229 As reflected in tables 2.30 (1) and 2.31 (1), resource changes reflect a net decrease of \$1,579,400 under Geneva, subprogrammes 2, 3 and 4, and programme support, as well as cost-neutral changes within executive direction and management and New York, subprogrammes 1, 2, 3 and 4, as follows:
- (a) **Subprogramme 2, Planning and coordination of conference services, Geneva.** The net increase of \$497,700 relates to:
    - (i) Reduced net requirements of \$36,600 under posts relating to the proposed establishment of one P-3 post that is more than fully offset by the proposed abolishment of one post of Meetings Services Assistant (General Service (Other level)). The establishment of the post of Programme Management Officer (P-3) would provide required professional substantive expertise to improve the quality of end-to-end planning and coordination, and optimize the effectiveness of operations in the face of growing complexity and increased integration across duty stations and the next generation of integrated web-based systems for conference and events management;

- (ii) Increased requirements of \$534,300 under other staff costs to reflect the increase in requirements for temporary assistance for meetings. The pooling of resources under other staff costs would improve flexibility and workforce utilization on a cost-neutral basis for the three subprogrammes in Geneva;
- (b) **Subprogramme 3, Documentation services, Geneva.** The net decrease of \$633,100 reflects requirements under posts relating to the proposed establishment of one P-2 post and the proposed upward reclassification of one P-3 post to the P-4 level, which is more than fully offset by the proposed abolishment of six General Service (Other level) posts, comprising four Editorial and Publishing Assistants, one Documents Management Assistant and one Administrative Assistant. The establishment of the post of Associate Programme Management Officer (P-2) would improve the planning and coordination of contractual operations in the newly integrated Contractual Translation Management Unit, streamline internal workflows and enable the supervision of the recruitment of temporary capacity. The upward reclassification of the post of Editor, Chinese (P-3) to Editor, Chinese (P-4) would ensure an equal level for all languages;
- (c) **Subprogramme 4, Meetings and publishing services, Geneva.** The net decrease of \$54,300 reflects requirements under posts relating to the proposed establishment of one P-2 post that is more than fully offset by the proposed abolishment of one post of Documents Management Assistant (General Service (Other level)). The establishment of the post of Associate Graphic Designer (P-2) reflects the increased demand and overall growth in workload for development of multichannel content, ranging from interactive digital experiences, apps, websites, signage and packaging to conceptualization, infographics, branding, logos, exhibitions and installations. It will allow the subprogramme to strengthen the work in delivering services that are focused on the user experience and ensuring all digital products are compliant with the latest accessibility standards;
- (d) **Programme support.** The net decrease of \$1,389,700 reflects reduced requirements under posts (\$1,373,300) and contractual services (\$16,400), owing to the proposed outward redeployment of 11 posts (1 P-2, 1 General Service (Principal level) and 9 General Service (Other level)) and associated non-post resources, from programme support in Geneva to Administration, Geneva (section 29E). The redeployment will align the organizational structure with operational requirements and will formalize the implementation of the information and communications technology strategy with regard to help desk and infrastructure capacity in Geneva. The same approach was followed under programme support in New York in the 2020 programme budget. It is also proposed that one post of Information Systems Assistant (General Service (Other level)) be abolished, resulting in reduced requirements under posts (\$83,400), offset by an increase under contractual services (\$83,400) for the workload in the Business Analysis Section in New York to ensure better workforce utilization on a cost-neutral basis;
- (e) **Executive direction and management.** In the Protocol and Liaison Service, the frequency of meetings fluctuates throughout the year, resulting in periods of peak workload surges requiring additional workforce (such as the general debate of the General Assembly, the sessions of the Commission on the Status of Women and periods of active rotation of permanent mission personnel) and lower workload during other periods. Therefore, in order to improve flexibility and workforce utilization, it is proposed that one post of Protocol Assistant (General Service (Other level)) be abolished, resulting in reduced requirements under posts (\$83,400), offset by an increase for temporary assistance for meetings under other staff costs (\$83,400), so that the changes are cost-neutral within executive direction and management;
- (f) **Subprogramme 1, General Assembly and Economic and Social Council affairs, New York.** The workload of the General Assembly and Economic and Social Council Affairs Division in supporting meetings is not equally distributed throughout the year. Periods with a very high workload (such as the high-level week and the main part of the session of the General Assembly) are interspaced with less intensive periods. Therefore, in order to improve flexibility

and workforce utilization, it is proposed that one post of Senior Meetings Services Assistant (General Service (Principal level)) be abolished, resulting in reduced requirements under posts (\$101,200), offset by an increase for temporary assistance for meetings under other staff costs (\$101,200), so that the changes are cost-neutral within the subprogramme;

- (g) **Subprogramme 2, Planning and coordination of conference services, New York.** The workload of the Central Planning and Coordination Division has its peaks and surges, such as during the main part of the session of the General Assembly and the sessions of other calendar bodies. Therefore, in order to improve flexibility and workforce utilization, it is proposed that one post of Meetings Services Assistant (General Service (Other level)) be abolished, resulting in reduced requirements under posts (\$83,400), offset by an increase for temporary assistance for meetings under other staff costs (\$83,400), so that the changes are cost-neutral within the subprogramme;
- (h) **Subprogramme 3, Documentation services, New York.** Technological advances have created opportunities to expedite processes and simplify procedures. As a result, some functions are expected to be needed only seasonally. Therefore, in order to improve flexibility and workforce utilization in the Documentation Division, it is proposed that seven posts (two posts of Senior Editorial Assistant (General Service (Principal level)), one post of Senior Language Reference Assistant (General Service (Principal level)) and four posts of Editorial and Desktop Publishing Assistant (General Service (Other level))) be abolished, resulting in reduced requirements under posts (\$637,200), offset by an increase for temporary assistance for meetings under other staff costs (\$637,200), so that the changes are cost-neutral within the subprogramme;
- (i) **Subprogramme 4, Meetings and publishing services, New York.** Due to new working methods, including the use of paper-saving applications, reduced in-room document distribution, printing-on-demand and the utilization of information technology, a lower permanent in-house capacity is sufficient during non-peak periods of meetings activity. Therefore, in order to improve flexibility and workforce utilization, it is proposed that five General Service (Other level) posts be abolished, comprising four posts of Meetings Services Assistants and one post of Information Systems Assistant, resulting in reduced requirements under posts (\$417,000), offset by an increase for temporary assistance for meetings under other staff costs (\$417,000), so that the changes are cost-neutral within the subprogramme.

### Extrabudgetary resources

- 2.230 As reflected in tables 2.30 (2) and 2.31 (2), the Department receives extrabudgetary resources, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2021, projected extrabudgetary resources of \$24,434,500, including 110 posts, are expected to be received in support of extrabudgetary activities. Extrabudgetary resources represent 6.9 per cent of the total resources for the Department. The extrabudgetary activities to be conducted include meetings support, publishing, documentation and the provision of conference management software. Voluntary contributions are provided through trust funds with distinct terms of reference which indicate the purpose of each fund. The trust fund in support of General Assembly and conference management services receives voluntary contributions to carry out special projects in the area of conference services, such as the digitization, cataloguing and electronic storing of historical United Nations documents. The purpose of the trust fund for German language translation, established in 1984, is to issue in German the resolutions and decisions of the General Assembly, as well as the other supplements to its official records, and the resolutions and decisions of the Security Council and the Economic and Social Council. The programme support cost fund receives an administrative portion of voluntary contributions to support the administration of the trust funds and extrabudgetary activities. The increase of \$186,300 compared to the estimate for 2020 is attributable to the increased demand for meetings and documentation services projected for 2021 based on the review of services estimated for the year.

## Polymaking organs

- 2.231 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs, the technical servicing of which is the responsibility of the Department for General Assembly and Conference Management. Table 2.33 provides information on the standing intergovernmental organs and related resource requirements under the regular budget. As regards the Economic and Social Council, resources for technical secretariat support and conference services for meetings are provided for under conference management, New York.

Table 2.33

### Polymaking organs

(Thousands of United States dollars)

<i>Polymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
General Assembly	The General Assembly discusses any questions or matters within the scope of the Charter of the United Nations or relating to the powers and functions of any organs provided for in the Charter and makes recommendations as provided for in the Charter.	Mandate: Articles 10 to 17 of the Charter of the United Nations	166.0	166.0
Trusteeship Council	The Trusteeship Council assists the General Assembly and the Security Council in carrying out their responsibilities with respect to the international trusteeship system.	Mandate: Article 7 of the Charter of the United Nations		
Economic and Social Council	The Economic and Social Council promotes international cooperation on economic, social and cultural issues and coordinates efforts to achieve internationally agreed goals, including the Sustainable Development Goals.	Mandate: Articles 62 to 66 of the Charter of the United Nations		
Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples	The Special Committee is exclusively devoted to the issue of decolonization and was established with the purpose of monitoring the implementation of the Declaration.	Mandate: Declaration on the Granting of Independence to Colonial Countries and Peoples, adopted by the General Assembly in its resolution <a href="#">1514 (XV)</a>	183.2	183.2
<b>Total</b>			<b>349.2</b>	<b>349.2</b>

- 2.232 The proposed regular budget resources for 2021 amount to \$349,200 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 2.34 and figure 2.XXIX.

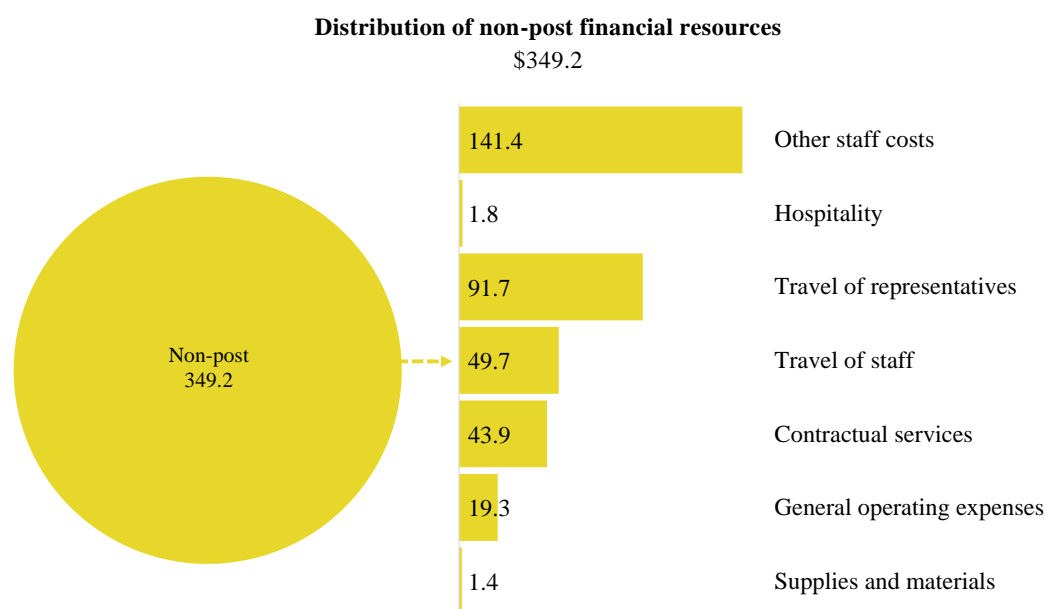
Table 2.34  
Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	4.8	—	—	—	—	—	—	—
Non-post	232.5	349.2	—	—	—	—	—	349.2
<b>Total</b>	<b>237.3</b>	<b>349.2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>349.2</b>

Figure 2.XXIX  
Policymaking organs: distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)



## Executive direction and management

2.233 The Under-Secretary-General for General Assembly and Conference Management is responsible for all the activities of the Department, as well as its administration, and represents the Secretary-General in meetings related to the functions of the Department and in intergovernmental organs and expert bodies, as required. The Under-Secretary-General is also responsible for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes managing the conference-servicing resources at Headquarters and providing policy guidance with regard to the utilization of the conference servicing resources that are under the authority of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, with a view to achieving the highest possible level of cohesion, synergy and efficiency. The Under-Secretary-General chairs the International Annual Meeting on Language Arrangements, Documentation and Publications.

2.234 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability



information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In 2019, the Department maintained its International Organization for Standardization (ISO) 14001 certification for its publishing operations in Geneva, Nairobi and Vienna. In 2020, the Department initiated the ISO certification process at Headquarters, with modern printing equipment now in place.

- 2.235 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 2.35. In 2019, the Department continued to track and address exceptions for travel requests submitted less than 21 days before departure. The Department will continue to implement measures to improve the rate of compliance with the advance purchase policy, such as advance planning and nomination of travellers, onboarding of staff planned in advance with contingencies in place, and improved communication with staff and managers to raise awareness of the policy.

Table 2.35  
**Compliance rate**  
(Percentage)

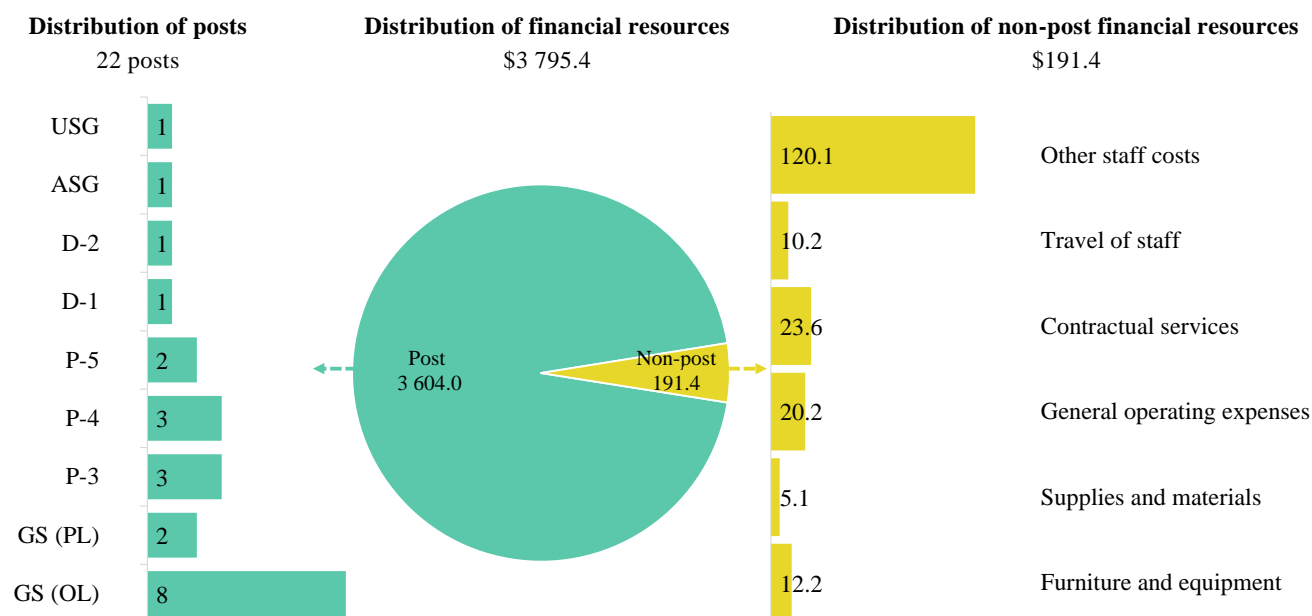
	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	96	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	80	74	100	100

- 2.236 The proposed regular budget resources for 2021 amount to \$3,795,400 and reflect no change in the resource level compared with the appropriation for 2020. The cost-neutral proposal is explained in paragraph 2.229 (e). Additional details are reflected in table 2.36 and figure 2.XXX.

Table 2.36  
**Executive direction and management: evolution of financial and post resources**  
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 492.2	3 687.4	—	—	(83.4)	(83.4)	(2.3)	3 604.0
Non-post	297.9	108.0	—	—	83.4	83.4	77.2	191.4
Total	3 790.1	3 795.4	—	—	—	—	—	3 795.4
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		11	—	—	(1)	(1)	(9.1)	10
Total		23	—	—	(1)	(1)	(4.3)	22

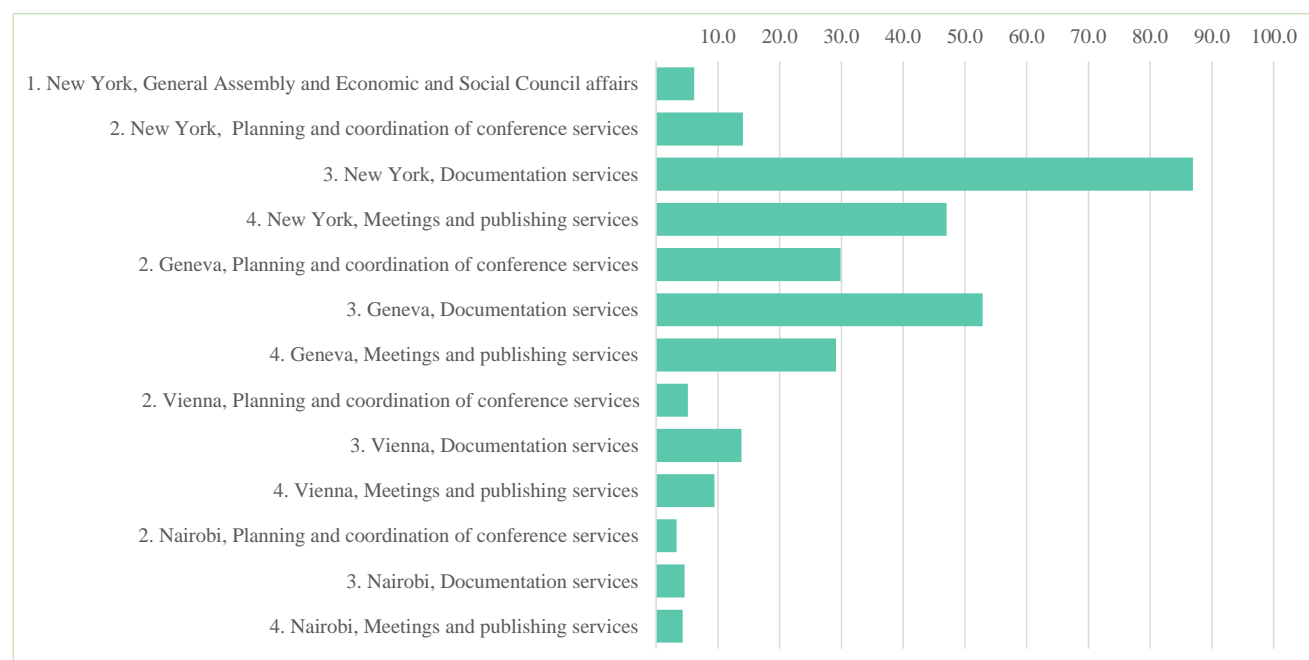
Figure 2.XXX  
**Executive direction and management: distribution of proposed resources for 2021 (before recosting)**  
 (Number of posts/thousands of United States dollars)



### Programme of work

- 2.237 The proposed regular budget resources for 2021 amount to \$301,704,700 and reflect a net decrease of \$3,789,800 compared with the appropriation for 2020. The proposed decrease of \$3,789,800 is explained in paragraphs 2.227 (a) to (e), 2.228 (a) to (c), and 2.229 (a) to (c) and (f) to (i). The distribution of resources by subprogramme is reflected in figure 2.XXXI.

Figure 2.XXXI  
**Distribution of proposed resources for 2021 by subprogramme**  
(Millions of United States dollars)



Note: Figures for Vienna represent the gross budget for jointly financed activities for conference management, Vienna.

## Conference management, New York

### Subprogramme 1 General Assembly and Economic and Social Council affairs

2.238 The proposed regular budget resources for 2021 amount to \$6,160,700 and reflect no change in the resource level compared with the appropriation for 2020. The cost-neutral proposal is explained in paragraph 2.229 (f). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.37 and figure 2.XXXII.

Table 2.37  
**New York, subprogramme 1: evolution of financial and post resources**  
(Thousands of United States dollars/number of posts)

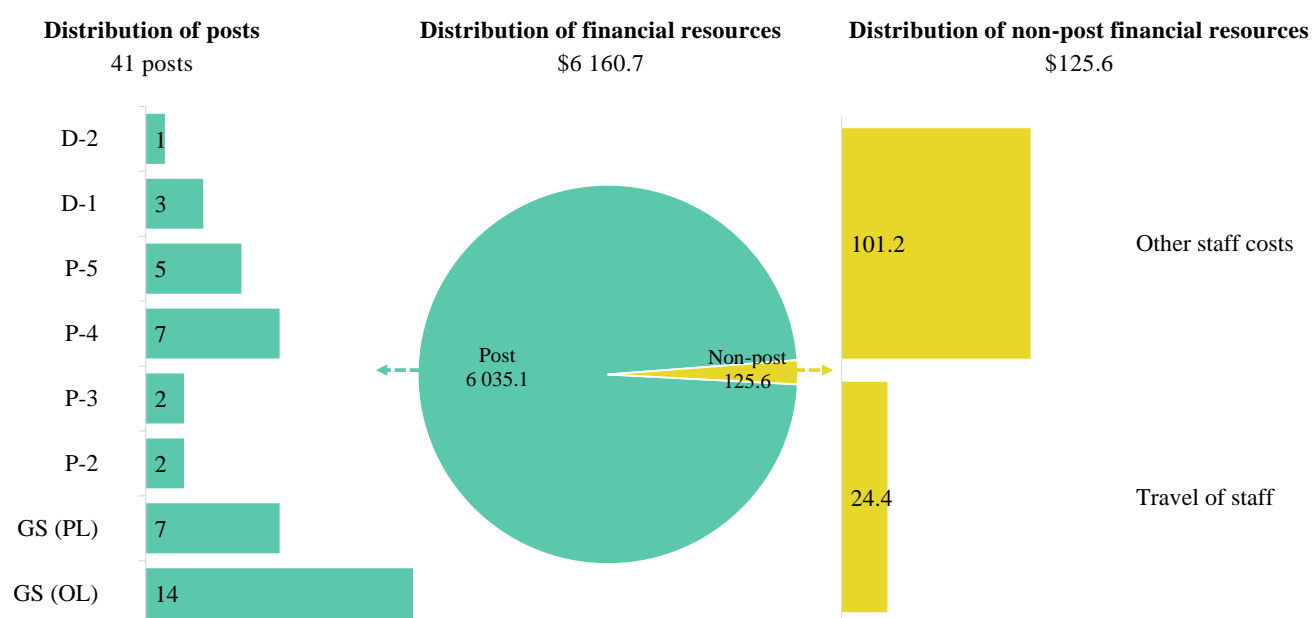
	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
<b>Financial resources by main category of expenditure</b>							
Post	6 491.6	6 136.3	—	—	(101.2)	(101.2)	(1.6)
Non-post	86.9	24.4	—	—	101.2	101.2	414.8
<b>Total</b>	<b>6 578.6</b>	<b>6 160.7</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>6 160.7</b>

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		20	—	—	—	—	—	20
General Service and related		22	—	—	(1)	(1)	(4.5)	21
Total		42	—	—	(1)	(1)	(2.4)	41

Figure 2.XXXII

**New York, subprogramme 1: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



**Subprogramme 2**

**Planning and coordination of conference services**

- 2.239 The proposed regular budget resources for 2021 amount to \$14,055,300 and reflect a net decrease of \$1,800,400 compared with the appropriation for 2020. The proposed net decrease of \$1,800,400 is explained in paragraphs 2.227 (a), 2.228 (a) and 2.229 (g). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.38 and figure 2.XXXIII.

Table 2.38

**New York, subprogramme 2: evolution of financial and post resources**

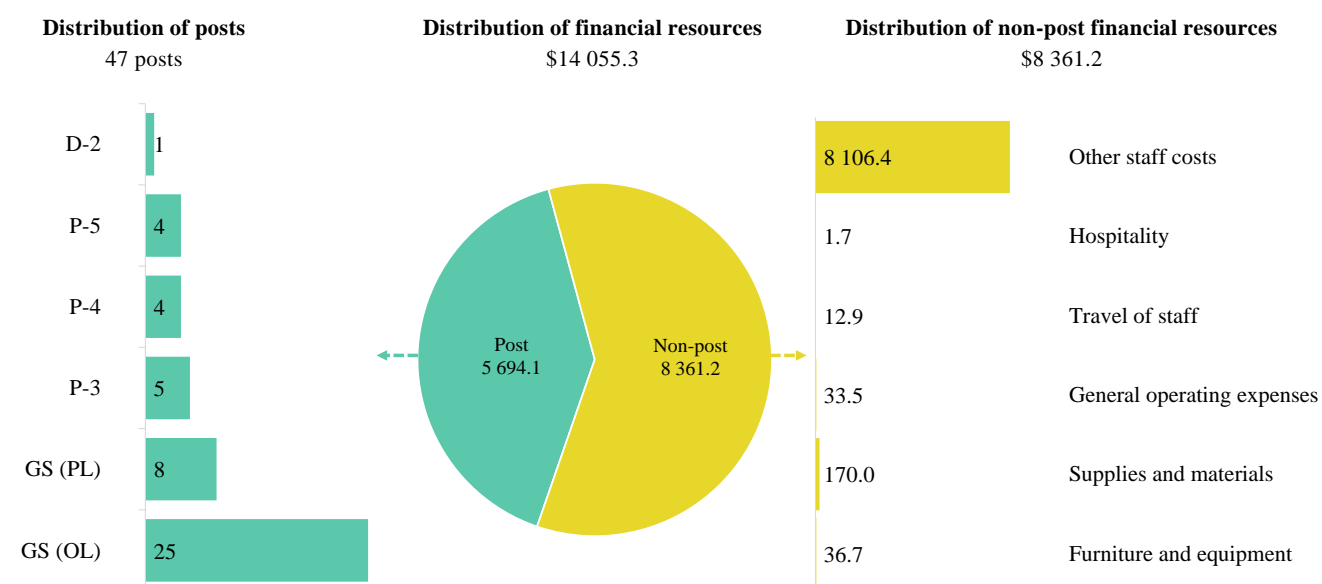
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 417.7	5 672.1	105.4	–	(83.4)	22.0	0.4	5 694.1
Non-post	2 480.2	10 183.6	(3 265.4)	1 359.6	83.4	(1 822.4)	(17.9)	8 361.2
Total	8 897.9	15 855.7	(3 160.0)	1 359.6	–	(1 800.4)	(11.4)	14 055.3
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		34	–	–	(1)	(1)	(2.9)	33
Total		48	–	–	(1)	(1)	(2.1)	47

Figure 2.XXXIII

**New York, subprogramme 2: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)


**Subprogramme 3  
Documentation services**

- 2.240 The proposed regular budget resources for 2021 amount to \$86,944,800 and reflect no change in the resource level compared with the appropriation for 2020. The cost-neutral proposal is explained in paragraph 2.229 (h). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.39 and figure 2.XXXIV.

Table 2.39

**New York, subprogramme 3: evolution of financial and post resources**

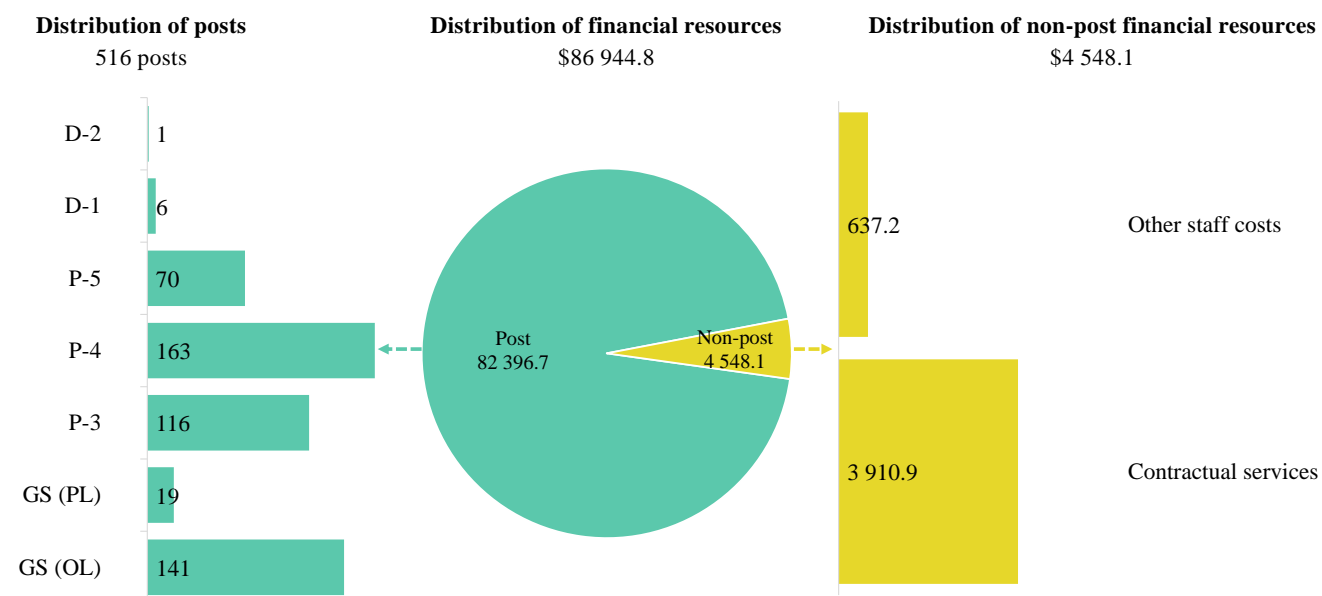
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	77 925.8	83 033.9	—	—	(637.2)	(637.2)	(0.8)	82 396.7
Non-post	3 502.2	3 910.9	—	—	637.2	637.2	16.3	4 548.1
Total	81 428.0	86 944.8	—	—	—	—	—	86 944.8
Post resources by category								
Professional and higher		356	—	—	—	—	—	356
General Service and related		167	—	—	(7)	(7)	(4.2)	160
Total		523	—	—	(7)	(7)	(1.3)	516

Figure 2.XXXIV

**New York, subprogramme 3: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)


**Subprogramme 4**  
**Meetings and publishing services**

- 2.241 The proposed regular budget resources for 2021 amount to \$47,046,500 and reflect no change in the resource level compared with the appropriation for 2020. The cost-neutral proposal is explained in paragraph 2.229 (i). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.40 and figure 2.XXXV.

Table 2.40

**New York, subprogramme 4: evolution of financial and post resources**

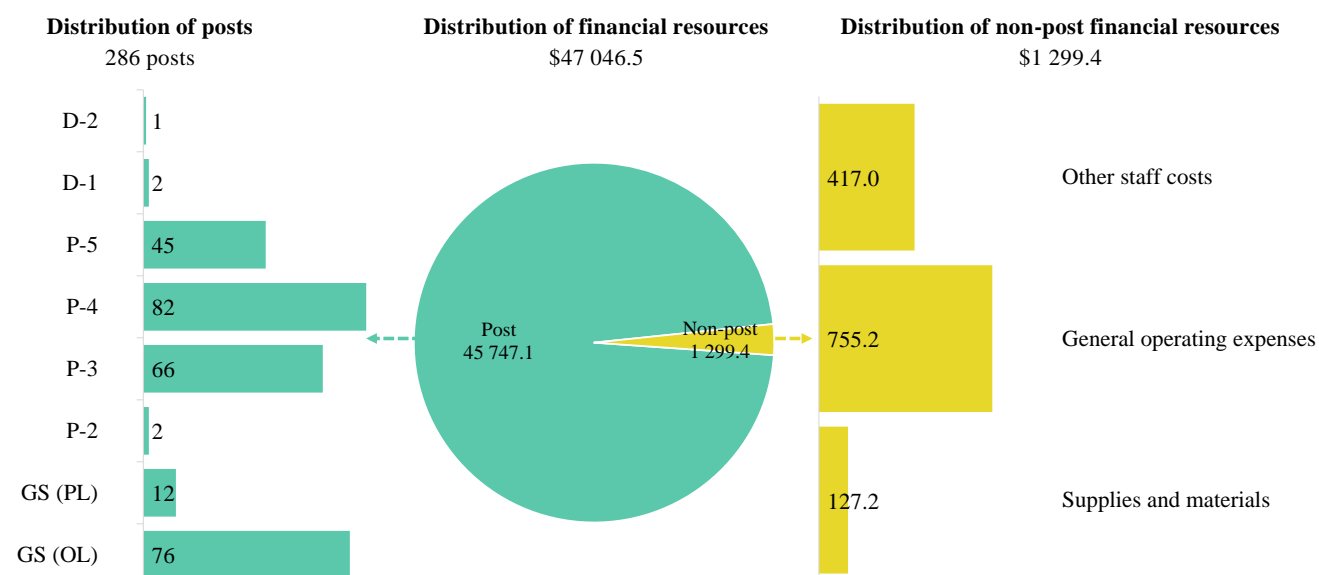
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	46 850.7	46 164.1	–	–	(417.0)	(417.0)	(0.9)	45 747.1
Non-post	6 464.2	882.4	–	–	417.0	417.0	47.3	1 299.4
Total	53 314.9	47 046.5	–	–	–	–	–	47 046.5
Post resources by category								
Professional and higher		198	–	–	–	–	–	198
General Service and related		93	–	–	(5)	(5)	(5.4)	88
Total		291	–	–	(5)	(5)	(1.7)	286

Figure 2.XXXV

**New York, subprogramme 4: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Conference management, Geneva<sup>1</sup>

### Subprogramme 2

#### Planning and coordination of conference services

- 2.242 The proposed regular budget resources for 2021 amount to \$29,872,100 and reflect a net decrease of \$743,800 compared with the appropriation for 2020. The proposed decrease of \$743,800 is explained in paragraphs 2.227 (b), 2.228 (b) and 2.229 (a). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.41 and figure 2.XXXVI.

Table 2.41

#### Geneva, subprogramme 2: evolution of financial and post resources

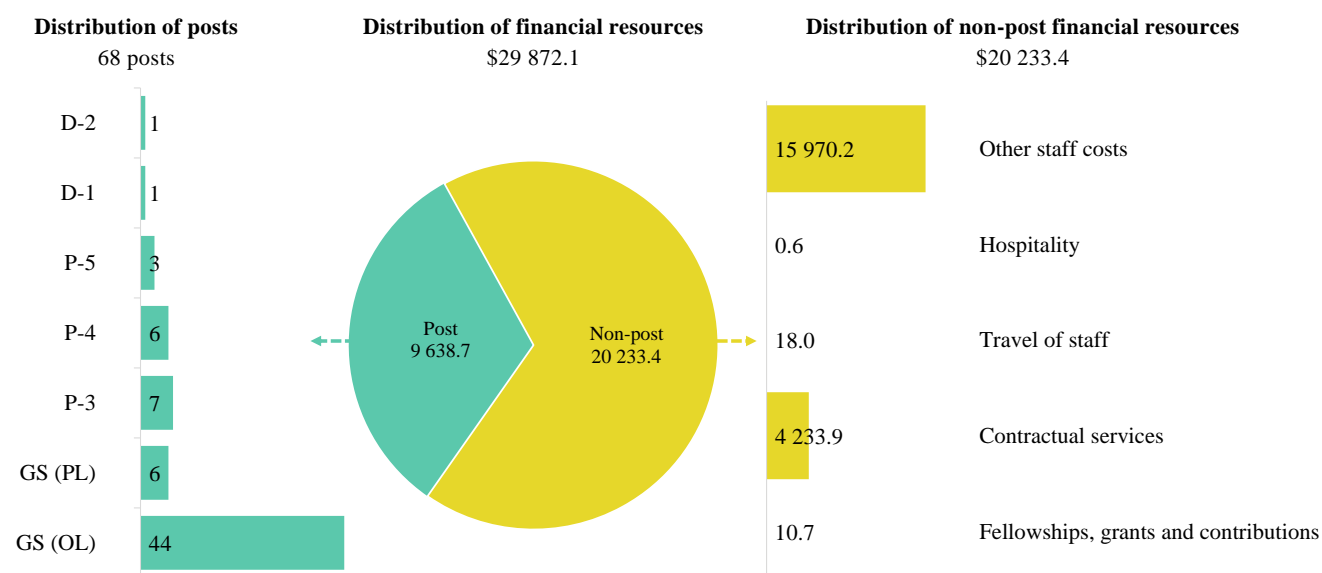
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	10 723.0	9 675.3	–	–	(36.6)	(36.6)	(0.4)	9 638.7
Non-post	10 339.1	20 940.6	(2 021.5)	780.0	534.3	(707.2)	(3.4)	20 233.4
Total	21 062.1	30 615.9	(2 021.5)	780.0	497.7	(743.8)	(2.4)	29 872.1
Post resources by category								
Professional and higher		17	–	–	1	1	5.9	18
General Service and related		51	–	–	(1)	(1)	(2.0)	50
Total		68	–	–	–	–	–	68

Figure 2.XXXVI

#### Geneva, subprogramme 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



<sup>1</sup> Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.



### Subprogramme 3 Documentation services

- 2.243 The proposed regular budget resources for 2021 amount to \$52,856,800 and reflect a net decrease of \$471,500 compared with the appropriation for 2020. The proposed decrease of \$471,500 is explained in paragraphs 2.227 (c) and 2.229 (b). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.42 and figure 2.XXXVII.

Table 2.42

#### Geneva, subprogramme 3: evolution of financial and post resources

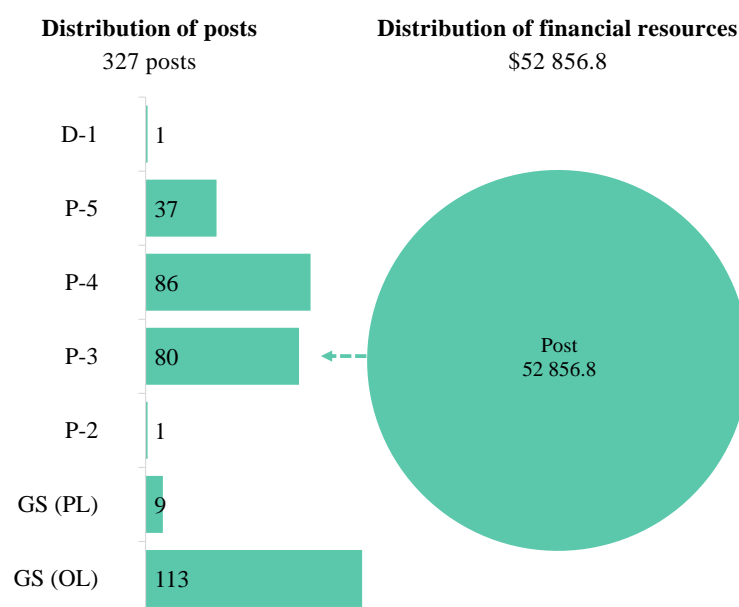
(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	53 041.8	53 328.3	161.6	–	(633.1)	(471.5)	(0.9)	52 856.8
Non-post	7 256.6	–	–	–	–	–	–	–
Total	60 298.5	53 328.3	161.6	–	(633.1)	(471.5)	(0.9)	52 856.8
Post resources by category								
Professional and higher		204	–	–	1	1	0.5	205
General Service and related		128	–	–	(6)	(6)	(4.7)	122
Total		332	–	–	(5)	(5)	(1.5)	327

Figure 2.XXXVII

#### Geneva, subprogramme 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



## Subprogramme 4 Meetings and publishing services

2.244 The proposed regular budget resources for 2021 amount to \$29,130,500 and reflect a net increase of \$77,300 compared with the appropriation for 2020. The proposed increase of \$77,300 is explained in paragraphs 2.227 (d) and 2.229 (c). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.43 and figure 2.XXXVIII.

Table 2.43

### Geneva, subprogramme 4: evolution of financial and post resources

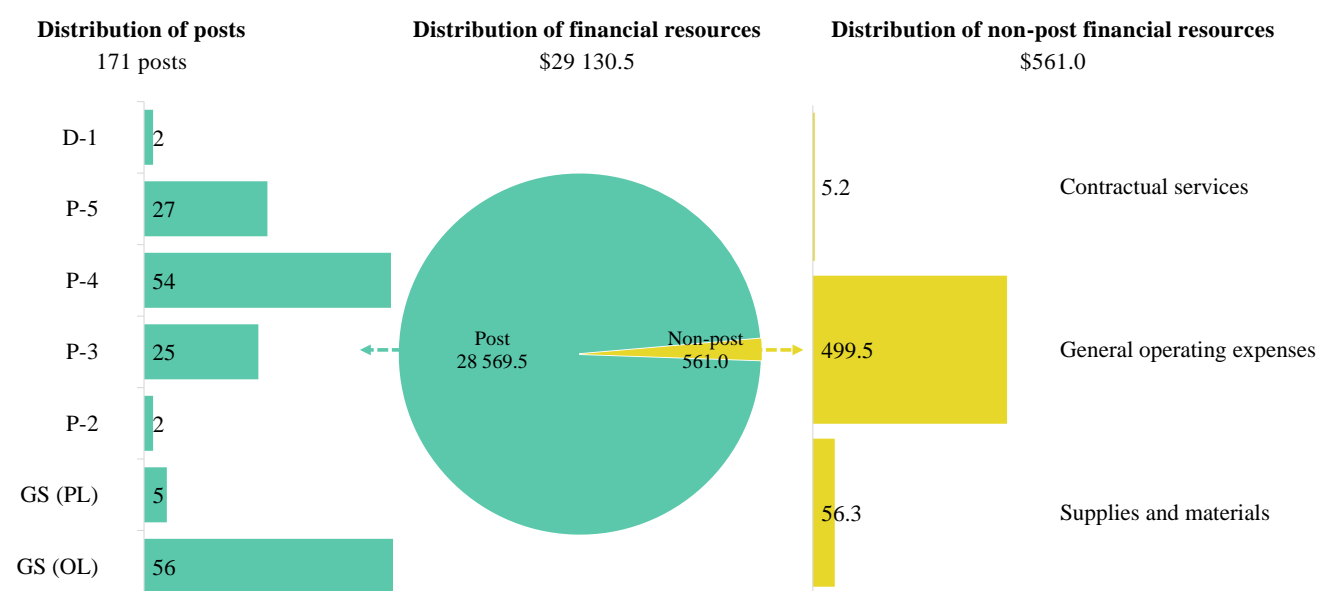
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	29 735.5	28 492.2	131.6	–	(54.3)	77.3	0.3	28 569.5
Non-post	4 610.7	561.0	–	–	–	–	–	561.0
Total	34 346.2	29 053.2	131.6	–	(54.3)	77.3	0.3	29 130.5
Post resources by category								
Professional and higher		109	–	–	1	1	0.9	110
General Service and related		62	–	–	(1)	(1)	(1.6)	61
Total		171	–	–	–	–	–	171

Figure 2.XXXVIII

### Geneva, subprogramme 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



## Conference management, Vienna<sup>1</sup>

- 2.245 The General Assembly, in its resolution [49/237](#), requested the Secretary-General to establish a unified conference-servicing facility at the Vienna International Centre under the management of the United Nations. Accordingly, the Conference Management Service in Vienna provides services not only to the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, but also to IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization. Under the terms of a memorandum of understanding among the organizations based at the Vienna International Centre, IAEA provides printing services for all organizations based at the Centre.
- 2.246 For 2021, the servicing of the non-Secretariat client organizations referred to above is estimated to account for approximately 27 per cent of the interpretation workload, 25 per cent of the meeting-servicing workload and 10 per cent of the documentation-servicing workload, including translation, editing and desktop publishing.

### United Nations share (net budget)

- 2.247 The requirements of the conference services in Vienna are budgeted on a net basis, whereby the appropriation under the United Nations programme budget is made for only the United Nations share of the related activities. The gross budget, for which the United Nations has responsibility under the arrangements for unified conference services and which is the basis for the net budget, is also presented for review and approval by the General Assembly. Thus, the estimates that follow are presented on both a gross and a net basis, in terms of reimbursement by non-Secretariat organizations, as summarized in table 2.44.

Table 2.44

#### Vienna, programme of work: evolution of requirements by component

(Thousands of United States dollars)

	2019	2020	2021 estimate (before recosting)
Conference services, Vienna (gross budget)	29 804.5	29 689.3	28 431.8
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	3 863.9	4 685.4	4 987.3
<b>United Nations (net budget)</b>	<b>25 940.6</b>	<b>25 003.9</b>	<b>23 444.5</b>

- 2.248 As illustrated in table 2.44, the regular budget resource requirements for 2021 are estimated at \$23,444,500.

## Conference services, Vienna (gross budget)

Table 2.45

### Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

	2019 expenditure	Approved level for 2020	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
C. Programme of work										
2. Planning and coordination of conference services	5 704.2	5 002.1	–	–	140.9	140.9	2.8	5 143.0	92.0	5 235.0
3. Documentation services	14 155.4	14 754.4	(837.4)	–	(89.0)	(926.4)	(6.3)	13 828.0	263.2	14 091.2
4. Meetings and publishing services	9 944.9	9 932.8	(420.1)	–	(51.9)	(472.0)	(4.8)	9 460.8	180.6	9 641.4
<b>Total, C</b>	<b>29 804.5</b>	<b>29 689.3</b>	<b>(1 257.5)</b>	<b>–</b>	<b>–</b>	<b>(1 257.5)</b>	<b>(4.2)</b>	<b>28 431.8</b>	<b>535.8</b>	<b>28 967.6</b>

## Overall resource changes, Vienna (gross budget)

### Technical adjustments

2.249 As reflected in table 2.45, resource changes reflect a net decrease of \$1,257,500 under subprogrammes 3 and 4, as follows:

- (a) **Subprogramme 3, Documentation services, Vienna.** The net decrease of \$837,400 relates to the discontinuation of non-recurrent provisions in 2020 for documentation for the fourteenth United Nations Congress on Crime Prevention and Criminal Justice (\$879,200 under other staff costs), partially offset by the increase relating to the annual provision of one General Service (Other level) post that was converted in 2020 which had previously been funded from temporary assistance for meetings (\$41,800);
- (b) **Subprogramme 4, Meetings and publishing services, Vienna.** The net decrease of \$420,100 relates to the discontinuation of non-recurrent provisions in 2020 for interpretation and reproduction costs for the fourteenth United Nations Congress on Crime Prevention and Criminal Justice (\$580,300 under other staff costs and \$48,800 under supplies and materials), partially offset by the increase relating to the annual provision of five General Service (Other level) posts that were converted in 2020 which had previously been funded from temporary assistance for meetings (\$209,000).

### Other changes

2.250 As reflected in table 2.45, proposed cost-neutral changes under subprogrammes 2, 3 and 4 are as follows:

- (a) **Subprogramme 2, Planning and coordination of conference services, Vienna.** The increase of \$140,900 under posts relates to the inward redeployment of one post of Conference Services Officer (P-3) from subprogramme 4. The redeployment will align the organizational structure with the operational requirements and regularize the current arrangement;
- (b) **Subprogramme 3, Documentation services, Vienna.** The decrease of \$89,000 under posts relates to the outward redeployment of one post of Desktop Publishing Assistant (General Service (Other level)) post to subprogramme 4. The redeployment will align the organizational structure with the operational requirements and regularize the current arrangement;

- (c) **Subprogramme 4, Meetings and publishing services, Vienna.** The net decrease of \$51,900 under posts relates to the outward redeployment of one post of Conference Management Officer (P-3) to subprogramme 2, partially offset by the inward redeployment of one post of Desktop Publishing Assistant (General Service (Other level)) from subprogramme 3. These redeployments will align the organizational structure with the operational requirements and regularize the current arrangement.

## Subprogramme 2

### Planning and coordination of conference services

- 2.251 The proposed resources on a gross basis for 2021 amount to \$5,143,000 and reflect an increase of \$140,900 compared with the approved level for 2020. The proposed increase of \$140,900 is explained in paragraph 2.250 (a). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.46 and figure 2.XXXIX.

Table 2.46

#### Vienna, subprogramme 2: evolution of financial and post resource (gross budget)

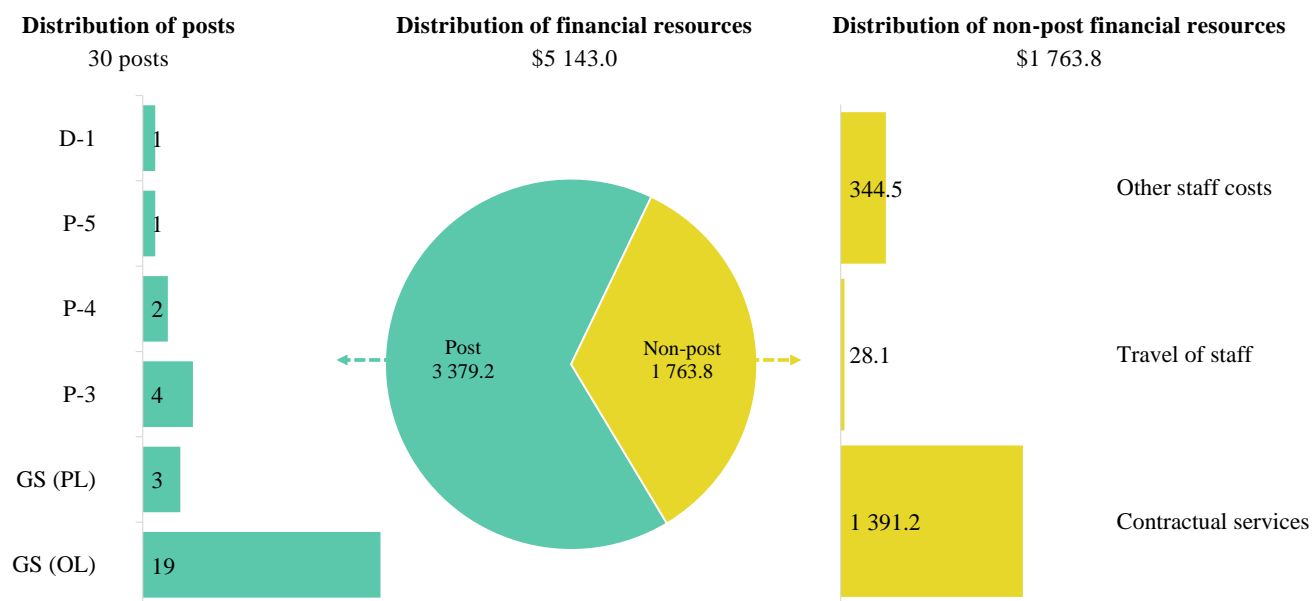
(Thousands of United States dollars/number of posts)

	2019 expenditure	Approved level for 2020	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 215.4	3 238.3	—	—	140.9	140.9	4.4	3 379.2
Non-post	2 488.8	1 763.8	—	—	—	—	—	1 763.8
Total	5 704.2	5 002.1	—	—	140.9	140.9	2.8	5 143.0
Post resources by category								
Professional and higher		7	—	—	1	1	14.3	8
General Service and related		22	—	—	—	—	—	22
Total		29	—	—	1	1	3.4	30

Figure 2.XXXIX

**Vienna, subprogramme 2: distribution of proposed resources for 2021 (before recosting) (gross budget)**

(Number of posts/thousands of United States dollars)



### Subprogramme 3 Documentation services

2.252 The proposed resources on a gross basis for 2021 amount to \$13,828,000 and reflect a decrease of \$926,400 compared with the approved level for 2020. The proposed decrease of \$926,400 is explained in paragraphs 2.249 (a) and 2.250 (b). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.47 and figure 2.XL.

Table 2.47

**Vienna, subprogramme 3: evolution of financial and post resources (gross budget)**

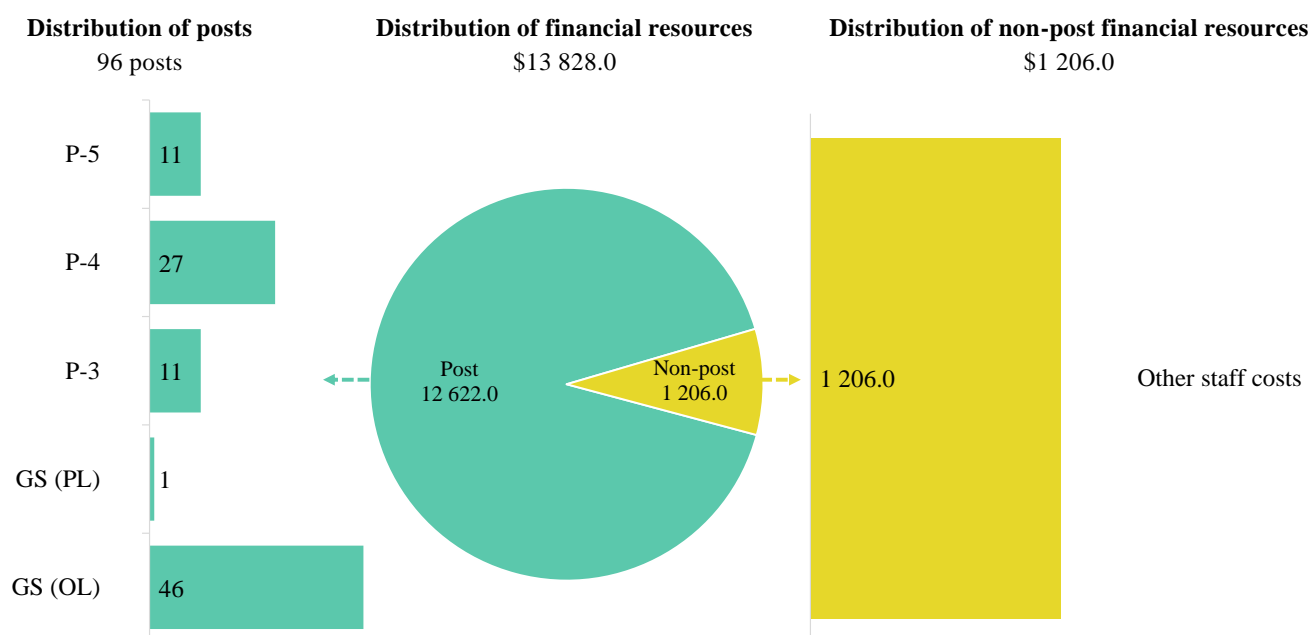
(Thousands of United States dollars/number of posts)

	2019 expenditure	Approved level for 2020	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	12 512.9	12 669.2	41.8	–	(89.0)	(47.2)	(0.4)	12 622.0
Non-post	1 642.5	2 085.2	(879.2)	–	–	(879.2)	(42.2)	1 206.0
Total	14 155.4	14 754.4	(837.4)	–	(89.0)	(926.4)	(6.3)	13 828.0
Post resources by category								
Professional and higher		49	–	–	–	–	–	49
General Service and related		48	–	–	(1)	(1)	(2.1)	47
Total		97	–	–	(1)	(1)	(1.0)	96

Figure 2.XL

**Vienna, subprogramme 3: distribution of proposed resources for 2021 (before recosting) (gross budget)**

(Number of posts/thousands of United States dollars)



### Subprogramme 4

#### Meetings and publishing services

2.253 The proposed resources on a gross basis for 2021 amount to \$9,460,800, reflecting a decrease of \$472,000 compared with the approved level for 2020. The proposed decrease of \$472,000 is explained in paragraphs 2.249 (b) and 2.250 (c). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.48 and figure 2.XLI.

Table 2.48

**Vienna, subprogramme 4: evolution of financial and post resources (gross budget)**

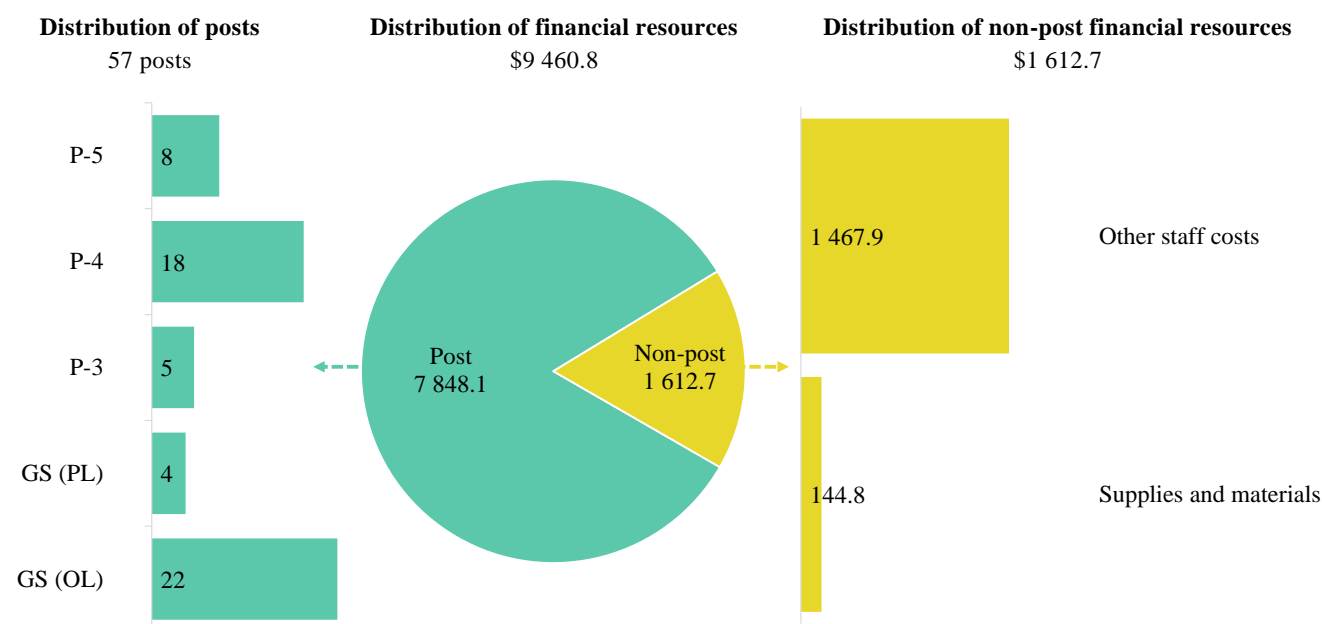
(Thousands of United States dollars/number of posts)

	2019 expenditure	Approved level for 2020	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 849.1	7 691.0	209.0	–	(51.9)	157.1	2.0	7 848.1
Non-post	2 095.9	2 241.8	(629.1)	–	–	(629.1)	(28.1)	1 612.7
Total	9 944.9	9 932.8	(420.1)	–	(51.9)	(472.0)	(4.8)	9 460.8
Post resources by category								
Professional and higher		32	–	–	(1)	(1)	(3.1)	31
General Service and related		25	–	–	1	1	4.0	26
Total		57	–	–	–	–	–	57

Figure 2.XLI

**Vienna, subprogramme 4: distribution of proposed resources for 2021 (before recosting) (gross budget)**

(Number of posts/thousands of United States dollars)



## Conference management, Nairobi<sup>i</sup>

### Subprogramme 2

#### Planning and coordination of conference services

2.254 The proposed regular budget resources for 2021 amount to \$3,297,000 and reflect an increase of \$708,000 compared with the appropriation for 2020. The proposed increase of \$708,000 is explained in paragraph 2.228 (c). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.49 and figure 2.XLII.

Table 2.49

**Nairobi, subprogramme 2: evolution of financial and post resources**

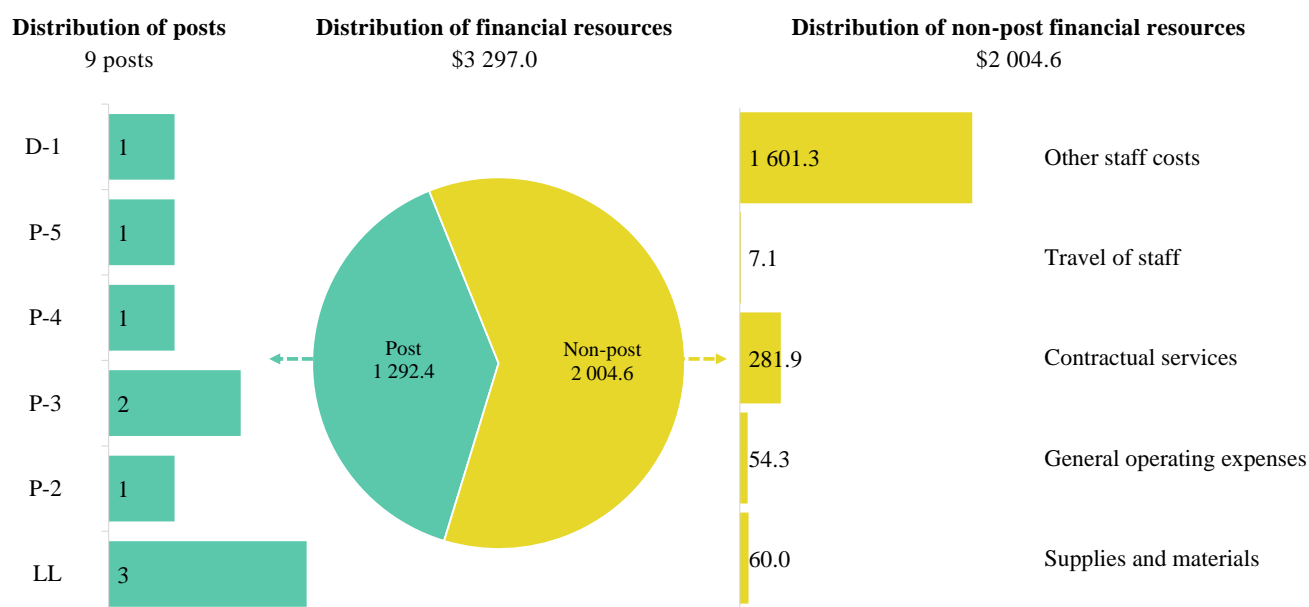
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 247.3	1 292.4	—	—	—	—	—	1 292.4
Non-post	2 753.3	1 296.6	—	708.0	—	708.0	54.6	2 004.6
Total	4 000.6	2 589.0	—	708.0	—	708.0	27.3	3 297.0
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		3	—	—	—	—	—	3
Total		9	—	—	—	—	—	9



Figure 2.XLII  
**Nairobi, subprogramme 2: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



### Subprogramme 3 Documentation services

2.255 The proposed regular budget resources for 2021 amount to \$4,598,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 2.50 and figure 2.XLIII.

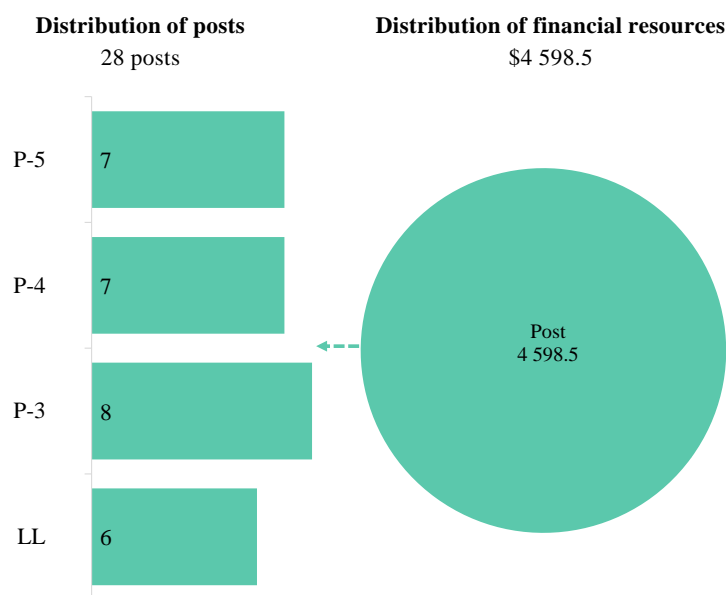
Table 2.50  
**Nairobi, subprogramme 3: evolution of financial and post resources**  
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 066.5	4 598.5	—	—	—	—	—	4 598.5
Non-post	0.7	—	—	—	—	—	—	—
Total	4 067.2	4 598.5	—	—	—	—	—	4 598.5
Post resources by category								
Professional and higher		22	—	—	—	—	—	22
General Service and related		6	—	—	—	—	—	6
Total		28	—	—	—	—	—	28

Figure 2.XLIII

**Nairobi, subprogramme 3: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



**Subprogramme 4  
Meetings and publishing services**

- 2.256 The proposed regular budget resources for 2021 amount to \$4,298,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 2.51 and figure 2.XLIV.

Table 2.51

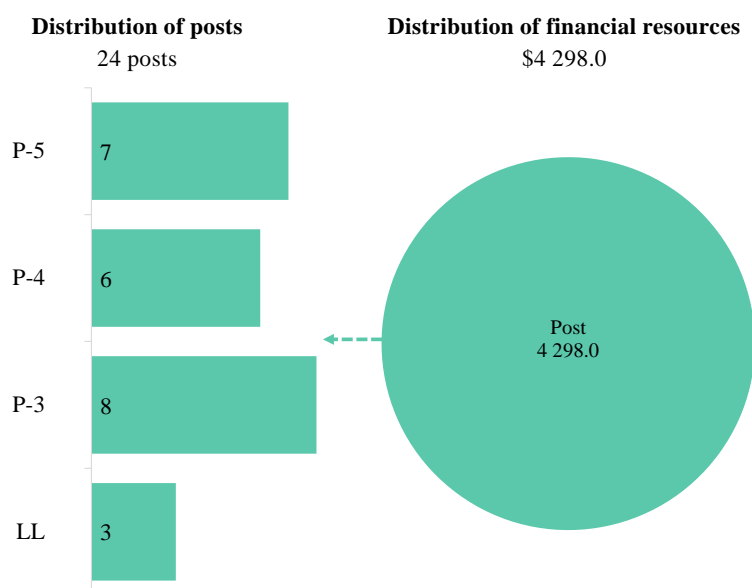
**Nairobi, subprogramme 4: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	3 523.9	4 298.0	—	—	—	—	—	4 298.0	
Non-post	1.4	—	—	—	—	—	—	—	
Total	3 525.2	4 298.0	—	—	—	—	—	4 298.0	
Post resources by category									
Professional and higher		21	—	—	—	—	—	21	
General Service and related		3	—	—	—	—	—	3	
Total		24	—	—	—	—	—	24	

Figure 2.XLIV  
**Nairobi, subprogramme 4: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



### Programme support

- 2.257 The programme support component comprises the Executive Office; the Global Technical Team, which provides enterprise conference management solutions to all conference management operations in the four duty stations; the Business Analysis Section based in New York, which services local clients; the Information Technology Section based in Geneva, which contributes to the development of enterprise conference management solutions; and the Information Technology Units in Vienna and Nairobi, which service local operations.
- 2.258 The Executive Office of the Department for General Assembly and Conference Management provides central administrative services to the Department in the areas of human resources management, financial management and general administration. In the context of the global management of conference services, the Executive Office will be responsible for harmonizing the administrative and budgetary methodologies of the conference-servicing components at all four duty stations.
- 2.259 The ICT units at the three duty stations away from Headquarters are responsible for maintaining, enhancing and supporting ICT solutions that are specific to conference management, consistent with the Department's strategic priorities and operational needs and in support of the discharge of its mandates. The Business Analysis Section in New York performs those same functions, as well as the additional ones outlined below.
- 2.260 The Global Technical Team comprises staff and individual contractors funded by the Department under section 2 of the regular budget. It is responsible for maintaining departmental ICT products, which cover the three primary domains of meetings, documents and translation. The gMeets and gDoc systems developed and maintained by the Team are expected to become part of the enterprise conference management solutions.
- 2.261 The Business Analysis Section in New York will continue to analyse business needs with a view to simplifying processes. Based on its analyses, the Section will design, develop and deploy innovative information technology solutions for delegates in New York. The proposed level of resources will allow the Section to continue responding to the needs of Member States for up-to-date ICT platforms in an agile and client-oriented way.

2.262 The proposed regular budget resources for 2021 amount to \$16,077,200 and reflect a net decrease of \$925,500 compared with the appropriation for 2020. The proposed decrease of \$925,500 is explained in paragraphs 2.227 (f) and 2.229 (d). Additional details on the distribution of proposed resources for 2021 are reflected in table 2.52 and figure 2.XLV.

Table 2.52

**Programme support: evolution of financial and post resources**

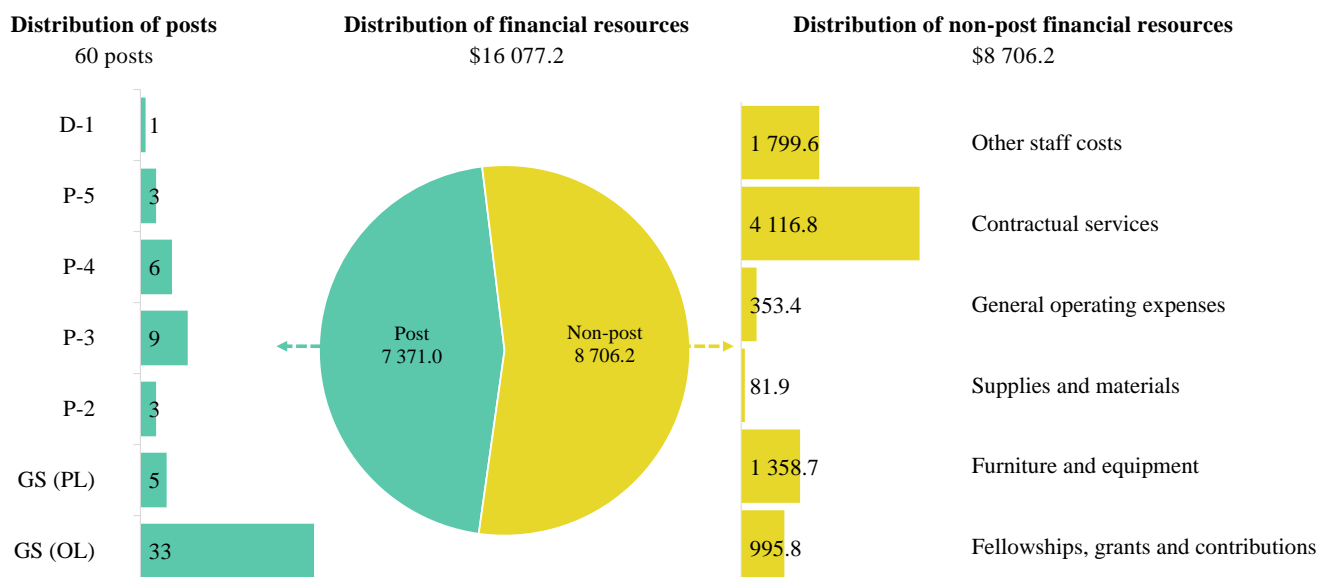
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	7 225.5	8 363.5	464.2	–	(1 456.7)	(992.5)	(11.9)	7 371.0
Non-post	10 571.8	8 639.2	–	–	67.0	67.0	0.8	8 706.2
<b>Total</b>	<b>17 797.3</b>	<b>17 002.7</b>	<b>464.2</b>	<b>–</b>	<b>(1 389.7)</b>	<b>(925.5)</b>	<b>(5.4)</b>	<b>16 077.2</b>
Post resources by category								
Professional and higher		23	–	–	(1)	(1)	(4.3)	22
General Service and related		49	–	–	(11)	(11)	(22.4)	38
<b>Total</b>		<b>72</b>	<b>–</b>	<b>–</b>	<b>(12)</b>	<b>(12)</b>	<b>(16.7)</b>	<b>60</b>

Figure 2.XLV

**Programme support: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## United Nations share (net budget): information technology support, Vienna

- 2.263 The requirements relating to information technology support for the conference services in Vienna are budgeted on a net basis, whereby the appropriation under the programme budget is made for only the United Nations share of those activities. The gross budget, for which the United Nations has responsibility under the arrangements for unified conference services and which is the basis for the net budget, is also presented for the review and approval of the General Assembly. Thus, the estimates for information technology that follow are presented on both a gross basis and a net-of-reimbursement by non-Secretariat organizations basis, as summarized in table 2.53.

Table 2.53

### Information technology, Vienna: evolution of requirements by component

(Thousands of United States dollars)

	2019	2020	2021 estimate (before recosting)
Conference services, Vienna (gross budget)	1 487.1	1 250.4	1 250.4
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	68.6	254.6	254.6
<b>United Nations (net budget)</b>	<b>1 418.5</b>	<b>995.8</b>	<b>995.8</b>

- 2.264 As shown in table 2.53, the regular budget resource requirements for 2021 are estimated at \$995,800 and are included in the proposed resources for programme support as reflected in table 2.52 and figure 2.XLV.

## Resource requirements (gross budget): information technology, Vienna

- 2.265 The proposed resources on a gross basis for 2021 amount to \$1,250,400 and reflect no change in the resource level compared with the approved level for 2020. Additional details are reflected in table 2.54 and figure 2.XLVI.

Table 2.54

### Information technology, Vienna: evolution of financial and post resources (gross budget)

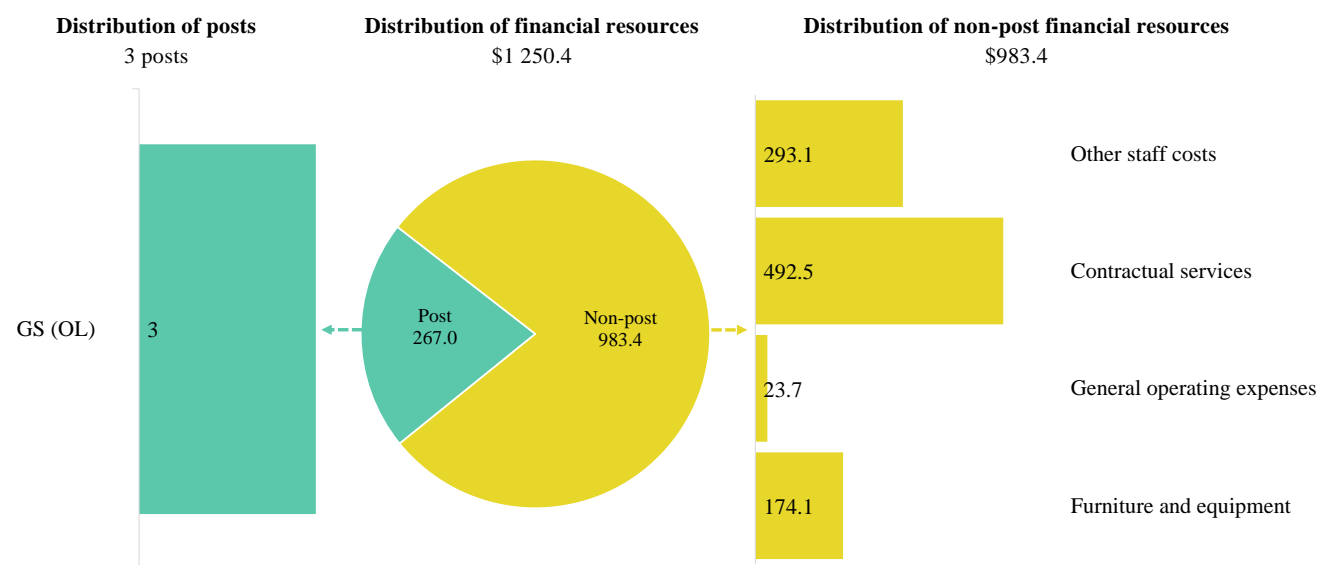
(Thousands of United States dollars/number of posts)

	2019 expenditure	Approved level for 2020	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	432.6	267.0	—	—	—	—	—	267.0
Non-post	1 054.5	983.4	—	—	—	—	—	983.4
Total	1 487.1	1 250.4	—	—	—	—	—	1 250.4
Post resources by category								
Professional and higher		—	—	—	—	—	—	—
General Service and related		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 2.XLVI

**Information technology, Vienna: distribution of proposed resources for 2021 (before recosting) (gross budget)**

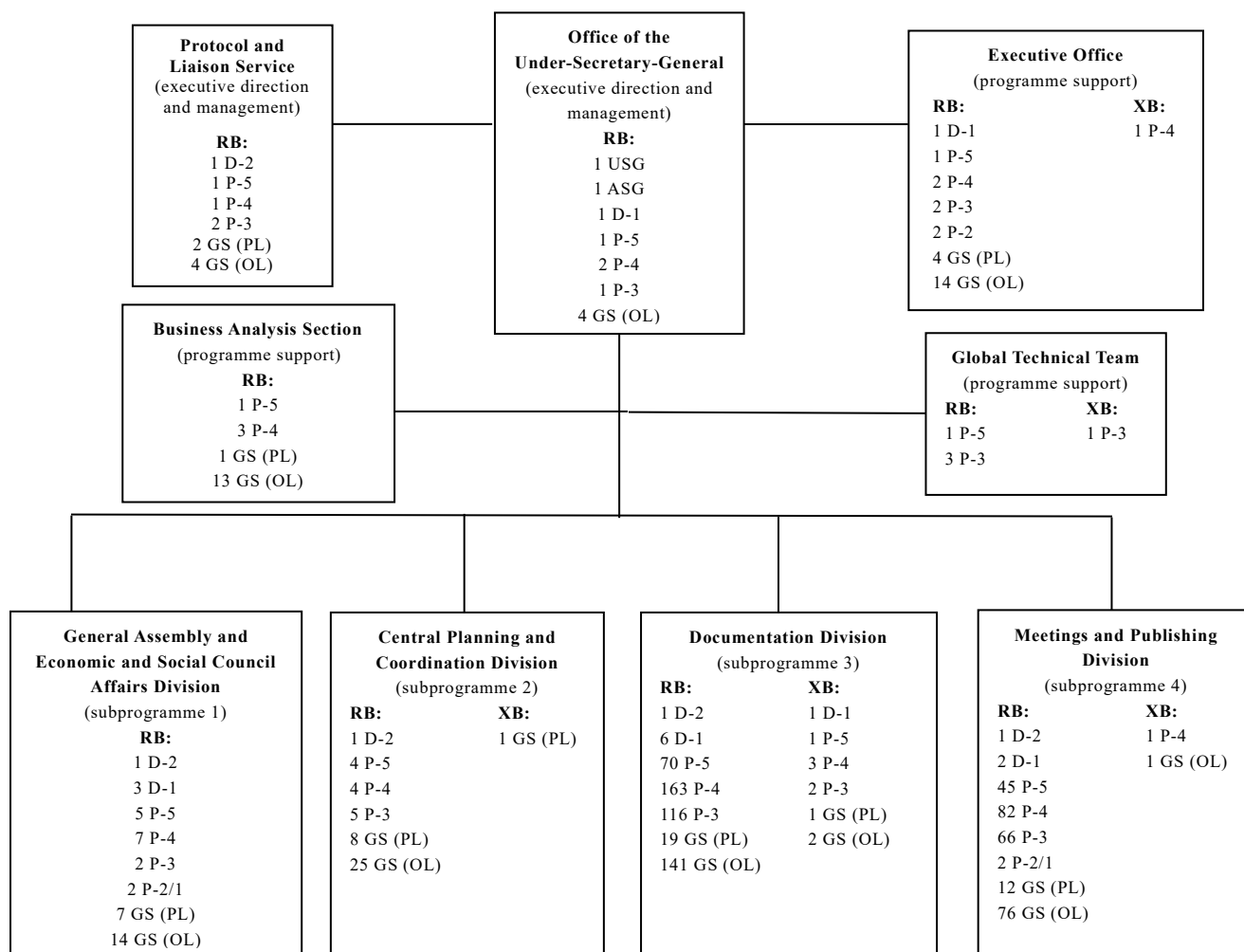
(Number of posts/thousands of United States dollars)



## Annex I

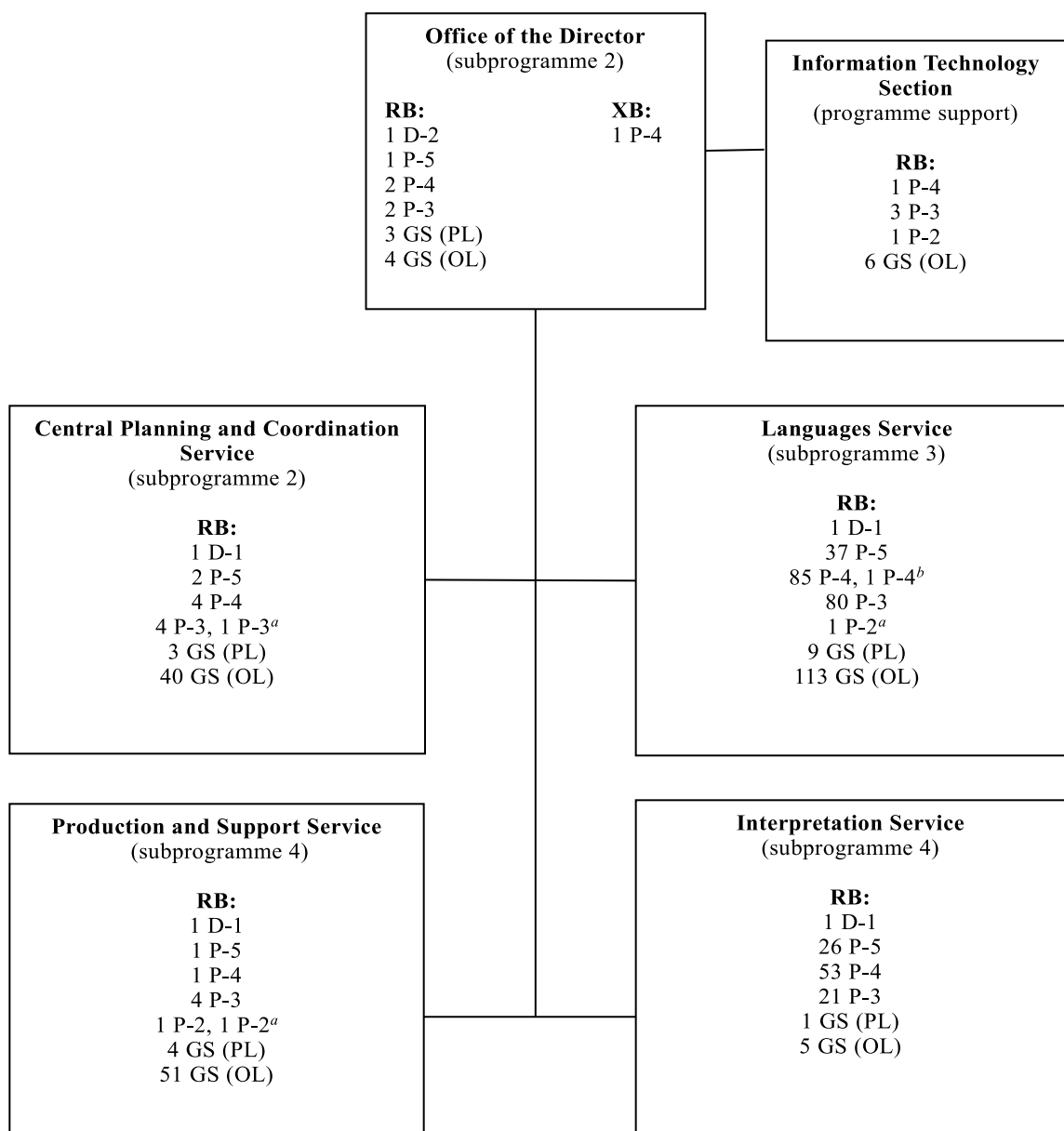
## Organizational structure and post distribution for 2021

## A. Department for General Assembly and Conference Management, New York



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

## B. Division of Conference Management, Geneva



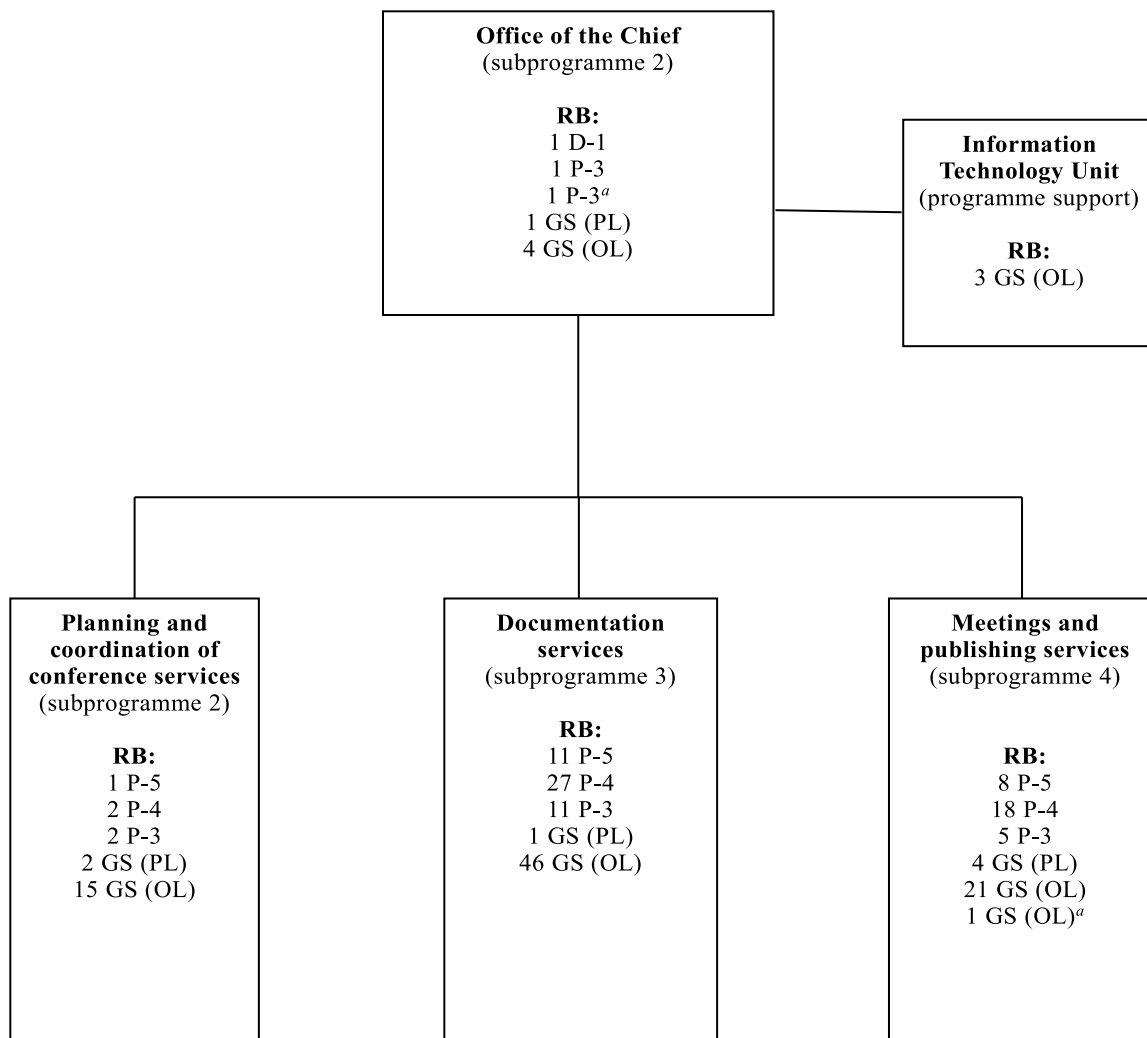
*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.

<sup>a</sup> Establishment.

<sup>b</sup> Reclassification.

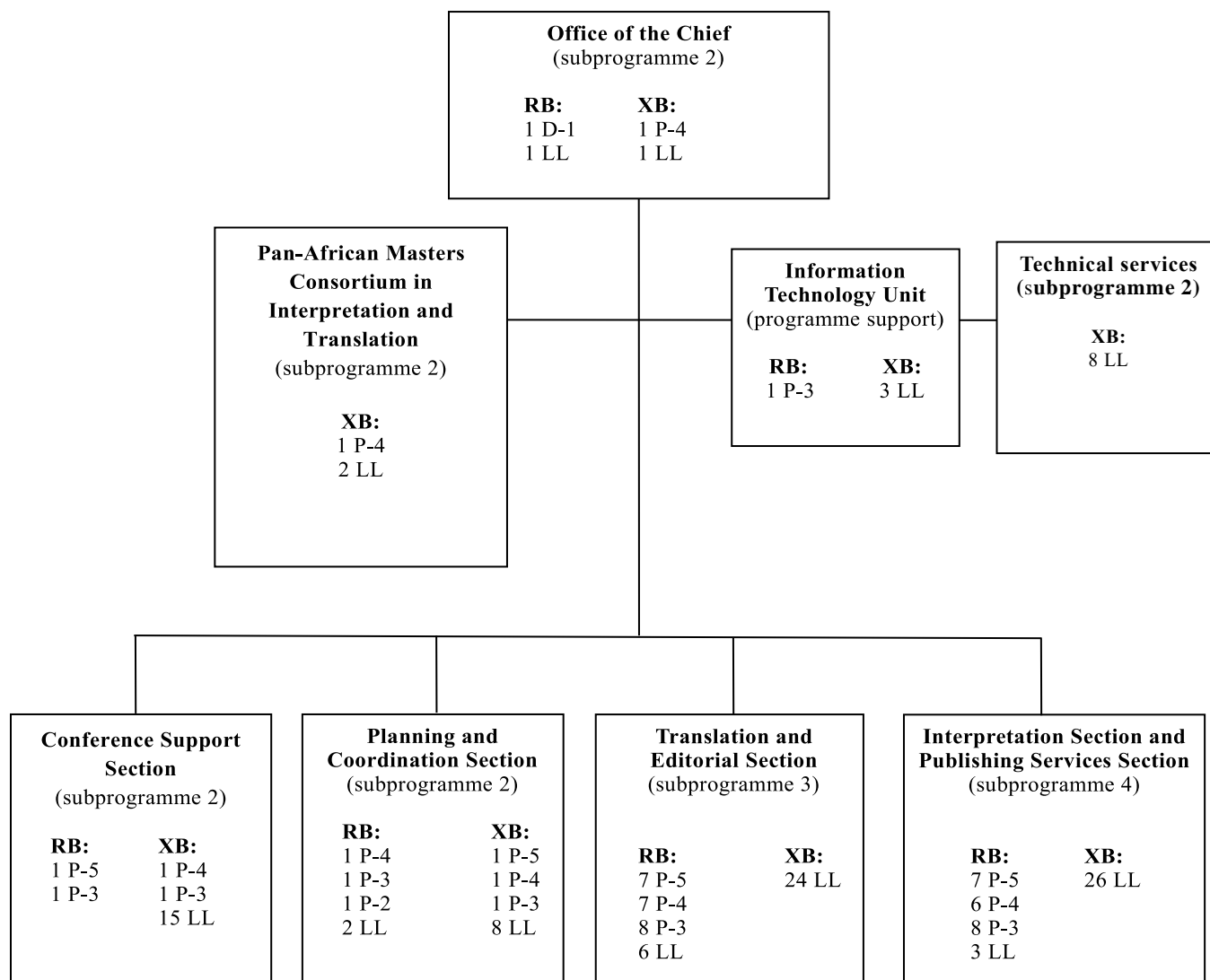


### C. Conference Management Service, Vienna



*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget.

<sup>a</sup> Inward redeployment.

**D. Division of Conference Services, Nairobi**

*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; RB, regular budget; XB, extrabudgetary.

## Annex II

### Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### Advisory Committee on Administrative and Budgetary Questions

[A/74/7](#)

While acknowledging the efforts of the Department to increase the geographical diversity of English, French and Spanish translators, the Advisory Committee notes a concentration of translators from a limited number of countries, and therefore encourages further efforts to increase the geographical diversity of translators (para. I.56).

The Advisory Committee notes the improvement in the rate of compliance with the advance purchase policy in 2019 and encourages the Department for General Assembly and Conference Management to continue its efforts (para. I.72).

The new remote format for the language competitive examination and the increased outreach efforts have increased the geographical diversity of applicants. All recruitment examinations for junior translators are done online, enabling any language professional anywhere in the world to take them as long as they have access to an Internet connection and a computer. The option to use the Internet connection at United Nations offices for the duration of the examination has been offered to candidates in select countries, such as Cuba and Senegal. Examinations are widely publicized on the Department's social media accounts and the United Nations careers portal. In addition, targeted outreach to potential candidates in Africa, Latin America and the Caribbean is carried out through universities that have signed a memorandum of understanding on cooperation in training of candidates for competitive language examinations. These universities provide training to language professionals every time an examination is organized. Other outreach activities target professional associations in underrepresented regions. As stated in the recommendation, despite these efforts, successful candidates tend to come from some specific countries with good translation schools that provide training in the official languages of the United Nations. Most African, Latin American and Caribbean universities, for example, do not provide training in two foreign languages or do not offer Russian, Chinese or Arabic. The decision to waive the third language requirement for candidates sitting the language competitive examination for Spanish translators and the Pan-African Masters Consortium in Interpretation and Translation are examples of efforts to address this situation.

In 2019, the Department continued to closely monitor and address the exceptions for travel requests made within 21 days of departure.

In addition, the Department continues to implement the following measures to improve the rate of compliance with the advance purchase policy:

- (a) Forecasting and advance planning of official travel;

**Part I**                      **Overall policymaking, direction and coordination**

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*Brief description of the recommendation*

*Action taken to implement the recommendation*

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(b) Onboarding of staff planned in advance with contingencies in place (e.g. advance request for G4 visa);

(c) Raising awareness of requirements among staff and managers authorizing travel;

(d) Minimizing instances of approval of exceptions.

The compliance rate has improved from 71 per cent in 2018 to 74 per cent in 2019 and reached 80 per cent by January 2020.

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## Annex III

## Summary of proposed changes in established and temporary posts, by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management, Protocol and Liaison Service	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Protocol Assistant	To improve flexibility and workforce utilization, post to be abolished, with offsetting increase in funding for temporary assistance for meetings
New York: subprogramme 1, General Assembly and Economic and Social Council affairs	(1)	GS (PL)	<b>Abolishment</b> of 1 post of Senior Meetings Services Assistant	To improve flexibility and workforce utilization, post to be abolished, with offsetting increase in funding for temporary assistance for meetings
New York: subprogramme 2, Planning and coordination of conference services	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Meetings Services Assistant	To improve flexibility and workforce utilization, post to be abolished, with offsetting increase in funding for temporary assistance for meetings
New York: subprogramme 3, Documentation services	(1)	GS (PL)	<b>Abolishment</b> of 1 post of Senior Editorial Assistant	To improve flexibility and workforce utilization, posts to be abolished, with offsetting increase in funding for temporary assistance for meetings
	(2)	GS (PL)	<b>Abolishment</b> of 2 posts of Senior Language Reference Assistant	
	(4)	GS (OL)	<b>Abolishment</b> of 4 posts of Editorial and Desktop Publishing Assistant	
New York: subprogramme 4, Meetings and publishing services	(4)	GS (OL)	<b>Abolishment</b> of 4 posts of Meetings Services Assistant	To improve flexibility and workforce utilization, posts to be abolished, with offsetting increase in funding for temporary assistance for meetings
	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Information Systems Assistant	
New York: programme support	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Information Systems Assistant	To reduce requirements under posts, post to be abolished, with offsetting increase in requirements for contractual services in the Business Analysis Section to better fit the needs of ongoing projects and retain access to the latest technology advances on the market
Geneva: subprogramme 2, Planning and coordination of conference services	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Meetings Services Assistant	To improve flexibility and workforce utilization, posts to be abolished, with offsetting increase in funding for temporary assistance for meetings
	1	P-3	<b>Establishment</b> of 1 post of Programme Management Officer	To provide required professional substantive expertise to improve the quality of end-to-end planning and coordination and optimize the effectiveness of operations in the face of growing complexity and increased integration across duty stations and the next generation of integrated global systems for conference and events management. The main functions will be conducting research and analysis into how to further optimize capacity utilization, increase the effectiveness of operational systems and decision support tools, including global projects, align the Division's business practices with the evolving conference needs of Member States, implement operational and organizational innovation, arrange and deliver complex and sensitive events, develop policy, interact with intergovernmental and expert bodies, and cooperate with multiple stakeholders across duty stations, departments, international organizations and event organizers and managers

**Part I Overall policymaking, direction and coordination**

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Geneva: subprogramme 3, Documentation services	(4)	GS (OL)	<b>Abolishment</b> of 4 posts of Editorial and Publishing Assistant	To improve flexibility and workforce utilization, posts to be abolished, with offsetting increase in funding for temporary assistance for meetings pooled under subprogramme 2
	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Documents Management Assistant	
	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Administrative Assistant	
	(1)	P-3	<b>Reclassification</b> of 1 post from Editor, Chinese (P-3) to Editor, Chinese (P-4)	To ensure equal levels for all languages following the reclassification in 2020 of 2 posts of Editor to the P-4 level in the Arabic and Russian sections
	1	P-4		
Geneva: subprogramme 4, Meetings and publishing services	1	P-2	<b>Establishment</b> of 1 post of Associate Programme Management Officer	To improve the planning and coordination of contractual operations in the newly integrated Contractual Translation Management Unit, streamline internal workflows and supervise the recruitment of temporary capacity from the roster. The proposal will effectively address the recurrent concerns of Member States with regard to the grade structure and the need for rejuvenation of the workforce, while giving due consideration to geographic distribution and gender balance
	(1)	GS (OL)	<b>Abolishment</b> of 1 post of Documents Management Assistant	To improve flexibility and workforce utilization, post to be abolished, with offsetting increase in funding for temporary assistance for meetings pooled under subprogramme 2
	1	P-2	<b>Establishment</b> of 1 post of Associate Graphic Designer	To reflect the increased demand and overall growth in workload for the development of multichannel content, ranging from interactive digital experiences, apps, websites, signage and packaging to conceptualization, infographics, branding, logos, exhibitions and installations. It will allow the subprogramme to strengthen the work in delivering services that are focused on the user experience and ensuring all digital products are compliant with the latest accessibility standards. The proposal will effectively address the recurrent concerns of Member States with regard to the grade structure and the need for rejuvenation of the workforce, while giving due consideration to geographic distribution and gender balance
Geneva: programme support	(1)	P-2	<b>Redeployment</b> of 1 post of Associate Information Systems Officer to Administration, Geneva (section 29E)	In 2021, the Department will formalize the implementation of the ICT strategy with regard to help desk and infrastructure capacity in Geneva. Related staff are already co-located with and managed by the Information and Communication Technology Service at the United Nations Office at Geneva. As the Department is now pursuing a more strategic approach and focusing on innovation to modernize its business operations, it will rely on the Information and Communication Technology Service to provide the necessary help desk and infrastructure services. Consequently, it is proposed that the 11 posts be redeployed from section 2 to section 29E
	(1)	GS (PL)	<b>Redeployment</b> of 1 post of Senior Information Systems Assistant to Administration, Geneva (section 29E)	
	(7)	GS (OL)	<b>Redeployment</b> of 7 posts of Information Systems Assistant to Administration, Geneva (section 29E)	
	(1)	GS (OL)	<b>Redeployment</b> of 1 post of Information Technology Assistant to Administration, Geneva (section 29E)	

## Section 2 General Assembly and Economic and Social Council affairs and conference management

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
	(1)	GS (OL)	<b>Redeployment</b> of 1 post of Staff Assistant to Administration, Geneva (section 29E)	
Vienna: subprogramme 2, Planning and coordination of conference services	1	P-3	<b>Redeployment</b> of 1 post of Conference Services Officer from subprogramme 4	To align the organizational structure with operational requirements and regularize the current arrangement
Vienna: subprogramme 3, Documentation services	(1)	GS (OL)	<b>Redeployment</b> of 1 post of Desktop Publishing Assistant to subprogramme 4	To align the organizational structure with operational requirements and regularize the current arrangement
Vienna: subprogramme 4, Meetings and publishing services	(1)	P-3	<b>Redeployment</b> of 1 post of Conference Services Officer to subprogramme 2	To align the organizational structure with operational requirements and regularize the current arrangement
	1	GS (OL)	<b>Redeployment</b> of 1 post of Desktop Publishing Assistant from subprogramme 3	To align the organizational structure with operational requirements and regularize the current arrangement

*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level).