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Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

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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 *** 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.
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Foreword

Over the course of 2022, the conference management operations in New York, Geneva, Vienna and Nairobi will continue to ensure the smooth provision of the mandated services that enable the intergovernmental processes. The overall goals and key performance indicators – quality, timeliness, multilingualism, cost-effectiveness and sustainability and accessibility of the services – will remain the benchmarks for planning and evaluation of the programme implementation.

The year 2020, a tumultuous year marked by the coronavirus disease (COVID-19) pandemic and continued liquidity constraints in the Organization, highlighted the paramount importance of business continuity and continued investment in technology. Conference services adapted quickly to the new requirements dictated by safety measures and unpredictable funding. All mandated services were provided, but in most of the areas, business continuity required emergency measures that will not be sustainable in the medium or long term.

At all four duty stations, shifting substantive and technical secretariat services, as well as documentation and meeting services and their coordination and management, to virtual and hybrid environments was possible only because over the last decade the global operations of the Department for General Assembly and Conference Management have methodically leveraged technologies for new ways of working. Staff convincingly demonstrated their professionalism and dedication in the difficult circumstances, reflecting the Department's culture of client orientation and service delivery. The automation, virtualization and integration of major work processes brought to life innovative solutions for business continuity, while improving the versatility, quality, cost-effectiveness and timeliness of all the services provided, and in some areas facilitated better productivity. In 2022, most of the tools crucial to implementing the mandate of the Department will be connected with other enterprise software systems, such as Umoja and Inspira. These tools will be further refined and sustainably maintained by a specialized team of computational linguists and experts on multilingual conference solutions, paving the way for further innovation, the provision of better and new services for Member States and improved transparency and accountability in conference management operations.

Innovation is not limited to technologies and automation will not lead to progress by itself. Technologies are more effective when they are used as enablers of transformation in business processes.

We are committed to nurturing the skills and advancing the change needed for continued and sustainable excellence. New skill sets will be encouraged and developed in order to operate and further improve the software bundles created and used by the Department. This will require continued focus on training, systematic succession planning for the conference-servicing multilingual workforce and active outreach to academic and professional communities. Partnerships within the global community of providers of services to intergovernmental bodies will be key to ensuring effective knowledge-sharing and the leveraging of global best practices.

A key purpose of the United Nations, enshrined in its Charter, is for the Organization to be a centre for harmonizing the actions of nations. In 2022, the conference management operations of the Secretariat will contribute to the harmony of the orchestra by further fine-tuning its mandated actions, as described in the various parts of the present budget proposal.

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

A. Proposed programme plan for 2022 and programme performance for 2020

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, 73/346, 74/252, 74/303 and 75/244. The Department is responsible for:

(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;

(b) Assistance 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 on and increase in the membership of the Security Council and other matters related to the Council;

(c) Substantive and technical secretariat support to the Committee on Conferences and 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;

(d) 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.

2.2 In addition, pursuant to General Assembly resolution 69/250, the Under-Secretary-General for General Assembly and Conference Management is responsible for Secretariat-wide coordination of multilingualism, a core value of the United Nations, and serves as system-wide lead entity on this matter in collaboration with the secretariat of the United Nations System Chief Executives Board for Coordination.

2.3 In accordance with General Assembly resolution 57/283 B, the Under-Secretary-General for General Assembly and Conference Management sets the policies, formulates standards and guidelines, manages resources under section 2 of the programme budget and oversees 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 framework for delegation of authority (see ST/SGB/2019/2), a core principle of which moves centrally held decision-making closer to the point of service delivery. The Secretary-General's bulletin on the organization of the Department (ST/SGB/2021/3) reflects the intergovernmental mandates confirming the responsibilities of the Under-Secretary-General and the Directors-General at Geneva, Vienna and Nairobi for delivering conference services in a standardized and integrated manner.

Strategy and external factors for 2022

2.4   The 2022 programme plan is guided by a strategy of continuous modernization and improvement in all areas, aiming at maximizing the utilization of internal capacity while retaining, on a predictable basis, sufficient resources to flexibly adapt to surge situations.

2.5   The Department will contribute to the Secretary-General's strategy of data-driven change and digital cooperation in all areas of its work . In the area of the provision of technical secretariat services to its intergovernmental clients, it will further upgrade and enrich the e-deleGATE platform. Advanced search capabilities will be offered with regard to the e-deleGATE platform, and the additional integration of different data sources will be implemented to refine the digital version of the *Journal of the United Nations* in the six official languages of the United Nations. The Protocol and Liaison Service will explore options to add more self-service tools for permanent missions to gain further efficiencies and improve user experience.

2.6   In the areas of meetings and documentation management, the Department will continue to improve the gMeets and gDoc systems in response to operational requirements and ensure their sustainable maintenance. The systems will enable more substantial work-sharing between the various components of the conference-servicing machinery, leading to better efficiency and accountability. The enterprise management software for meeting participants, Indico, will be further enhanced to improve user experience for Member States. The enhanced interpreter assignment system eAPG 2.0 will support global planning for and the recruitment and assignment of interpreters, while complying with transactional requirements for Umoja. The system will facilitate further the harmonization and streamlining of practices and the optimal utilization of interpretation capacity across the duty stations.

2.7   With regard to the production of multilingual parliamentary documentation, the Department will further develop the machine-readability features of its outputs, leading to the production of additional categories of documents in semantically enriched formats and the automation of the processing of various document compilations (such as volumes of resolutions of various bodies), using the eLUNa converter (from Microsoft Word to a machine-readable format), with the ultimate goal of accelerating their publication. This innovation will allow the development of new digital services for Member States, enable deeper data insights and contribute to building an integrated United Nations data ecosystem.

2.8   With regard to business continuity conditions, the ability to provide services in virtual and hybrid settings remains key to mitigating potential external threats. As a result of coordinated effort, since June 2020 the Secretariat has been able to provide remote simultaneous interpretation in the official languages of the United Nations by using commercial platforms. Collaboration with the Department of Operational Support, the Office of Information and Communications Technology and all duty stations, as well as the active involvement of the current vendors, resulted in improvements to the platforms, and valuable experience was gained in identifying business requirements to provide remote interpretation when needed. The requirements reflect the perspectives of interpreters and other relevant Secretariat entities in the areas of information and communications technology, broadcasting, facilities management and other technical functions. Monitoring the impact on the health of interpreters as they provide interpretation in virtual and hybrid arrangements will be pursued to mitigate possible risks, and practices will be adjusted. Continuous assessment of new and emerging technologies, in close collaboration with the Office of Information and Communications Technology, and knowledge exchange and management across duty stations and organizations, as well as in-house research and development, will be relied upon to improve this business continuity solution.

2.9   Various conference management software systems operated by the Department will be further improved, with the goal of maximizing automation and business continuity. All such tools developed by the Department are available on a cost-recovery basis to entities of the United Nations system, promoting economies of scale and the interoperability of data.

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.

2.11   Special attention will be paid to recalibrating the skills and occupational orientation of language professionals. The Department will continue to reach out to universities and other institutions and implement communications strategies to ensure a supply of talented linguists who have the skill sets required by the United Nations.

2.12   The Department will continue to coordinate multilingualism as a means of enhancing the effectiveness, performance and transparency of the Organization's work vis-à-vis its constituencies, in accordance with the terms of reference of the Coordinator for Multilingualism.

2.13   The Department will further pursue environmentally friendly and sustainable practices that will contribute to carbon neutrality in conference servicing, such as the remote testing of prospective employees and contractors and the electronic processing and provisioning of documentation.

2.14   For 2022, the Department's planned deliverables and activities reflect strengthened approaches to the challenges related to business continuity that are being faced by Member States. The Department will assess the lessons learned from the innovations and adaptations implemented in response to the coronavirus disease (COVID-19) pandemic to optimize conference services provided to its clients in terms of flexibility, efficiency and sustainability, including the provision of virtual and hybrid meetings services as required. Specific examples of such planned deliverables and activities are provided under all subprogrammes. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described below.

2.15   With regard to cooperation with other entities, the Department regularly engages with a network of 23 universities that have concluded memorandums of understanding with the United Nations on the training of candidates for competitive examinations for language positions, associated membership agreements and remote practicum agreements.

2.16   With regard to inter-agency coordination and liaison, the Department continues to provide substantive and technical secretariat support and serves as the permanent Chair of the International Annual Meeting on Language Arrangements, Documentation and Publications, an international forum and network of managers of international organizations that employ 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.

2.17   With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a)   Meetings and conferences are held as planned and information on changes to the calendar of conferences and meetings, as well as the programmes of work of intergovernmental and expert bodies, 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.

2.18   With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to have a further impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

2.19   The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, as a result of its continued commitment, the Department has achieved equal representation of women among its staff and has established assessment panels that take due consideration of gender perspectives, and has consistently implemented annual action plans on gender equality and the empowerment of women since 2016.

2.20   The Department will be guided by General Assembly resolutions 73/341 and 74/253, as well as by the United Nations Disability Inclusion Strategy launched by the Secretary-General on 11 June 2019, with regard to registration systems, workflows, seating arrangements and conference services, with a view to assisting delegates and participants with disabilities to contribute on equal terms to the work of the United Nations.

Programme performance in 2020

Impact of COVID-19 on programme delivery

2.21   During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department across all subprogrammes. The cancellation and postponement of a significant number of calendar meetings required quickly switching, almost entirely, to remote working and the online servicing of meetings and production of documentation. This abrupt change in fundamental working modalities was compounded by uncertainty related to constantly evolving safety measures at the global and local levels.

2.22   With regard to meeting planning and coordination, the immediate impact of the measures restricting in-person modalities was significant. Once in-person meetings could resume, room capacity was drastically reduced at all duty stations, posing a significant challenge to meetings management. Conversely, the subsequent rescheduling of many meetings to the third and fourth quarters of 2020 created unexpected recruitment challenges, as an unstable calendar of meetings meant that recruitment schedules and commitments had to be constantly updated, reconfirmed or renegotiated.

2.23   The Department experienced considerable disruptions to its multilingual parliamentary documentation workload, including the re-slotting of pre-session documents, which was coordinated globally by the Department in consultation with intergovernmental bodies and substantive secretariats. While some meetings were cancelled, along with the related documentation requirements, sufficiently far in advance, in many cases the documentation had already been processed.

2.24   The change in planned deliverables and activities and the provision of modified and new deliverables also had an impact on the expected results for 2020, as described in the programme performance sections under each subprogramme.

2.25   At the same time, however, some planned deliverables and activities were modified and new activities were identified during 2020, within the overall scope of the objectives of the subprogramme, in order to support Member States on issues emerging during the COVID-19 pandemic. The Department revised internal operating procedures so that the various services could be provided virtually while preserving legislative practices and procedures. The Department provided options for remote decision-making and the conduct of elections and voting in situations where in-person meetings would not be possible.

2.26   Interpretation services mobilized quickly to successfully introduce remote working methods. Before virtual meetings were rolled out, interpreters leveraged their diverse linguistic skills by providing written translations of a number of COVID-19-related documents and materials. Virtual/hybrid meetings with interpretation proved to be complex to organize and manage and required technical support from entities outside this budget section that did not have dedicated resources for such purposes. Providing remote interpretation created a steep learning curve for interpreters and meeting support staff in terms of working with new technologies in new environments. When remote meeting and interpretation platforms were requested, the Department actively engaged with all duty stations and the regional commissions in defining requirements for their procurement, and provided testing and developed guidelines for conducting and participating in virtual meetings under business continuity conditions. Interpreters led the testing of remote simultaneous interpretation platforms and, despite COVID-19 restrictions, designed and delivered online interpretation skills testing and outreach activities.

2.27   In addition, numerous unplanned documents related to the pandemic were submitted for translation, which reduced resources for the processing of previously mandated documentation and affected their timely issuance. This additional workload increased pressure on the documentation services, whose capacity was already affected by the hiring freeze instituted as a result of liquidity constraints. Despite the additional burden on linguists from responsibilities stemming from working from home, documentation staff demonstrated the highest degree of professionalism and even increased translation productivity or performed new functions.

2.28   New activities initiated by language staff in response to the pandemic included the production of consistent terminology about the virus. In 2020, the World Health Organization signed an agreement to use eLUNa and UNTERM, which resulted in the availability of the relevant medical terminology to all organizations and the general public and thereby contributed to the assurance of the quality and consistency of multilingual documentation across the United Nations system.

2.29   Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will analyse lessons learned and mainstream best practices from the adaptation of its programme to the COVID-19 pandemic. The experience of business continuity during the pandemic confirmed the value of the Department's reliance on automation and remote technologies. As the Department had put in place and tested business continuity processes at all duty stations well before the pandemic's impact was felt in the host countries, it made a seamless transition to the new remote working methods and delivered services without disruption, with the exception of the remote interpretation services that were added later within the reasonable time needed to procure commercial platforms.

Legislative mandates

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

General Assembly resolutions

| 43/222 A–E; 75/244 | Pattern of conferences | 74/303 | Revitalization of the work of the General Assembly |
| 50/11; 73/346 | Multilingualism | | |

Deliverables

2.31   Table 2.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 2.1
Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**1**	**1**	**2**	**1**
1. Report of the Secretary-General on the pattern of conferences	1	1	1	1
2. Report of the Secretary-General on multilingualism	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	**22**	**8**	**23**	**22**
3. Meetings of the General Assembly related to multilingualism	–	–	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	16	5	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	3	6	6
C. Substantive deliverables				
Consultation, advice and advocacy: meetings of the International Annual Meeting on Language Arrangements, Documentation and Publications with an estimated 65 entities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: six language days, two internationally recognized language celebrations and related observances on multilingualism.				
External and media relations: in line with the role of the Coordinator for Multilingualism, meetings with language groupings or other relevant international organizations upon request.				
Digital platforms and multimedia content: websites and social media accounts of the Department for General Assembly and Conference Management, including on outreach to universities and on multilingualism.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services (editing, translation and desktop publishing of 133 non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with Member States.				

Evaluation activities

2.32 The following self-evaluations completed in 2020 have guided the programme plan for 2022:

(a) The Department's contribution through its business practices to the realization of Sustainable Development Goal 12, Responsible consumption and production;

(b) Factors influencing translation throughput productivity (Geneva);

(c) Provision of services for non-calendar meetings (Vienna);

(d) Risk register evaluation and update (Nairobi).

2.33 The findings of the self-evaluations referenced above have been considered for the programme plan for 2022. In addition, the common evaluation on language and desktop publishing and text-processing across all duty stations that began in 2020 has confirmed the importance of a central assessment and evaluation of the activities of the subprogrammes, provided analysis of data at the global level and facilitated data comparison and common findings.

2.34 An evaluation on workload-sharing in the context of integrated management across all duty stations, including on how workload-sharing has developed as a result of COVID-19 and the liquidity constraints and how it will contribute to mandated goals in the future, is planned for 2022.

Programme of work

Subprogramme 1
General Assembly and Economic and Social Council affairs

Objective

2.35   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

2.36   To contribute to the objective, the subprogramme will provide technical secretariat services and coordinate substantive support to intergovernmental bodies, including the General Assembly, its General Committee, First Committee, Special Political and Decolonization Committee (Fourth Committee), Second Committee and Third Committee, and its various subsidiary and ad hoc bodies; the Economic and Social Council and its forums and 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. It provides advice to their presidents/chairs and bureaux to ensure the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work. It also provides substantive, analytical and historical information to clients, drawing from best practices and institutional memory.

2.37   The subprogramme will strengthen its core software tools in response to requests from Member States. The e-deleGATE portal now provides technical secretariat services, improving access for authorized delegates, who 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 from any location. Member States also receive dedicated session-related information through the e-deleGATE announcements function. Experience in servicing the volume of virtual meetings in 2020 will guide efforts to innovate its suite of digital services in 2022.

2.38   The above-mentioned work is expected to result in:

(a)   The smooth conduct of meetings of the intergovernmental bodies serviced;

(b)   Expanded availability and accessibility of secretariat support to the delegations, as well as an improved user experience for delegations on the e-deleGATE portal.

Programme performance in 2020

2.39   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Decisions taken during the COVID-19 pandemic

2.40   For the first 74 years of the Organization's existence, all decisions and resolutions were adopted during plenary meetings of its principal organs. No formal action was taken outside in-person meetings. In March 2020, all in-person meetings came to a standstill following the onset of the COVID-19 pandemic. The subprogramme continued to offer advice to the presidents and bureaux to ensure the procedurally correct conduct of meetings.

2.41   In consultation with the Office of Legal Affairs, the subprogramme prepared different options for decision-making during the pandemic for consideration by the Presidents of the General Assembly and of the Economic and Social Council. It outlined step-by-step processes for decision-making from, in the case of the General Assembly, initial consultation during an informal meeting of the

General Committee, to the adoption through silence procedure and taking note at the first possible Assembly meeting, and, in the case of the Economic and Social Council, a table with recommendations on specific actions to be taken. Similarly, consultations were supported on a procedure for decision-making in the Assembly when an in-person meeting was not possible.

Progress towards the attainment of the objective, and performance measure

2.42   The above-mentioned work contributed to the objective, as demonstrated by the adoption of General Assembly and Economic and Social Council decisions enabling the adoption of decisions and resolutions during the pandemic (see table 2.2). Thirty-seven Assembly resolutions, 36 Assembly decisions, 26 Council resolutions and 50 Council decisions were adopted during the pandemic. In addition, the Assembly held three elections by secret ballot without a plenary meeting pursuant to decision 74/557. The Council conducted elections through a silence procedure in July 2020 and conducted elections by secret ballot, while implementing COVID-19 mitigation measures, in September 2020. In its decision 75/510, the Assembly decided on a procedure for decision-making in the Assembly when an in-person meeting was not possible, which would strictly apply without discrimination and only in the most exceptional circumstances.

Table 2.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
All decisions and resolutions adopted during in-person meetings	All decisions and resolutions adopted during in-person meetings	Adoption of General Assembly and Economic and Social Council decisions enabling the adoption of decisions and resolutions during the pandemic

Planned results for 2022

2.43   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: enhancing multilateralism: strong start for new bureau members[1]

Programme performance in 2020

2.44   The subprogramme provided induction materials to more than 100 newly elected presiding officers, most of whom rotate on an annual basis. The materials focused on standard procedural advice, background information and easily accessible references, including briefings for elected officers, that took into consideration the uniqueness of each intergovernmental body. Specific meetings took place with a focus on managing regular meetings and addressing contingencies for more challenging meetings, which might entail points of order, rights of reply and other procedural motions.

2.45   The above-mentioned work contributed to 100 per cent positive feedback, which exceeded the planned target of 95 per cent of feedback that is positive, as measured by a survey of presiding officers and bureau members reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

2.46   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will expand the materials to include

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[1] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

information on new modalities arrived at by Member States during the pandemic, where applicable, while keeping the uniqueness of each of the 35 intergovernmental bodies in view. The expected progress is presented in the performance measure below (see figure 2.I).

Figure 2.I
Performance measure: percentage of feedback that is positive, as measured by a survey of presiding officers and bureau members
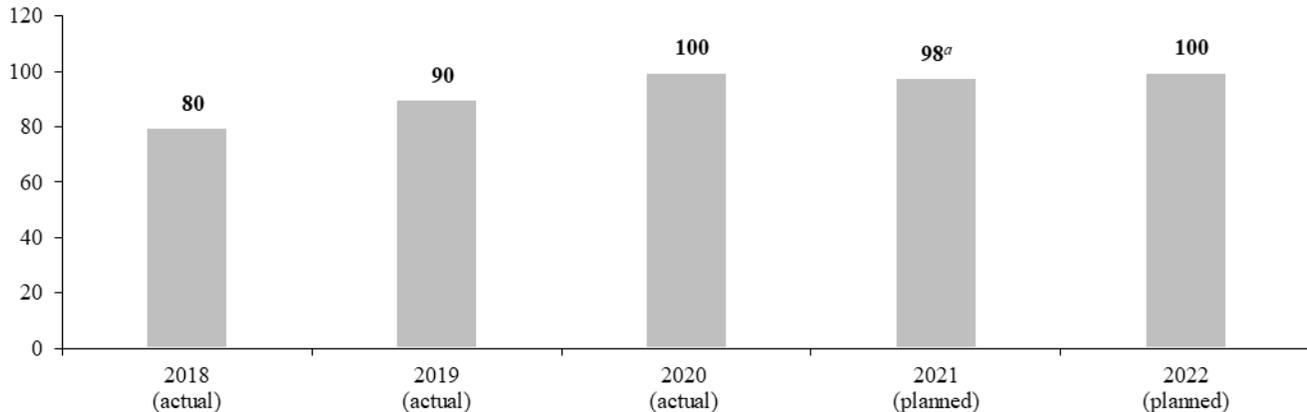
ᵃ To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: delegations use new e-deleGATE portal services[2]

Programme performance in 2020

2.47 The subprogramme has established core systems in support of its technical secretariat services, automating key services for delegates in a secure, virtual environment. As part of the Department's strategy to innovate and mainstream technology, a number of modules were designed, built, tested and rolled out, including those allowing authorized delegates to inscribe Member States on the list of speakers, open draft resolutions for sponsorship, join in sponsoring draft resolutions and register lists of delegations. Continuous improvement led to additional functionality, including electronic voting intention forms.

2.48 In 2020, the emphasis was on the migration of e-deleGATE portal services from the legacy platform to a new open-source platform while maintaining continuity of operations at a time when all intergovernmental bodies at Headquarters relied on the platform's core functionality during the pandemic.

2.49 The above-mentioned work contributed to continued 100 per cent satisfaction by bureau members and representatives of Member States, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

2.50 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, options will be explored to leverage the existing virtual architecture in support of other areas of work, assess whether modules need to be calibrated given the emerging new working methods in response to the pandemic, and identify the scope for integration of different data sources. The expected progress is presented in the performance measure below (see figure 2.II).

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[2] As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 2.II
Performance measure: continued satisfaction by bureau members and representatives of Member States
(Percentage)
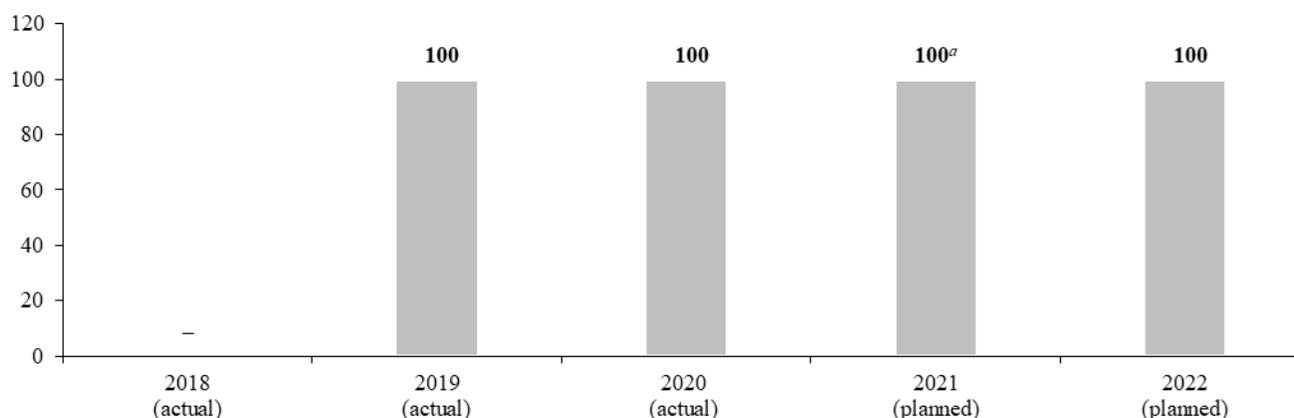
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[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enlarged procedural toolkit for intergovernmental meetings

Programme plan for 2022

2.51   Since its inception, the subprogramme has provided advice to the presidents/chairs and bureaux of intergovernmental bodies to ensure the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work. This work draws from both best practices and institutional memory.

2.52   Against the backdrop of the extraordinary circumstances brought about by the pandemic and the limitations on in-person meetings, specific decisions were taken by intergovernmental bodies to ensure continuity, including the decisions specified under the emerging result above. A number of these extraordinary arrangements are subject to explicit conditions, including modalities for pre-recorded statements, or are time-limited, such as the procedure for holding elections by secret ballot without a plenary meeting.

2.53   However, new working methods emerged with regard to operational aspects of specific secretariat services, such as registration, the list of speakers and the receipt of draft resolutions. The new working methods, initially conceived to support virtual meetings, improved service delivery and will be mainstreamed.

2.54   New working methods made wider engagement possible. For example, specific categories of participants were able to participate in meetings at a scale not previously possible, for instance during consultations on the 25-year review of the implementation of the Bejing Declaration and Platform for Action. Organization of virtual informal consultations on draft resolutions of the Main Committees of the General Assembly also facilitated the participation of Member States in sequential consultations on a virtual platform.

Lessons learned and planned change

2.55   The lesson for the subprogramme was that new modalities decided upon by the Member States during extraordinary circumstances required the subprogramme to develop new tools and methods, which it was then able to leverage to improve its service delivery after in-person meetings resumed. It continued to provide seamless support to presiding officers using the modes of communication first tried during the first half of 2020. A combination of different platforms and tools allowed for continued support to intergovernmental meetings remotely even when in-person meetings resumed

in September 2020. In applying the lesson, the subprogramme will transform, as appropriate, the original scaffolding it provided during the pandemic into new modalities that Member States can use, including with regard to the new working methods mentioned above.

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

2.56   This work is expected to contribute to the objective, as demonstrated by new tools being mainstreamed in intergovernmental proceedings (see table 2.3).

Table 2.3
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Existing modalities for intergovernmental meetings	Existing modalities for intergovernmental meetings	Emergence of new tools at the request of Member States	Engagement on use of new tools	New tools mainstreamed in intergovernmental proceedings

Deliverables

2.57   Table 2.4 below lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.4
Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**166**	**122**	**255**	**263**
1. Documents of the General Assembly and its subsidiary bodies	106	82	175	175
2. Documents of the Economic and Social Council and its subsidiary bodies	56	40	75	75
3. Documents of United Nations conferences	4	–	4	12
4. Documents of the Trusteeship Council	–	–	1	1
Conference and secretariat services for meetings (number of three-hour meetings)	**926**	**408**	**868**	**905**
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	324	222	300	300
6. United Nations conferences	20	4	15	33
7. Meetings of the First Committee	35	18	33	33
8. Meetings of the Special Political and Decolonization Committee (Fourth Committee)	35	12	30	30
9. Meetings of the Second Committee	30	29	32	32
10. Meetings of the Third Committee	60	46	58	58
11. Meetings of other subsidiary bodies of the General Assembly	160	–	155	175
12. Meetings of the Economic and Social Council	75	32	60	60
13. Meetings of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council	20	16	20	20

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
14. Economic and Social Council forum on financing for development follow-up	10	6	10	10
15. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	–	4	4
16. Meetings of subsidiary bodies of the Economic and Social Council	153	23	150	150
17. Plenary meeting of the Trusteeship Council	–	–	1	–
B. Generation and transfer of knowledge				
Publications (number of publications)	**1**	**1**	**1**	**1**
18. Delegate's Handbook	1	1	1	1
Technical materials (number of materials)	**8**	**8**	**–**	**–**
19. Induction materials and briefings for incoming bureaux of intergovernmental bodies	8	8	–	–
C. Substantive deliverables				
Databases and substantive digital materials: 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

2.58   The objective, to which this subprogramme contributes, is to ensure efficient, effective, multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in New York.

Strategy

2.59   To contribute to the objective, the subprogramme, leveraging the enterprise conference management tools (gMeets and gDoc) and data, will facilitate the optimum use of capacity for meetings and documentation services in a globally coordinated manner by addressing user requirements across duty stations, monitoring and evaluating conference services and enhancing integrated global management. Through enhanced coordination among service providers, all client needs will be addressed in an efficient and timely manner.

2.60   The subprogramme will continue to provide support, both technical and substantive, where applicable, 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. In addition, it will continue to centrally coordinate evaluation activities and risk management and provide high-quality and reliable data to facilitate informed managerial decision-making and performance monitoring. The subprogramme plans to implement business continuity in all activities.

2.61   The above-mentioned approach is expected to result in:

(a)   More responsive conference services and an enhanced user experience for Member States;

(b)   Smooth deliberations and negotiations in the intergovernmental process;

(c)   Well-established and mature standard operating procedures complemented by information technology systems applied to all services for Member States;

(d)   The timely issuance of parliamentary documents, whereby the documents are issued simultaneously in all six official languages. In 2020, 85 per cent of documents were issued in a timely manner, while 100 per cent of documents were issued simultaneously in all of the required languages.

Programme performance in 2020

2.62   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Virtual and hybrid meetings during extraordinary times

2.63   The subprogramme, immediately upon the closure of United Nations Headquarters in New York in March 2020, took the lead in programming and planning virtual meetings by revamping gMeets, the 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, to accommodate the unique requirements of such meetings, and liaising with the meeting bodies and information technology staff to seamlessly facilitate intergovernmental processes in those extraordinary circumstances. New requirements that were fulfilled ranged from the set-up of virtual and hybrid meetings to the provision of remote simultaneous interpretation.

2.64   In a short time span, three sets of standard operating procedures were developed to provide step-by-step guidelines for those requesting meetings as well as for all service providers with regard to requesting and servicing meetings of all formats, whether in person, virtual or hybrid, with or without remote simultaneous interpretation.

Progress towards the attainment of the objective, and performance measure

2.65   The above-mentioned work contributed to the objective, as demonstrated by the number of virtual and hybrid meetings held in 2020, which did not exist in prior years (see figure 2.III).

Figure 2.III
Performance measure: number of virtual/hybrid meetings
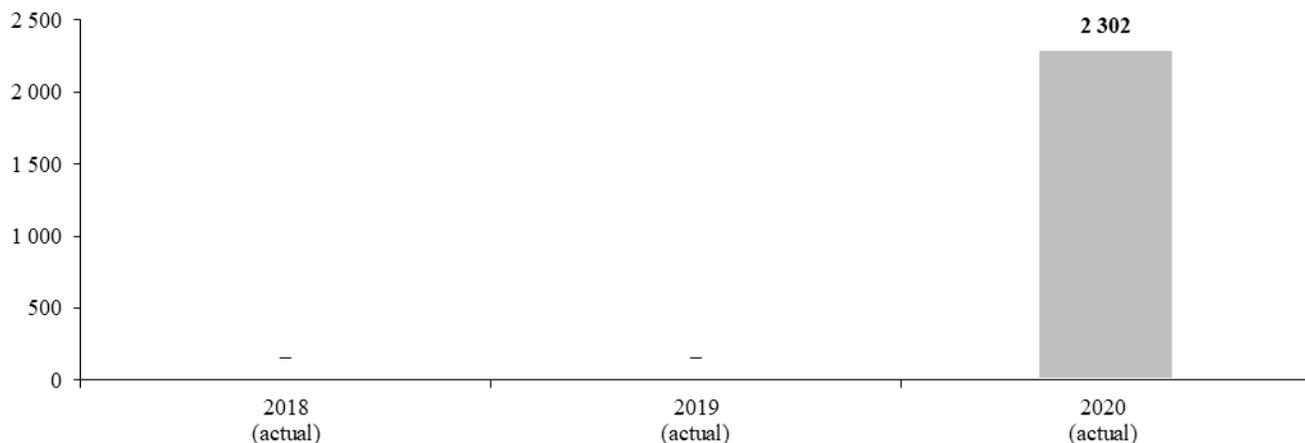
Planned results for 2022

2.66   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: One-Stop Shop – full complement of services available to Member States for meetings and events[3]

Programme performance in 2020

2.67   The subprogramme further improved its One-Stop Shop, a web-based application embedded in gMeets that provides those requesting meetings with a single point of entry for all their conference needs, with new functionalities to enhance user experience and provide greater predictability and accuracy and more timely information on the availability of services and financial requirements related to non-calendar and ad hoc meetings and events of calendar bodies. In response to the pandemic, One-Stop Shop was enhanced with new features so that clients could request virtual/hybrid meetings. It became the single entry point for all meeting requests. The subprogramme also started preparation for the deployment of One-Stop Shop globally to improve the speed, cohesiveness and response of service delivery. However, as a result of the liquidity crisis, the actual deployment to the other duty stations was postponed to 2021.

2.68   The above-mentioned work contributed to the provision of 3,679 meeting requests and 245 clients, which did not meet the target of 9,000 meetings requested and 500 clients using One-Stop Shop reflected in the proposed programme budget for 2020. This was due to the reduced number of meetings held in New York as a result of the COVID-19 pandemic.

Proposed programme plan for 2022

2.69   The subprogramme will continue work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, work will continue on adjustments to the workflow necessitated by virtual meetings, including adding new service providers and new steps such as risk assessment and clearance by the Health-Care Management and Occupational Safety and Health Division for hybrid and in-person meetings. The expected progress is presented in the performance measure below (see figure 2.IV).

Figure 2.IV
Performance measure: number of clients and meetings requested using One-Stop Shop (annual)
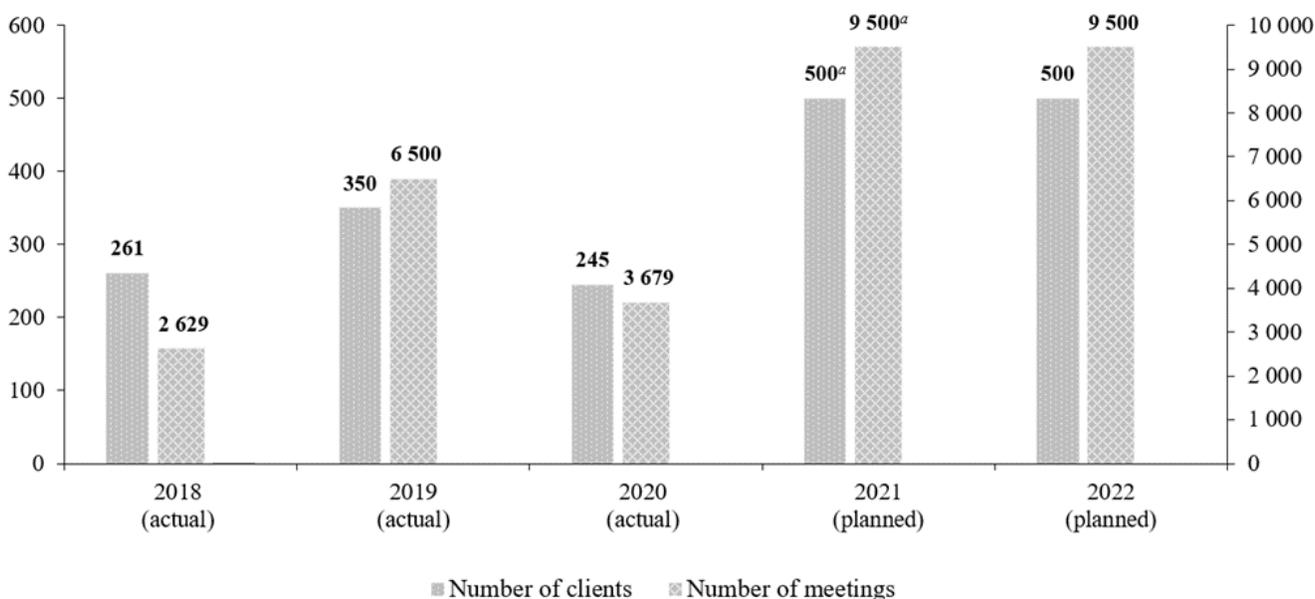
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

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[3] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Result 2: improved availability of multilingual documents for Member States[4]

Programme performance in 2020

2.70   The subprogramme, in response to the impact of the pandemic, as well as to capacity limitations arising from the liquidity situation and the substantial volume of new workload resulting from COVID-19-related documents, rapidly adapted the documentation workload forecasts and processing schedules, and dynamically reprioritized documents to ensure they were issued in accordance with the mandated time frames and/or before the start of the meetings in the official languages of the United Nations simultaneously. It also gradually expanded its slotting exercise to cover more documents, from 45 per cent of the total in 2016 to 60 per cent in 2020, thereby increasing the predictability of the incoming workload and facilitating capacity planning.

2.71   The above-mentioned work contributed to a rate of timely issuance of documents in all official languages of 85 per cent, which did not meet the target of 100 per cent reflected in the programme budget for 2021.

Proposed programme plan for 2022

2.72   The subprogramme will continue the work related to the planned result, in line with the mandate. To contribute to further progress towards the objective, the subprogramme will continue to work closely with the author departments to strive for the timely submission of documents, prioritize the incoming workload and enforce control and the limitation of documentation to ensure timely issuance. The expected progress is presented in the performance measure below (see figure 2.V).

Figure 2.V
Performance measure: timely issuance of parliamentary documents
(Percentage)
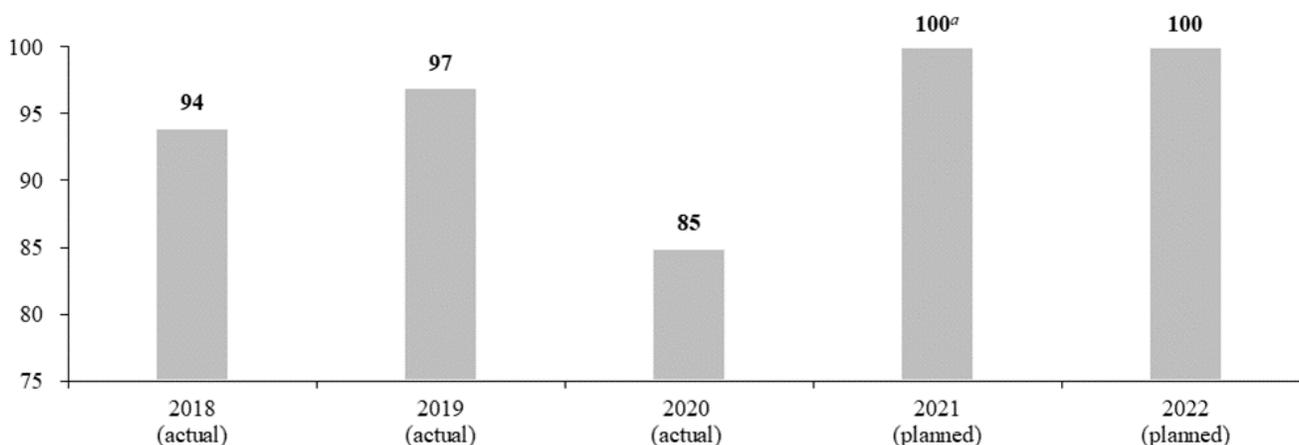
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: comprehensive, well-tested, fail-safe business continuity readiness in all areas of conference management

Programme plan for 2022

2.73   The subprogramme, in response to the impact of the pandemic and the liquidity situation, rapidly and dynamically adapted the meetings and documentation forecasts and schedules and established new workflows to facilitate capacity planning and deliver its services effectively and efficiently. It

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[4] As reflected in the programme budget for 2021 (A/75/6/Add.1).

identified and developed alternative means for delivering conference services with the use of information technology tools and systems and explored available capacity across subprogrammes within the Department to augment capacity. New workflows for new meeting formats such as virtual/hybrid meetings were established. These experiences ensured business continuity during the pandemic.

Lessons learned and planned change

2.74 The lesson for the subprogramme was that new and well-established workflows supported by information technology systems and cross-sectional collaboration enabled effective business continuity. In applying the lesson, the subprogramme will continue to optimize the utilization of available resources, update workflows and information technology systems in response to new requirements and boost capacity and cross-sectional collaboration.

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

2.75 This work is expected to contribute to the objective, as demonstrated by increasing the percentage of programmed meetings being held to 100 per cent (see figure 2.VI).

Figure 2.VI
Performance measure: percentage of programmed meetings held
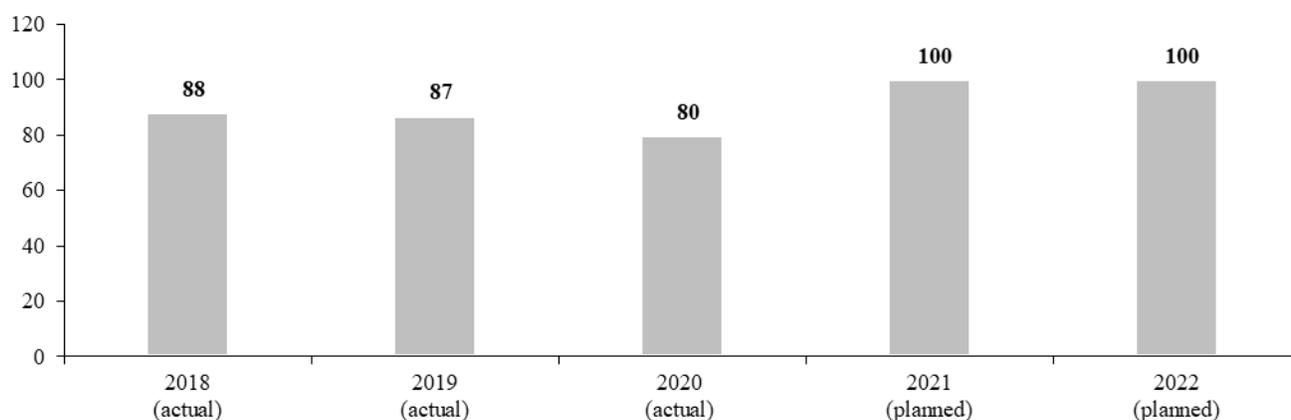
Deliverables

2.76 Table 2.5 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.5
New York, subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2022 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**11**	**11**	**12**	**11**
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	6	6	7	6

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2022 planned*
5. Revitalization of the work of the General Assembly: status of documentation for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**11**	**3**	**11**	**11**
6. Meetings of the Committee on Conferences	11	3	11	11
Conference and secretariat services for meetings (number of three-hour meetings)	**13 300**	**4 076**	**12 700**	**12 700**
7. Meetings of the Security Council and its sanctions committees and subsidiary working groups	830	515	750	750
8. Meetings of the General Assembly and its Main Committees and subsidiary bodies	3 355	1 700	3 200	3 200
9. Meetings of the Economic and Social Council and its subsidiary bodies and functional commissions	775	333	750	750
10. Meetings of the permanent and observer missions to the United Nations	3 530	267	3 130	3 130
11. Other meetings	4 810	1 261	4 870	4 870
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**251**	**251**	**251**	**251**
12. *Journal of the United Nations*	251	251	251	251

C. Substantive deliverables

Consultation, advice and advocacy: consultations with 5 Bureau members on issues related to the Committee on Conferences, including membership and the composition of the Bureau, the programme of the substantive session and requests for intersessional departures; and Bureau meetings and briefing for the 21 members of the Committee on Conferences.

Databases and substantive digital materials: One-Stop Shop platform for Member States to request meetings and conference services; and calendar of conferences and meetings website, which will be made available in all six official languages and accessible from mobile devices.

D. Communication deliverables

Digital platforms and multimedia content: website of the *Journal of the United Nations* (daily *Journal* provided for 251 working days).

Subprogramme 3
Documentation services

Objective

2.77   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 serviced by the United Nations in New York.

Strategy

2.78   To contribute to the objective, 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. It will modernize the generic job profiles of language support staff to better suit the new technological environment. It will strengthen performance management and quality assurance mechanisms, enhance outreach to universities and continuously improve recruitment methods, including through remote competitive examinations.

2.79   The subprogramme will continue to lead global innovation projects in the areas related to documentation, including gText and gDoc 2.0, as well as knowledge management and training tools.

2.80   The subprogramme will continue to maintain and enhance the UNTERM portal used by language staff, other staff members, Member States and the general public. It will continue to convert various categories of documents into machine-readable format, which may be used to develop further information services that will leverage the wealth of knowledge produced by the United Nations.

2.81   The subprogramme plans to support Member States on issues related to COVID-19 by further reviewing and adapting its working methods and by providing harmonized terminology related to the pandemic.

2.82   The above-mentioned work is expected to result in:

(a)   The timely availability of high-quality documents, issued simultaneously in the six official languages, in compliance with existing mandates, through identifying, testing, training and retaining skilled linguists;

(b)   The consistent use of official terminology in the official languages across the Organization;

(c)   The provision of machine-readable documents for the United Nations.

Programme performance in 2020

2.83   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Multilingualism upheld during the pandemic

2.84   In early 2020, at the beginning of the pandemic, staff found themselves in a new environment: working from home. The subprogramme was able to quickly adjust because the Department had already invested in creating modern tools and had fostered cohesive, committed teams that were ready to reorganize their working methods and could continue to deliver documentation in the official languages. With meetings cancelled or postponed, volunteer interpreters and verbatim reporters collaborated with translation services, which had high vacancy rates, to help them produce documentation on time. Some services took on work from other duty stations. A pilot implementation of a self-paced online training tool ("SPOT"), intended to complement future in-person training activities, was launched. The tool helped mitigate the impact of the liquidity crisis, when regular training sessions had to be limited. The subprogramme has benefited from the realization that maintaining a level of flexibility and capacity to react to the changing environment while sustaining high quality requires the constant renewal of technologies and working methods, and, equally importantly, systematic investment in the training of language staff.

2.85   Furthermore, the subprogramme made other changes to deliver documentation, including by temporarily assigning English translators/précis-writers to perform editing tasks. While such assignments had been under way since 2017 to create a more agile workforce and boost internal capacity, the pandemic offered an opportunity to step up the initiative significantly (from 27 days in 2017 to 650 as of November 2020), which helped the subprogramme to cope with the workload within internal resources.

Progress towards the attainment of the objective, and performance measure

2.86   The above-mentioned work contributed to the objective, as demonstrated by the simultaneous issuance of 100 per cent of documentation in all six official languages (see figure 2.VII).

Figure 2.VII
Performance measure: simultaneous issuance of documentation in all six official languages
(Percentage)
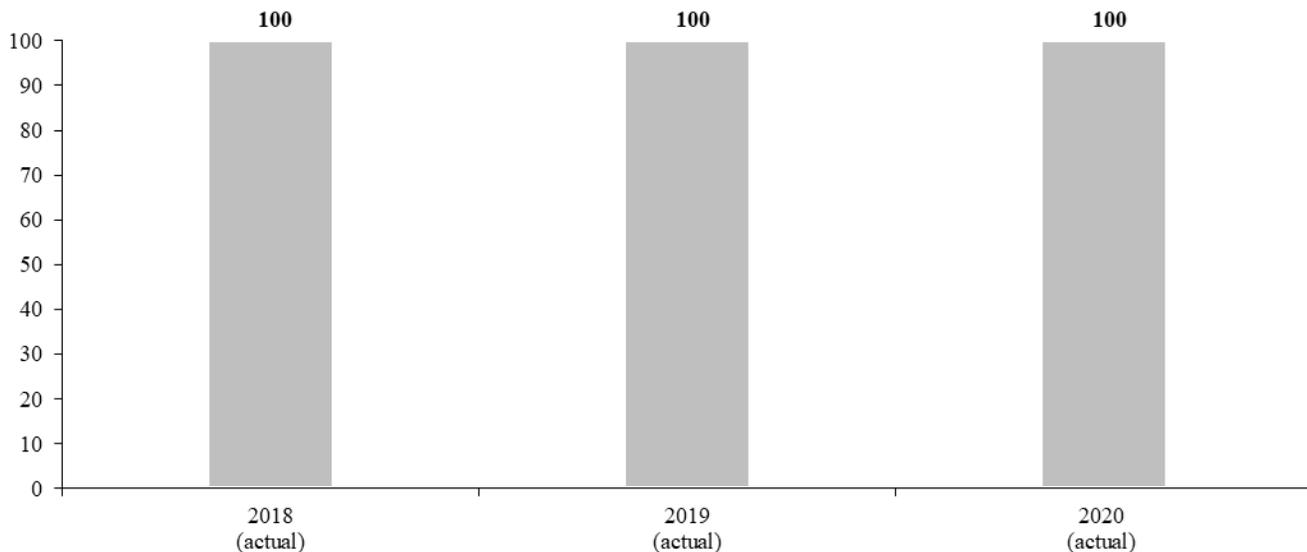
Planned results for 2022

2.87   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: constant renewal of the documentation services[5]

Programme performance in 2020

2.88   The subprogramme worked to sustain its past compliance rates for timely processing and issuance through the continued development of its global document, capacity and workflow management tool, gDoc 2.0, which will replace two existing systems. However, the liquidity crisis significantly reduced the size of the technical team, resulting in delays in the implementation of gDoc 2.0. Activities were reprioritized, focusing on the most immediately critical deliverables, such as a module needed to facilitate work-sharing across language services and duty stations, as well as security patches.

2.89   The above-mentioned work contributed to 82 per cent of documents being processed in a timely manner, which did not meet the target of 100 per cent reflected in the proposed programme budget for 2020. The efforts to reprioritize documentation and share work were not enough to cope with the challenges faced as a result of the liquidity crisis, although all documents were issued before the relevant meetings and simultaneously in the six official languages.

Proposed programme plan for 2022

2.90   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will focus on delivering the basic functionalities of gDoc 2.0 in 2021, including document request and processing modules, and additional functionalities in 2022, including contractual management features and integration with Umoja. The expected progress is presented in the performance measure below (see figure 2.VIII).

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[5] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Figure 2.VIII
Performance measure: timely processing of parliamentary documentation
(Percentage)
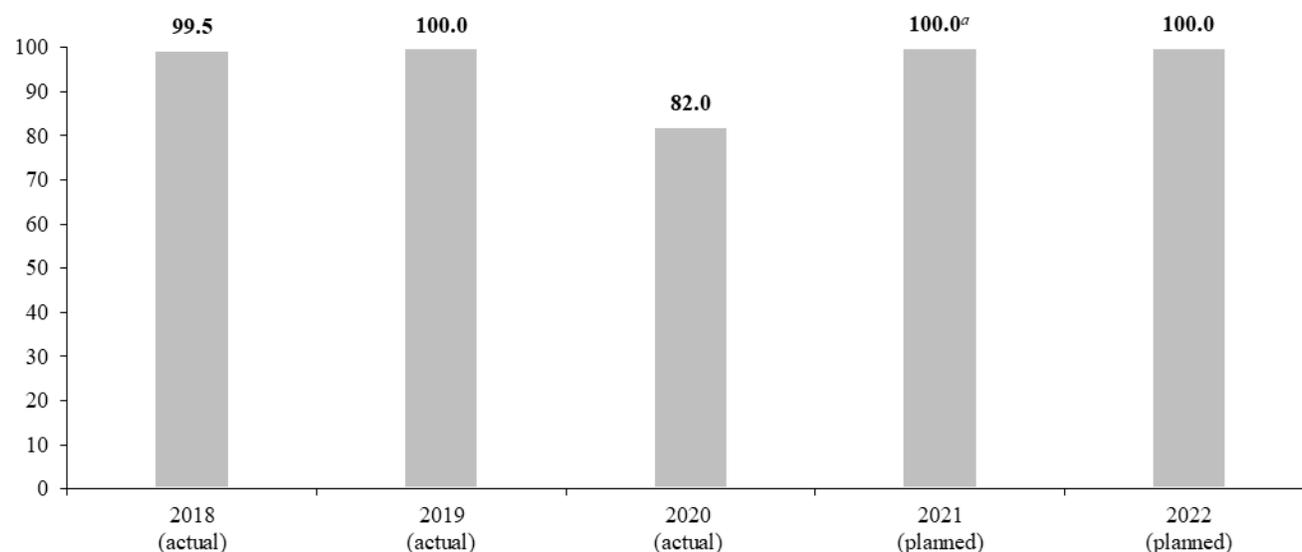
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[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: innovation in action in the documentation services through machine-readable documents[6]

Programme performance in 2020

2.91   The subprogramme leveraged opportunities offered by artificial intelligence to enhance the efficiency and effectiveness of multilingual deliberations by developing an application that automatically converts General Assembly resolutions into a machine-readable format. The eLUNa converter application also connects to external systems to retrieve and embed additional metadata. Interactive reports were created that displayed data using graphics and other visualizations, allowing users to search by resolution, committee, agenda item, Sustainable Development Goal, subject or Member State. In line with the Data Strategy of the Secretary General, the subprogramme continued to develop improved and innovative data-driven services while providing greater efficiencies.

2.92   The above-mentioned work contributed to the issuance of resolutions adopted by the General Assembly at its seventy-fifth session in a machine-readable format using the Akoma Ntoso standard for the United Nations. In addition, the subprogramme delivered interactive reports that enabled data visualization in graphs and charts, which exceeded the planned target, as reflected in the programme budget for 2021. The project was a finalist in the "Innovation" category for the 2020 United Nations Secretary-General Awards.

Proposed programme plan for 2022

2.93   The subprogramme will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will issue additional types of documents in machine-readable format, and use these documents and other data sources to automate processes and display content in visualizations to provide new digital services, enabling

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[6] As reflected in the programme budget for 2021 (A/75/6/Add.1).

deeper data insights and contributing to building a United Nations data ecosystem. The expected progress is presented in the performance measure below (see table 2.6).

Table 2.6
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
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 using the Akoma Ntoso standard for the United Nations and their display in interactive reports that enabled data visualization in graphs and charts	Other categories of documents issued in machine-readable format in line with the Akoma Ntoso standard for the United Nations	Machine-readable documents and other data sources used to further automate processes, including the production of individual documents and compilations

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: quality in motion

Proposed programme plan for 2022

2.94   The provision of high-quality documentation requires the constant review of quality assurance processes to ensure that documents issued in the official languages meet the needs of Member States. Quality assurance starts with the recruitment of the best qualified experts to translate, edit, proofread and format documents in compliance with language specificities. It requires checking the quality of the work delivered by internal staff at all levels and contractors. Finally, language professionals need to systematically upgrade their linguistic, substantive and technical skills through training. An important element of ensuring quality is the provision to language staff of powerful tools that contribute to enhanced accuracy and consistency, which the subprogramme delivers through the global gText project. The approval by the General Assembly of increased workload standards for the translation services from 2021 onward (Assembly resolution 75/252, para. 8) requires new approaches to balancing productivity and quality at the individual and service levels.

Lessons learned and planned change

2.95   The lesson for the subprogramme was that the introduction of new technologies and increased automation, as well as the higher productivity expectations, offered an opportunity to review quality assurance processes, introduce new standard operating procedures for fit-for-purpose quality evaluation for translators, self-revisers and revisers and embed in its tools new features to check quality at specific parts of the process. In addition, investments in training and peer learning to enhance the substantive knowledge of linguists are essential to sustain and enhance quality in a transformed working environment. In applying the lesson, quality processes will be reviewed at all stages, and the subprogramme will revamp its learning strategy to ensure that quality does not suffer from the introduction of new technologies.

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

2.96 This work is expected to contribute to the objective, as demonstrated by the percentage of Member States satisfied with the quality of documentation (see figure 2.IX).

Figure 2.IX
Performance measure: percentage of Member States satisfied with quality of documentation
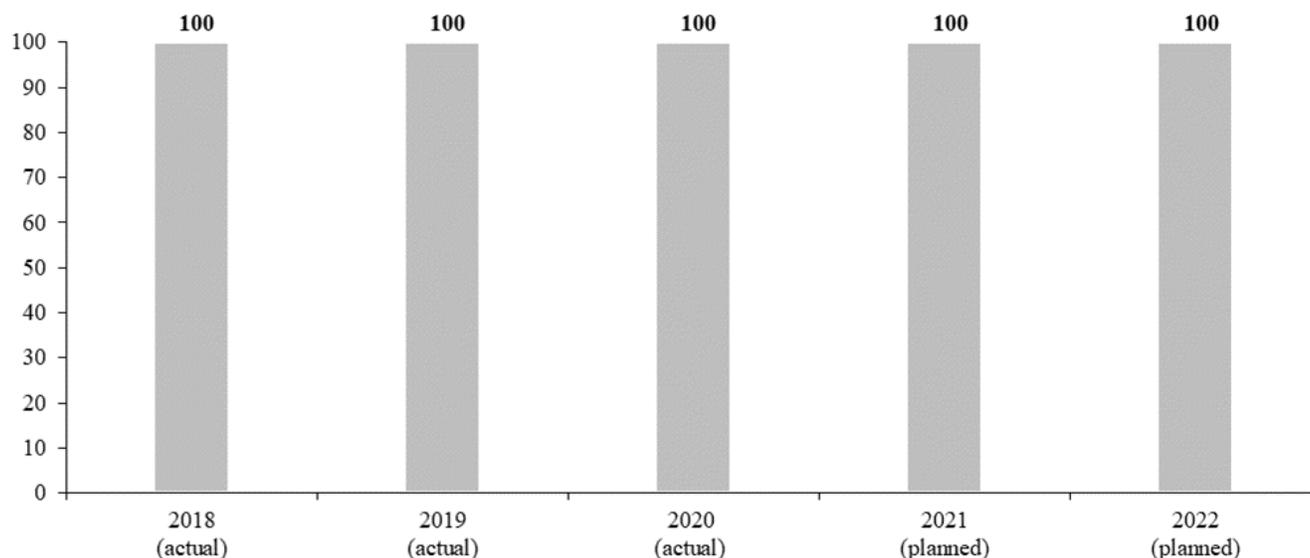
Legislative mandates

2.97 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

2.98 Table 2.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.7

New York, subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**340**	**169**	**340**	**223**
1. Summary records of meetings of the Security Council	20	10	20	18
2. Summary records of meetings of the General Assembly	210	146	210	150
3. Summary records of meetings of the Economic and Social Council	50	5	50	35
4. Summary records of other meetings	60	8	60	20
Documentation services for meetings (thousands of words)	**136 800**	**119 420**	**136 800**	**133 775**
5. Editing, translation and desktop publishing of documents for the Security Council	27 000	66 400	25 000	22 728
6. Editing, translation and desktop publishing of documents for the General Assembly	84 200	18 900	88 200	90 440
7. Editing, translation and desktop publishing of documents for the Economic and Social Council	21 400	19 340	20 400	18 557
8. Editing, translation and desktop publishing of other documents	4 200	14 780	663 200	2 050
C. Substantive deliverables				
Databases and substantive digital materials: update and maintenance of UNTERM, which comprises about 400,000 records.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services for about 36 clients (editing, translation and desktop publishing of more than 14 million words of non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with all Member States.				

Subprogramme 4
Meetings and publishing services

Objective

2.99   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 serviced by the United Nations in New York.

Strategy

2.100   To contribute to the objective, 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. Mandated services will be delivered by relying on modern technologies, such as computer-assisted documentation processing, speech-to-text solutions and remote service provision and remote participation. In order to maximize the use of its in-house capacity and temporary assistance resources, capacity planning and workload matching methods and tools will be refined. In addition, the subprogramme will continue to implement good practices related to sustainability and accessibility 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.

2.101   The subprogramme plans to offer a broader array of service delivery modalities, including by facilitating remote participation in meetings, providing remote services and processing verbatim records with improved quality and efficiency, and by increasing the accessibility of publications.

2.102   The above-mentioned work is expected to result in:

(a)   More effective utilization of the Organization's global meetings servicing and publishing resources;

(b)   The conduct of the Organization's deliberations in a more inclusive manner while leaving a smaller environmental footprint;

(c)   More reliable business continuity readiness to enable the provision of services to Member States.

Programme performance in 2020

2.103   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Multilingual business continuity ensured through conference services

2.104   The pandemic abruptly interrupted conference-servicing operations, including the provision of interpretation to conferences and meetings. There were no business continuity tools available to provide remote simultaneous interpretation. In order to continue service delivery, in March 2020, the Department restarted its working group on remote interpretation with experts from interpretation, the Office of Information and Communications Technology and conference management and from the regional commissions. Acting as "One United Nations", the working group identified and tested in a short timespan the requirements for ensuring the continuation of multilingual operations. A procurement exercise led by the Office of Information and Communications Technology and the Procurement Division secured exploratory 12-month licences with three remote simultaneous interpretation platforms. Owing to advances in communications technologies and the commitment of staff, the subprogramme was able to resume the provision of interpretation services, and thus the United Nations reconvened meetings in the six official languages, including for the seventy-fifth anniversary of the Organization.

Progress towards the attainment of the objective, and performance measure

2.105   The above-mentioned work contributed to the objective, as demonstrated by the successful realignment of interpretation services to a lesser number of on-site meetings as well as to new virtual/hybrid meetings, which adjusted the technical infrastructure and the mode of operation while prioritizing the safety of participants and staff (see figure 2.X).

Figure 2.X

Performance measure: number of in-person and virtual/hybrid meetings held with interpretation

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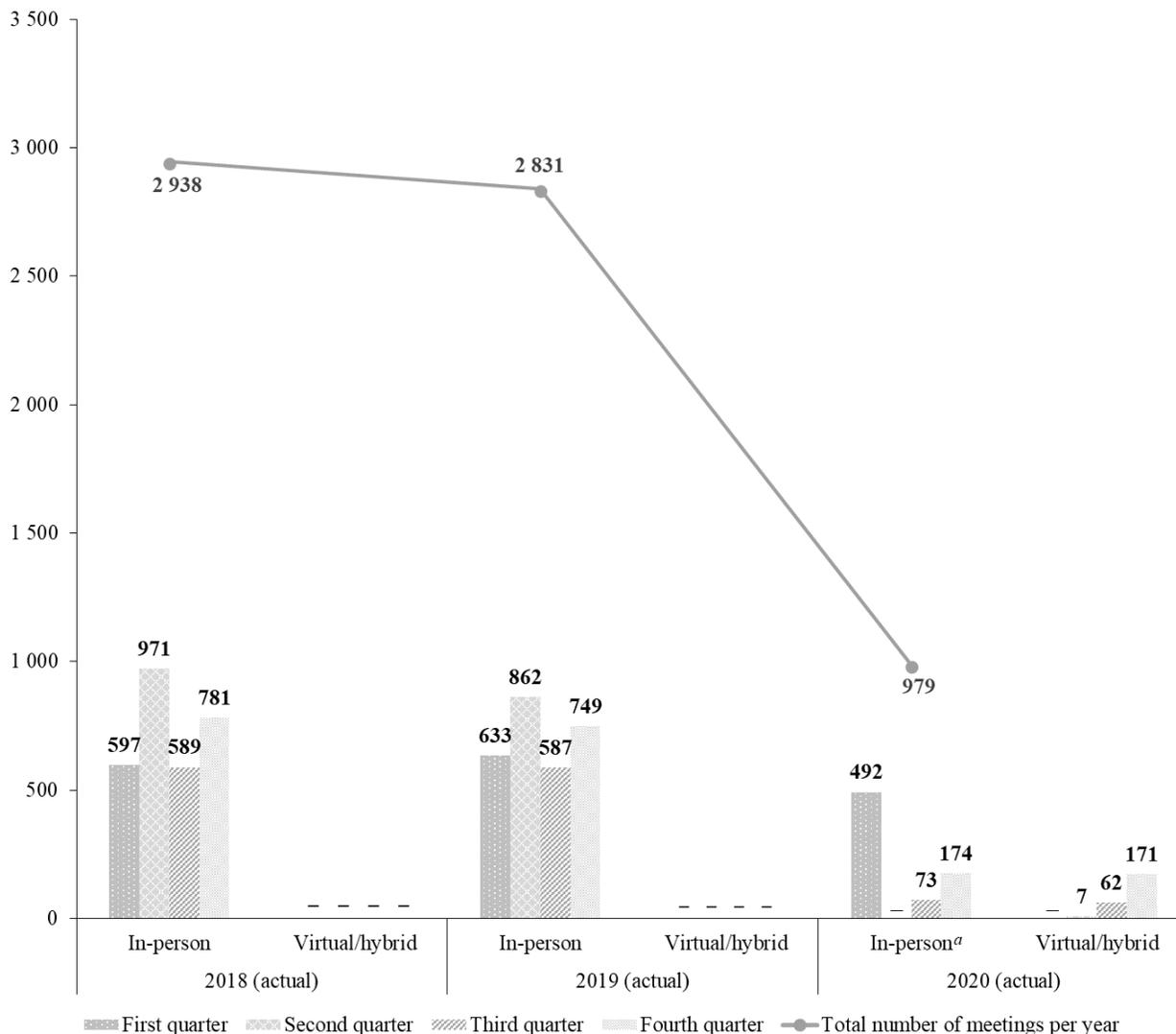
[a] In March 2020, on-site meetings were suspended at United Nations Headquarters in New York as a result of the pandemic.

Planned results for 2022

2.106   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: cohesiveness and agility in publishing[7]

Programme performance in 2020

2.107   The impact of the pandemic accelerated the re-engineering of publishing resources into a single and more cohesive entity, which quickly took shape in 2020. The consolidated entity streamlined publishing production processes and can now provide a greater range of digital publishing services to clients. One example that demonstrates the value of a more agile client-driven operation is the

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[7] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

series of policy briefs of the Secretary-General on COVID-19. Publishing these newly created documents was possible as a result of the improvements and changes that were implemented in the first quarter of 2020. The document was produced using digital publishing tools, which allows the end product to be published in multiple formats, from a portable document format (PDF) to a version that functions on a screen reader or assistive device. In addition, the content is created in such a way that it can be repurposed in the future to support other digital formats to allow for greater access instantly and globally to a wide range of users across the official languages. The nature of these high-profile documents required the designers and production editors to work in a fully digital and collaborative environment, so that changes could be made until the launch of the publications. The challenge posed by the remote production of documents demonstrated the value of the improvements that were made to establish a singular publishing entity within the subprogramme.

2.108   The above-mentioned work contributed to the issuance of 180 publications processed by the subprogramme, which met the planned target reflected in the proposed programme budget for 2020.

2.109   The above-mentioned work also contributed to the printing of 57 publications in colour and 22 publications in black and white, which did not meet the target of 125 publications printed in colour and 110 printed in black and white reflected in the proposed programme budget for 2020. The change in printed publications is likely the result of two factors. First, the reduction in on-site meeting activities, which typically are a main distribution channel for publications; and second, the continuing shift to the digital distribution of publications using the Internet and its related tools. While it is too soon to determine if either of the two factors were the main drivers of the difference, the Department will continue to monitor the requests for printing of publications and adjust its projections accordingly once a trend becomes clear.

Proposed programme plan for 2022

2.110   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the publishing operations will continue to build on the foundation of its combined content production entity to provide the mandated services, which, as demonstrated below, are wide-ranging and include digital production editing (layout, design and proofreading) and the printing of hard copies in colour and black and white. The expected progress is presented in the performance measure below (see figure 2.XI).

Figure 2.XI
Performance measure: number of publications processed
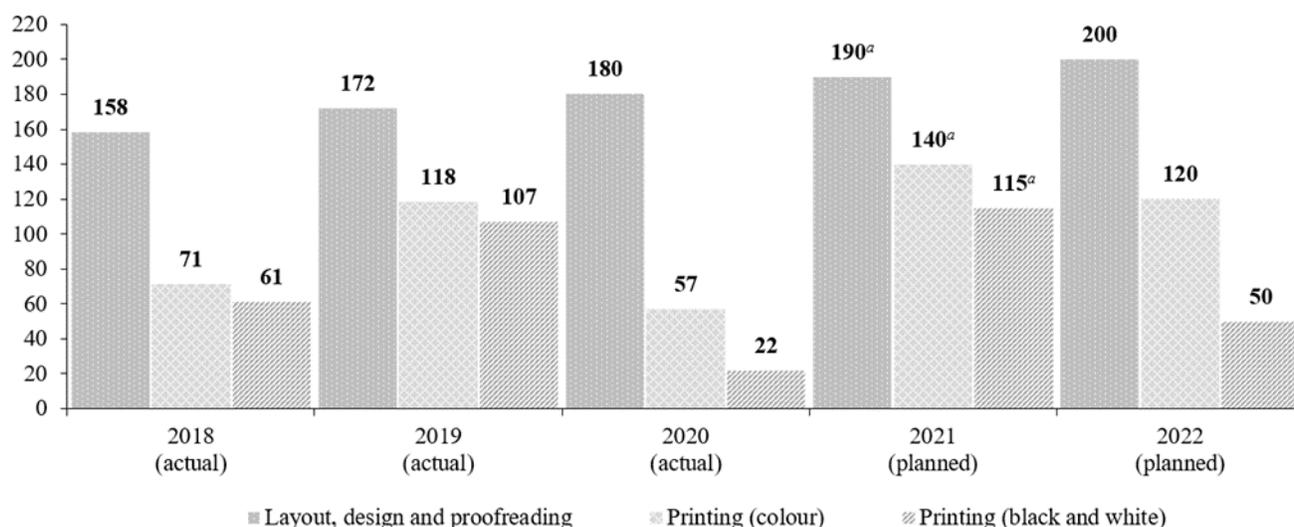
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: an increased percentage of demand for interpretation services is met[8]

Programme performance in 2020

2.111　The pandemic affected the delivery of mandated outputs in other areas of the subprogramme as well. The provision of interpretation services saw many significant changes during the year. Interpretation services were suspended for the period from March to May 2020, as the intergovernmental and expert bodies revised their programmes of work and reduced the number of meetings compared with the approved calendar. The services were gradually resumed with the availability of remote simultaneous interpretation platforms. Calendar bodies adjusted their meeting schedules and interpretation requirements as a result of COVID-19 measures, which severely affected the ability to meet in person. This was manifested in the overall reduced meeting activity compared with the respective quarters in prior years and the shift to virtual and hybrid meetings (see figure 2.X above).

2.112　The subprogramme responded to the new reality by increasing coordination and advance planning with meeting organizers and providers of audiovisual services and internally within the Department, and effectively utilized its own capacity, with a reduced number of local freelance interpreters as a result of liquidity constraints. Ad hoc workload planning methods were introduced to respond to such changes. As a result, from September 2020, all mandated meetings that requested interpretation received those services, though at a reduced overall level.

2.113　The above-mentioned work contributed to the interpretation utilization and provision of interpretation services to 390 intergovernmental and expert body meetings "as required" and 115 "if available", which did not meet the planned target of 800 "as required" and 450 "if available" reflected in the programme budget for 2021. The lower-than-projected numbers were the combined result of fewer "as required" and "if available" meetings having been requested and the fact that interpretation for virtual and on-site meetings was not available from March to May 2020.

Proposed programme plan for 2022

2.114　The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will provide the foundation for a versatile and agile interpretation service in 2022 based on working methods developed during 2020. The tools to support remote participation and servicing will remain available. For interpretation, the business continuity mode will be continued in 2021 and will evolve further in order to meet future demand. Work on achieving the original performance will resume once in-person meetings can be held safely. The expected progress is presented in the performance measure below (see figure 2.XII).

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[8] As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 2.XII

Performance measure: overall interpretation utilization and provision of interpretation services to intergovernmental and expert bodies meetings "as required" or on an "if available" basis
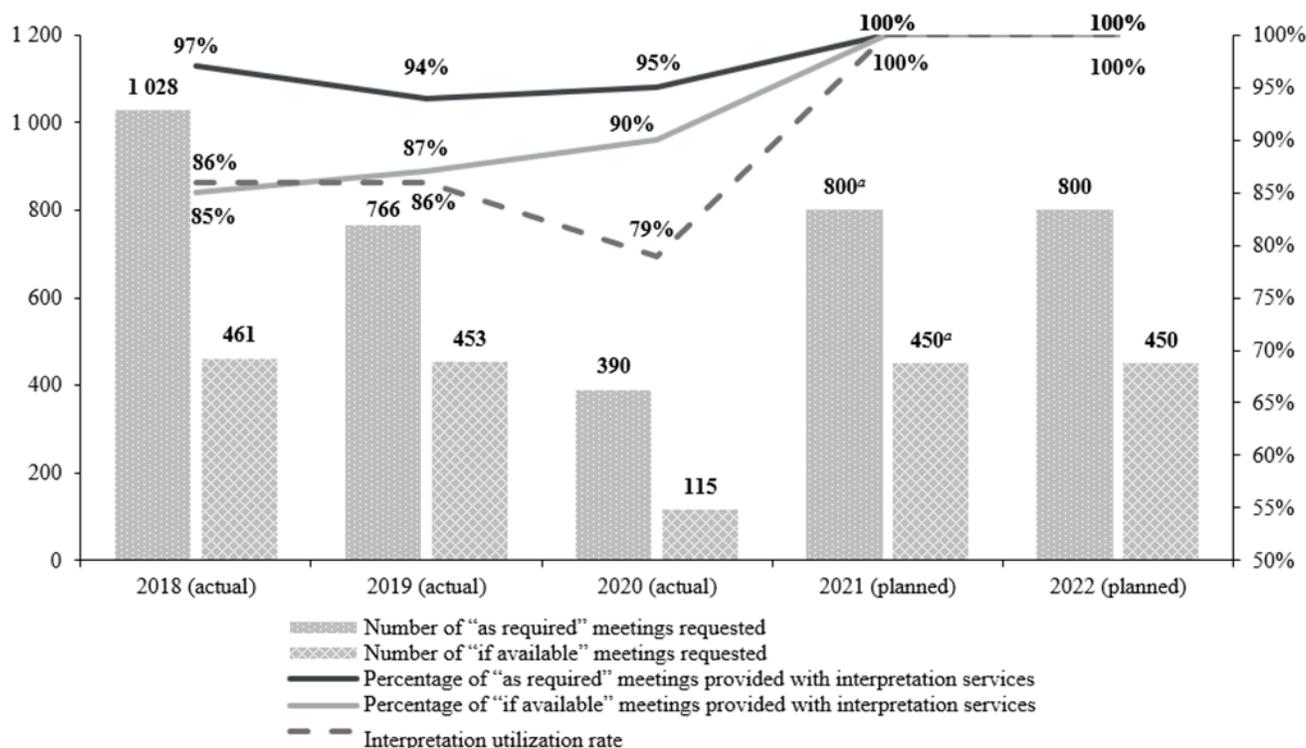
a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: multilingual deliberations ensured by interpretation and publishing services with robust business continuity tools

Proposed programme plan for 2022

2.115 The subprogramme faced the impact of the COVID-19 pandemic on its business processes. Business continuity measures and tools were identified, developed, tested and deployed, most notably, remote simultaneous interpretation. Using evaluation expertise in the four main duty stations, jointly developed remote testing tools were also implemented, resulting in a more diverse talent pool of interpreters. These measures and tools provide reliable and readily available business continuity solutions for the future.

2.116 Similarly, the subprogramme identified new and innovative ways and means to deliver its products to Member States, namely, adapting its operations to remotely process new post-session documentation and various publications while maintaining high-quality and efficient work. It also strengthened collaborative relations with regard to workload-sharing in interpretation and translation services, striving to ensure optimal use of available resources.

2.117 Furthermore, the subprogramme turned to its established practices in sustainability and accessibility, including investments in and the use of electronic tools and processes in conference-servicing operations. The knowledge of the staff in applying these tools and technologies eased the transition to a hybrid conference-servicing environment.

Lessons learned and planned change

2.118   The lesson for the subprogramme was the need to establish contingency planning and preparedness for force majeure events like the pandemic in order to be able to supplement in-house capacity with agile response capacity in the face of unexpected adverse circumstances created by events such as the pandemic and the liquidity constraints. In applying the lesson, the subprogramme will build on the experience gained during the joint testing of freelance staff and the organization of competitive examinations for language staff by the duty stations. The subprogramme will benefit from the foundation laid in 2020/21 to institute global language rosters for short-term recruitment.

2.119   The subprogramme will coordinate closely with meetings management and meeting organizers to optimize the use of its interpretation capacity, as well as maintain a diverse talent pool to provide high-quality, inclusive services in response to evolving needs. In addition, the measures and tools tested and deployed during the pandemic will provide reliable business continuity solutions available upon demand. These tools will reflect the most effective servicing options for meeting organizers, participants and interpreters and ensure sustainability and accessibility.

2.120   The subprogramme will make effective use of available and emerging language technologies and tools, including speech recognition. In addition, based on the lessons learned during 2020, collaboration among language services and duty stations will be further expanded and strengthened.

2.121   Based on the investments made in tools and training, the subprogramme will provide meetings and publishing services that can also support the intergovernmental process during times of crisis. Publishing objectives will be achieved based on established and well-functioning modes of operation using the cohesive approach established in 2020 and further solidified in 2021. In the areas of printing and meetings servicing, it will continue to adjust the operations so that resources are flexible and cost-effective.

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

2.122   This work is expected to contribute to the objective, as demonstrated by the provision of interpretation services to 100 per cent of meetings programmed (see figure 2.XIII).

Figure 2.XIII
Performance measure: percentage of meetings programmed versus meetings held with interpretation(annual)
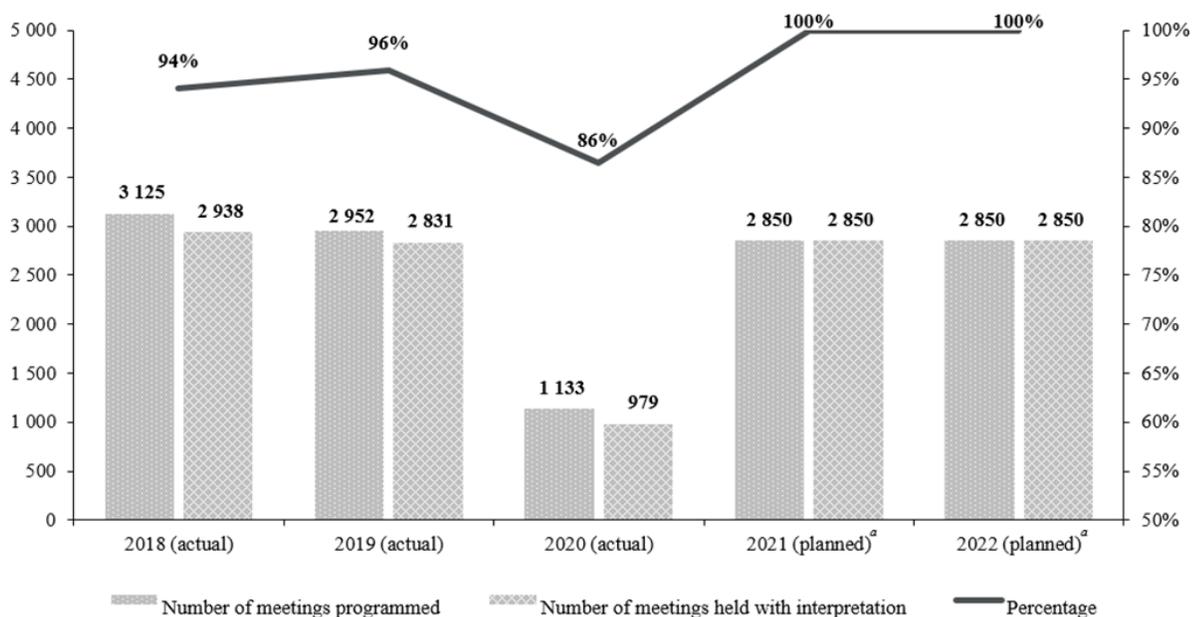
[a]   The number of meetings programmed for 2021 and 2022, as shown in the present figure, reflects projections based on information made available from meeting organizers.

Deliverables

2.123   Table 2.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.8
New York, subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**2 700**	**1 995**	**2 580**	**2 580**
1. Verbatim records of the General Assembly	690	384	700	700
2. Verbatim records of the Security Council	1 730	516	1 600	1 600
3. Verbatim records of the First Committee	200	90	200	200
4. Verbatim records of the Disarmament Commission	36	12	36	36
5. Verbatim records of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	–	6	6
6. Verbatim records of the Military Staff Committee	26	9	26	26
7. Verbatim records of the special sessions of the General Assembly	6	24	6	6
8. Verbatim records of the Trusteeship Council	6	–	6	6
9. Letter(s) from the President of the Security Council addressed to the Secretary-General and the Permanent Representatives of the members of the Security Council	–	960	–	–
Conference and secretariat services for meetings (number of three-hour meetings)	**13 300**	**4 076**	**12 700**	**12 700**
Meetings with interpretation for:	**2 985**	**979**	**2 850**	**2 850**
10. The Security Council and its sanctions committees and subsidiary working groups	690	247	650	650
11. The General Assembly and its Main Committees and subsidiary bodies	1 490	498	1 400	1 400
12. The Economic and Social Council and its subsidiary bodies and functional commissions	300	68	300	300
13. Permanent and observer missions to the United Nations	30	6	30	30
14. Other beneficiaries	475	160	470	470
Meetings without interpretation for:	**10 315**	**3 097**	**9 850**	**9 850**
15. The Security Council and its sanctions committees and subsidiary working groups	140	268	100	100
16. The General Assembly and its Main Committees and subsidiary bodies	1 865	1 202	1 800	1 800
17. The Economic and Social Council and its subsidiary bodies and functional commissions	475	265	450	450
18. Permanent and observer missions to the United Nations	3 500	261	3 100	3 100
19. Other beneficiaries	4 335	1 101	4 400	4 400
E. Enabling deliverables				
Correspondence and documentation services: 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 a projected number of 20,000 parliamentary documents, 150 projected 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

2.124   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 conferences serviced by the United Nations in Geneva.

Strategy

2.125   To contribute to the objective, the subprogramme will facilitate the optimum utilization of capacity for meetings and documentation services in a globally coordinated manner, which will be achieved through the effective planning of activities, the leveraging of technology and the provision of high-quality and reliable data and solutions. This approach will facilitate informed evidence-based managerial decision-making and performance assessment, the monitoring and evaluation of operations and service delivery, the coordination of risk management, and close attention and prompt response to the needs of delegates and meeting participants.

2.126   The subprogramme will mitigate reduced capacity and other constraints resulting from renovation works under the strategic heritage plan of the United Nations Office at Geneva by optimizing the utilization of the available limited conference facilities and the temporary conference structure on the Office's grounds, upgrading its meetings management support toolkit and completing and dynamically managing advance workload projections for the period of the renovation.

2.127   The subprogramme plans to strengthen business continuity preparedness and the agility of its activities. It will focus on the provision of adequate capacity for virtual/hybrid meetings with or without interpretation and digital conference support for intergovernmental processes. It will contribute to safe in-person proceedings on Office premises in compliance with the applicable safety protocols. It will cooperate closely with the administration in Geneva, the United Nations Information Service in Geneva and the strategic heritage plan in furthering the above activities.

2.128   The above-mentioned work is expected to result in:

(a)   Improved conference services and simplified procedures for Member States and conference organizers;

(b)   An enhanced experience for delegates and participants and the full, effective and efficient delivery of all mandated calendar meetings in 2022;

(c)   The timely issuance of parliamentary documents, whereby the documents are issued simultaneously in all six official languages. In 2020, 95 per cent of documents were issued in a timely manner, while 100 per cent of documents were issued simultaneously in all of the required languages.

Programme performance in 2020

2.129   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Technical feasibility of virtual/hybrid conferences for Member States

2.130   Due to the pandemic and subsequent measures taken to address the spread of the virus, meetings at the Palais des Nations were suspended as of mid-March 2020. The subprogramme, together with

other United Nations Office at Geneva entities and client secretariats, identified the provision of virtual/hybrid meetings as crucial to business continuity during and after the pandemic and focused on steps to adjust its operations accordingly in the most efficient manner. This included co-leading a working group on remote conferencing that was established to identify, test and operationalize suitable information technology platforms for virtual/hybrid meetings with remote interpretation, and equipping four meeting rooms with the necessary technology to support such meetings.

2.131   The ability to satisfy the requirements of Member States for virtual/hybrid conferences with interpretation was constrained by the shortage of technical expertise. In response, the subprogramme trained several internal staff members to provide hosting (moderation) support during online meetings with interpretation. It also launched a training programme for staff of the substantive secretariats in order to ensure that they, too, would be in a position to perform this function. Training was provided on the use of remote simultaneous interpretation platforms, as well as other remote participation tools such as WebEx.

2.132   Furthermore, in-room meeting support was enhanced. Delegates were requested to submit their speeches or pre-recorded videos in electronic format only following the suspension of the circulation of paper copies as a safety measure, which was facilitated by the introduction of the eStatements system.

Progress towards the attainment of the objective, and performance measure

2.133   The above-mentioned work contributed to the objective, as demonstrated by the 1,359 virtual/hybrid meetings that complemented the reduced number of in-person meetings and enabled the remote participation of Member States, and by the increase in the use of eStatements to upload speeches by delegates at their convenience in a paperless manner (see table 2.9).

Table 2.9
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
• Participation primarily in-person only	• Participation primarily in-person only	• 1,359 virtual/hybrid meetings complemented the reduced number of in-person meetings and enabled remote participation of Member States
• In-person support in the meeting room, paper-based distribution of speeches and documents	• In-person support in the meeting room, paper-based distribution of speeches	• Delegates increasingly used eStatements at their convenience in a paperless manner

Planned results for 2022

2.134   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: easier, faster and more transparent planning of financial scenarios for meetings of Member States[9]

Programme performance in 2020

2.135 Since the launch of the self-service extrabudgetary cost calculator in 2018, the subprogramme has gradually expanded the calculator's availability to Member States and United Nations system organizations. In 2020, the subprogramme organized multiple informational and training sessions to brief existing and new users on platform navigation, functionality and scope.

2.136 The above-mentioned work contributed to the expansion of calculator clients to 50 United Nations system entities and offices and 179 permanent missions, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

2.137 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the cost calculator's functionality will be further enhanced to allow Member States and conference organizers to estimate the costs of holding extrabudgetary virtual/hybrid meetings in addition to in-person events. The expected progress is presented in the performance measure below (see table 2.10).

Table 2.10
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
• One United Nations entity used the extrabudgetary cost calculator	• 42 United Nations entities used the extrabudgetary cost calculator • 179 permanent missions used the extrabudgetary cost calculator	• 50 United Nations entities used the extrabudgetary cost calculator to calculate the costs of in-person meetings • 179 permanent missions used the extrabudgetary cost calculator to calculate the costs of in-person meetings	• 50 United Nations entities use the extrabudgetary cost calculator • 179 permanent missions use the extrabudgetary cost calculator	• United Nations entities and permanent missions use the extrabudgetary cost calculator to assess the costs of hybrid/virtual meetings

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: satisfying conference mandates and needs of Member States during the renovation of the Palais des Nations under the strategic heritage plan[10]

Programme performance in 2020

2.138 The subprogramme has mitigated the reduced capacity and other constraints resulting from planned renovation works under the Office's strategic heritage plan by continuing close cooperation with the project team and client organs and optimizing the utilization of the available limited conference

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[9] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

[10] As reflected in the programme budget for 2021 (A/75/6/Add.1).

facilities and the temporary conference structure on the grounds of the Office. The temporary structure became operational in September 2020 and has a total capacity of 600 seats, laid out as three rooms of 200 seats each. It has been utilized heavily, as one of its rooms is equipped with the technology to service meetings with remote simultaneous interpretation. Analysis tools with regard to rooms, facilities and requirements were upgraded and advance workload projections for the entire period of the renovation have been completed and are being dynamically managed.

2.139   The above-mentioned work contributed to servicing 100 per cent of requested 2020 mandated calendar meetings, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

2.140   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will focus on increasing its capacity to service virtual/hybrid meetings in order to mitigate the combined physical constraints that result from the renovation of the conference facilities. Together with the continuation of activities and the utilization of all tools at its disposal, it expects to deliver all mandated calendar meetings. The expected progress is presented in the performance measure below (see figure 2.XIV).

Figure 2.XIV
Performance measure: delivery of requested calendar meetings
(Percentage)
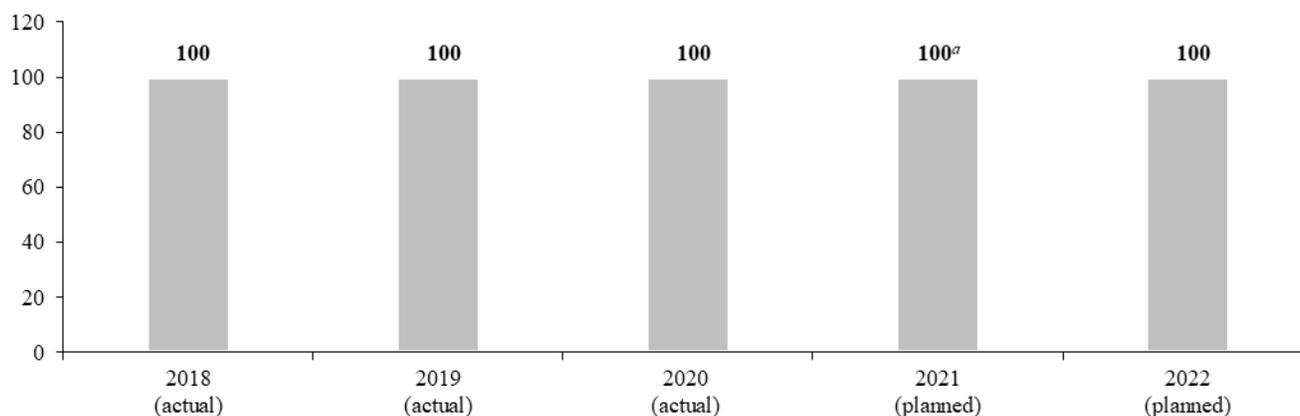
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: reliable business continuity system to ensure the implementation of conference-servicing activities during periods of uncertain capacity

Proposed programme plan for 2022

2.141   The subprogramme's business continuity plan proactively manages the reduced predictability and fluctuating timelines with regard to the availability of capacity for both in-person and virtual/hybrid meetings, and their timing and composition, resulting from the effects of the COVID-19 pandemic on the strategic heritage plan. Anticipatory prompt adaptation of the calendar, and the reprogramming of events and the modification of their planned format, will be essential for the provision of the full mandated programme of meetings and conferences.

2.142   In preparation for the renovation of the Office's conference facilities under the strategic heritage plan, and in response to the consequences of the pandemic, the subprogramme has implemented measures that facilitate the flexible planning and delivery of meeting and documentation services to Member States. Alternative planning scenarios to address demand for services, the provision of forward-looking guidance for clients and operational counterparts and fully electronic workflows

and web-based tools allowed for effective and efficient capacity management and the holding of meetings in person, and in virtual/hybrid formats, in 2020 and 2021.

Lessons learned and planned change

2.143   The lesson for the subprogramme was that it needed to modernize and mainstream operational workflows and practices jointly with client entities and servicing counterparts in order for the business continuity measures to be successful. In applying the lesson, the subprogramme will establish or update relevant standard operating procedures on the planning and servicing of meetings, and on accessible meetings, through a continuous consultative process with stakeholders. The subprogramme also plans to develop and disseminate new and revised guidelines for improved coordination of clients and all service providers that will lead to the attainment of the subprogramme's business continuity objectives.

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

2.144   This work is expected to contribute to the objective, as demonstrated by the holding of 100 per cent of programmed meetings (see figure 2.XV).

Figure 2.XV
Performance measure: percentage of programmed meetings held
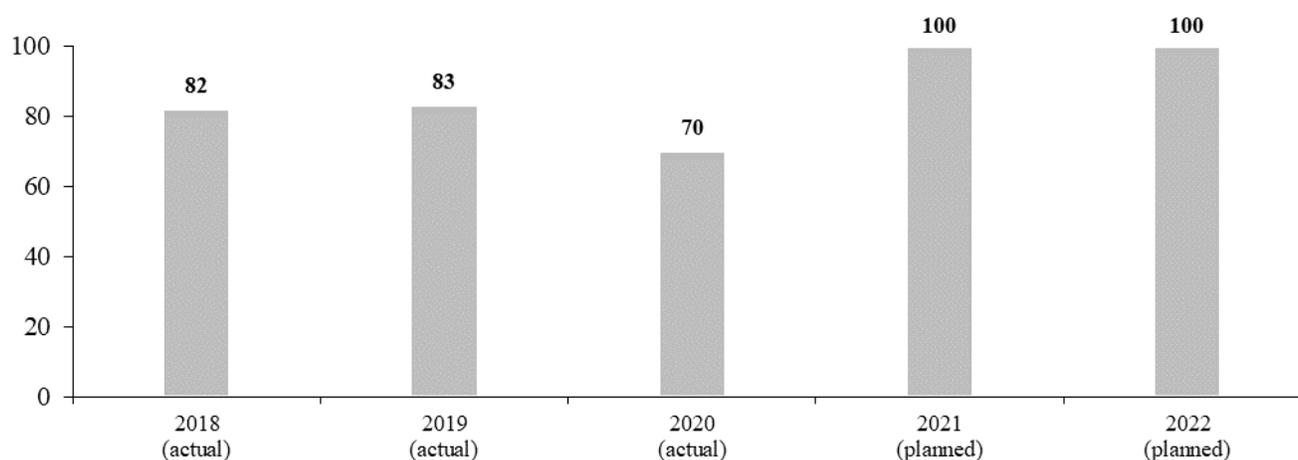
Legislative mandates

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

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	48/189	United Nations Framework Convention on Climate Change
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	60/184	International trade and development
		60/251	Human Rights Council
1722 (XVI)	Question of disarmament	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
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	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees

| 68/1 | Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council | 68/268 | Strengthening and enhancing the effective functioning of the human rights treaty body system |
| | | 69/9; 71/11 | Cooperation between the United Nations and the League of Arab States |

Conference on Disarmament mandates

| CD/8 | Rules of procedure of the Conference on Disarmament |

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 |

Deliverables

2.146   Table 2.11 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.11
Geneva, subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2022 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**11 900**	**4 274**	**11 900**	**12 200**
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	3 780	1 742	3 700	3 750
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	4	2 000	2000
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	877	1 900	1 950
4. Meetings of intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	744	286	700	700
5. Other meetings	3 579	1 365	3 600	3 600
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**304**	**300**	**304**	**304**
6. Annual calendar of conferences and meetings in Geneva	1	1	1	1
7. Daily "master final" programme of meetings of intergovernmental bodies	251	248	251	251
8. Weekly programme of meetings of intergovernmental bodies	52	51	52	52
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for 70 permanent missions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: language-day celebrations for the six official languages, the International Day of Sign Languages and International Mother Language Day.				
External and media relations: press conferences and public briefings.				

Subprogramme 3
Documentation services

Objective

2.147   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 serviced by the United Nations in Geneva.

Strategy

2.148   To contribute to the objective, 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.

2.149   The subprogramme will fully support the leading global innovation projects of the Department, 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. It will participate in a pilot project to roll out machine-readable documents for the compilations of the Human Rights Council.

2.150   The subprogramme will continue to modernize the 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 transition to the diamond-shaped translation services staffing structure and increased self-revision in a cost-neutral manner.

2.151   The subprogramme plans to support Member States on issues related to COVID-19 by editing and translating documentation and incorporating terminology from the database of the World Health Organization into UNTERM to support multilingualism.

2.152   The above-mentioned work is expected to result in:

(a)   The timely availability of high-quality documents, issued simultaneously in the six official languages, in compliance with existing mandates, by identifying, testing, training and retaining skilled linguists;

(b)   The consistent use of official terminology in the six official languages across the Organization;

(c)   The provision of machine-readable documents for the United Nations.

Programme performance in 2020

2.153   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Better and on-time documentation services to Member States

2.154   In 2020, despite the pandemic and the liquidity constraints, the subprogramme continued to deliver high-quality, time-sensitive parliamentary documents while experiencing reduced resources to recruit temporary assistance. To cope with these challenges, the subprogramme strengthened work-sharing with all other duty stations. Cross-assignments were leveraged in editing to make up for short-term deficits in capacity.

2.155   In addition, workload-sharing arrangements were based on the subject-matter expertise and language combinations available in the duty stations. With each duty station being able to simultaneously receive and send out documents, documentation was processed within deadlines by the most qualified translators.

Progress towards the attainment of the objective, and performance measure

2.156   The above-mentioned work contributed to the objective, as demonstrated by the increase in the number of pages processed through work-sharing arrangements to 5,530 pages (see figure 2.XVI). The work-sharing resulted in a 25 per cent increase in the total translation workshare flows in 2020 compared with 2019 (including a 27 per cent increase in documents received through work-sharing arrangements and a 23 per cent increase in documents sent out).

Figure 2.XVI
Performance measure: number of pages processed through work-sharing arrangements
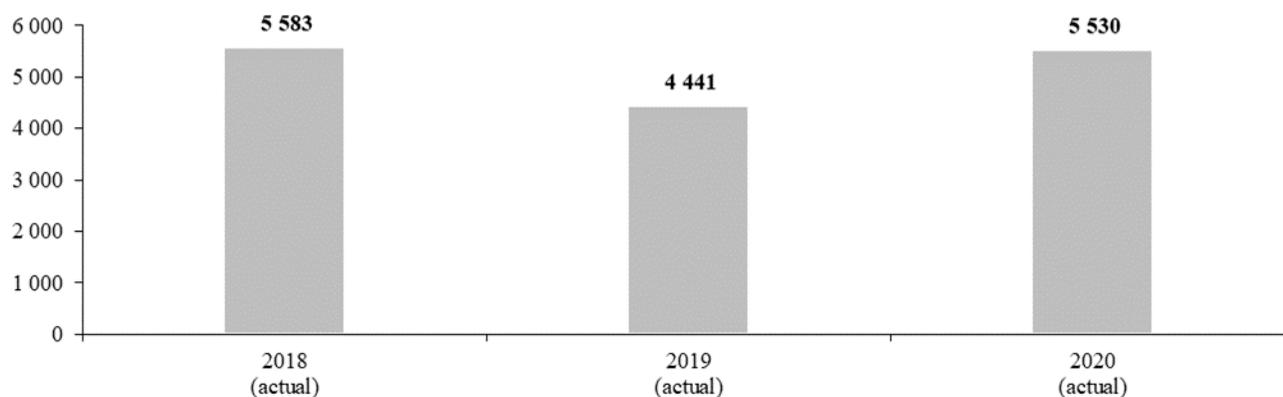
Planned results for 2022

2.157   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: terminology in pace with the evolving needs of stakeholders[11]

Programme performance in 2020

2.158   The subprogramme has continued to produce terminology and has also, in partnerships involving language professionals, substantive experts and Member States, produced terminology in specific thematic areas, including disability, gender, disarmament and international law.

2.159   The above-mentioned work contributed to 1,059 added entries, which did not meet the target of 1,450 new entries reflected in the proposed programme budget for 2020. Owing to the pandemic, many meetings were cancelled or postponed during 2020, which led to less demand from stakeholders, fewer documents produced and fewer terminological entries added to UNTERM.

Proposed programme plan for 2022

2.160   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, it will evolve to include a focus on editing existing specialized records and deleting duplicate, obsolete and substandard records. It will produce harmonized guidance on disability-inclusive language in the six official languages. The expected progress is presented in the updated performance measure below (see figure 2.XVII).

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[11] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Figure 2.XVII
Performance measure: number of new entries added to UNTERM
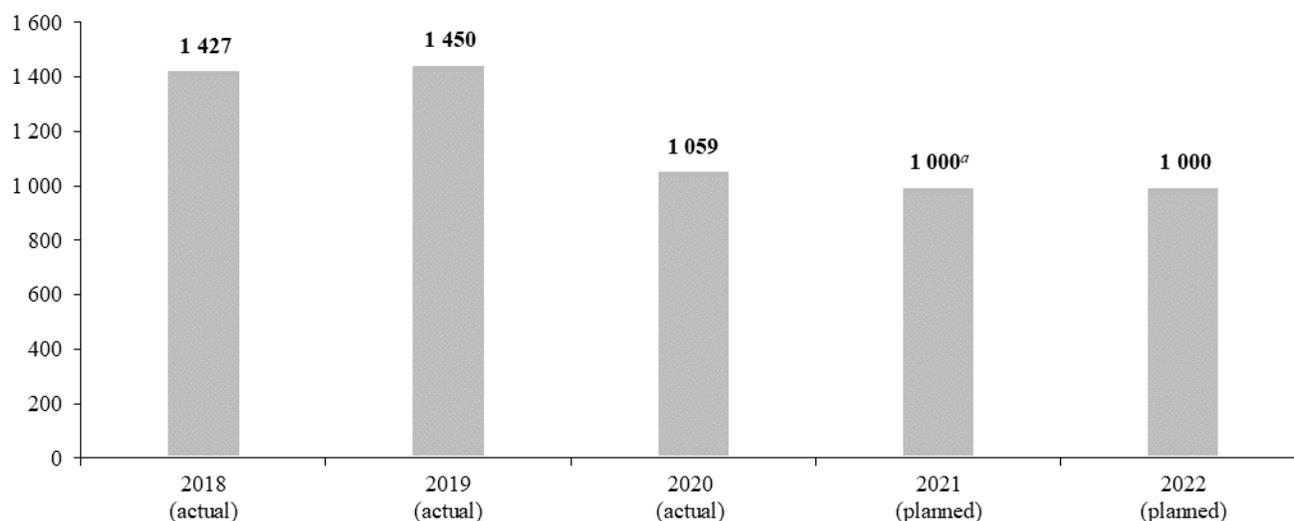
^{a} To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: high quality and timely specialized documentation services in the face of fluctuating requirements[12]

Programme performance in 2020

2.161 The subprogramme ensured the timely delivery of high-quality documentation in 2020 (almost 70 million words) in support of multilingual deliberations at the United Nations Office at Geneva in the uncertain and unpredictable environment of the pandemic. It also increased the self-revision rate through training and targeted programming. Furthermore, the subprogramme expanded the use of documentation planning tools to analyse trends on a weekly basis, allowing for better utilization of existing capacity and reducing its reliance on external capacity to a minimum.

2.162 The above-mentioned work contributed to a 100 per cent satisfaction rate with the linguistic quality of the documentation, which exceeded the planned target of 98 per cent of clients satisfied with the linguistic quality of documentation reflected in the programme budget for 2021.

Proposed programme plan for 2022

2.163 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will continue to expand documentation planning tools and analyse historical trends, persevere with workload-sharing and train staff in order to increase expertise in technical areas. The expected progress is presented in the performance measure below (see figure 2.XVIII).

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[12] As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 2.XVIII
Performance measure: rate of client satisfaction with the linguistic quality of documentation
(Percentage)
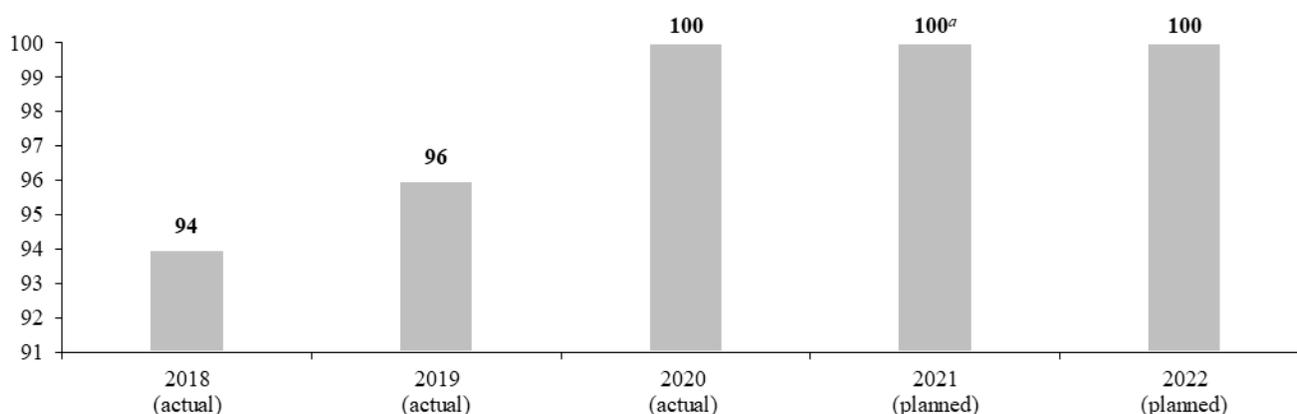
^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: gender-inclusive language in United Nations documentation

Proposed programme plan for 2022

2.164   Member States, through the Human Rights Council, requested that the Office of the United Nations High Commissioner for Human Rights utilize gender-inclusive language in the preparation of all of its communications, reports and publications, and work with the United Nations conference services to ensure gender-inclusive language and interpretation in its proceedings.

2.165   Under the Secretary-General's system-wide strategy on gender parity, the Department participated in the activities of an inter-agency working group which developed, as part of a project entitled "Supporting gender equality in multilingual contexts", guidelines and training materials for gender-inclusive language in the six official languages.

Lessons learned and planned change

2.166   The lesson for the subprogramme was the need to further promote the use of gender-inclusive language. In applying the lesson, the subprogramme will ensure the application of the guidelines and training materials by all language staff. In coordination with the other duty stations, it will review UNTERM to ensure that it contains gender-inclusive language. The subprogramme will ensure the use of gender-inclusive language not only in documents that are edited and/or translated in the six official languages, but also in all documents originating in the Secretariat. The subprogramme will amend the content of its survey of the satisfaction of Member States with documentation provided to capture progress on the use of gender-sensitive language in all six official languages.

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

2.167   This work is expected to contribute to the objective, as demonstrated by the rate of satisfaction by Member States with the use of gender-inclusive language in United Nations documents (see figure 2.XIX).

Figure 2.XIX

Performance measure: rate of Member States' satisfaction with the use of gender-inclusive language in United Nations documents

(Percentage)
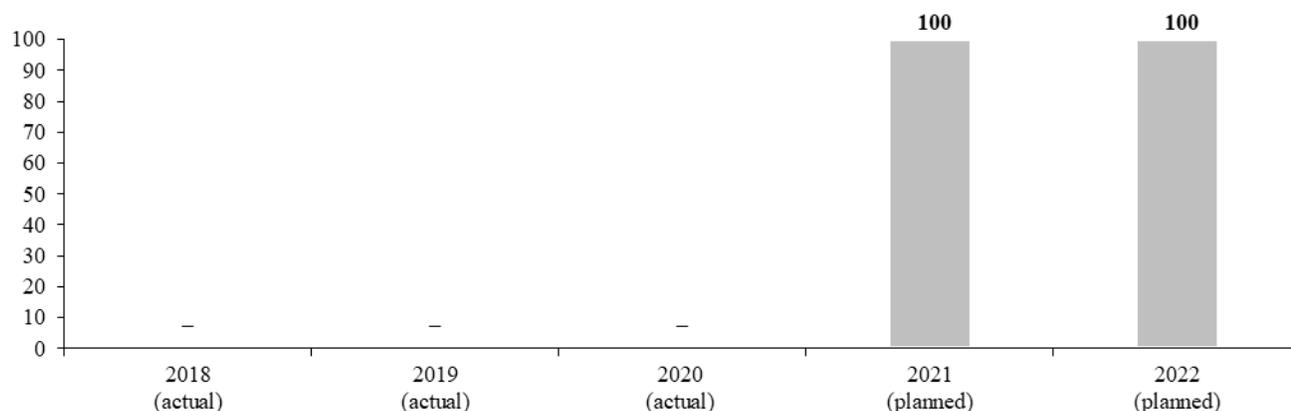
Note: Surveys conducted from 2018 to 2020 did not measure client satisfaction with the use of gender-inclusive language.

Legislative mandates

2.168   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; 63/160	Human Rights Council		

Conference on Disarmament mandates

CD/8	Rules of procedure of the Conference on Disarmament

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

Deliverables

2.169 Table 2.12 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.12
Geneva, subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	**550**	**177**	**550**	**550**
1. Summary records of meetings of intergovernmental and expert bodies on human rights	490	167	490	490
2. Summary records of meetings of intergovernmental and expert bodies on legal affairs	35	–	35	35
3. Summary records of other meetings	25	10	25	25
Documentation services for meetings (thousands of words)	**72 500**	**69 594**	**77 000**	**73 000**
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	43 364	46 100	42 250
5. 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	14 831	16 000	16 000
6. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on legal affairs, including the International Law Commission	4 842	1 132	4 800	4 850
7. Translation and desktop publishing of documents for intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	3 494	4 749	3 500	3500
8. 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	1 158	2 300	2 400
9. Editing, translation and desktop publishing of documents for other intergovernmental and expert bodies	4 247	4 360	4 300	4 000

C. Substantive deliverables

Databases and substantive digital materials: update and maintenance of UNTERM, with approximately 1,000 new records to be created in UNTERM by the United Nations Office at Geneva for approximately 1,100 users with accounts designated by the Office.

E. Enabling deliverables

Correspondence and documentation services: documentation services (editing, translation and desktop publishing) of about 300 non-parliamentary documents provided to 13 client departments; production editing and proofreading of mandated publications for the International Law Commission; guidelines for disability-inclusive language.

Subprogramme 4
Meetings and publishing services

Objective

2.170   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 serviced by the United Nations in Geneva.

Strategy

2.171   To contribute to the objective, the subprogramme will continue to provide meetings and publishing services, including interpretation, verbatim reporting and publishing, in the official languages at the United Nations Office at Geneva, as well as for conferences and meetings held away from the Office. It will expand its range of services to increase the accessibility of meetings and publications using specialized resources, such as speech-to-text solutions, automated standards validation and accessibility evaluation tools, and colour checkers for online publications. The subprogramme also plans to increase the production of sophisticated, multiplatform publications, such as websites, microsites, landing pages, videos, audio files, transcripts of meetings and other digital products.

2.172   The subprogramme plans to improve remote participation in meetings. This will require the use of remote simultaneous interpretation platforms upon demand, which are expected to evolve to provide improved quality.

2.173   The above-mentioned work is expected to result in:

(a)   Greater access for meeting participants and end users of publishing services to maximize their engagement with the intergovernmental process;

(b)   The improved quality of remote participation for meetings in the context of business continuity.

Programme performance in 2020

2.174   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Conference interpretation recalibrated to maintain effective, quality services in pandemic conditions

2.175   The pandemic abruptly interrupted conference servicing operations, including the provision of interpretation services to conferences and meetings. There were no business continuity tools available to provide remote simultaneous interpretation. The United Nations Office at Geneva interpreters participated fully in all activities described in paragraph 2.104 above.

2.176   As soon as meetings resumed in June 2020, staff interpreters were immediately ready to service an average of four simultaneous virtual meetings per day, and frequent reached peaks of five simultaneous remote meetings per day. As at 31 December 2020, interpretation services had been provided to 1,096 calendar meetings and 161 non-calendar meetings.

Progress towards the attainment of the objective, and performance measure

2.177   The above-mentioned work contributed to the objective, as demonstrated by 572 virtual/hybrid meetings serviced with simultaneous interpretation, reflecting the successful recalibration of interpretation services to ensure interpretation continuity in the new virtual/hybrid meeting formats, addressing new demands professionally and technically with due regard for safety requirements (see figure 2.XX).

Figure 2.XX
Performance measure: number of virtual/hybrid meetings held with simultaneous interpretation
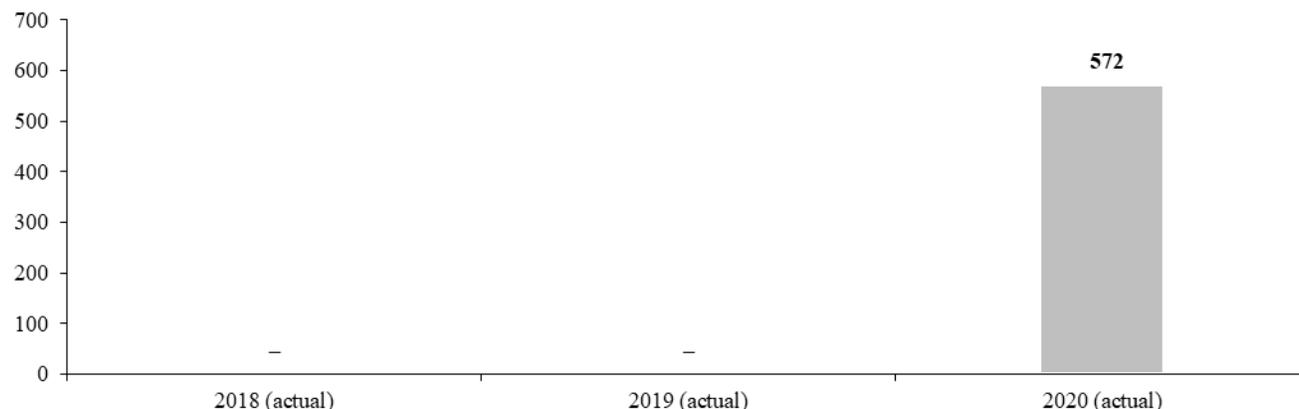
Planned results for 2022

2.178   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: more efficient distribution provides opportunities to offer new services to delegates[13]

Programme performance in 2020

2.179   The subprogramme produced a number of multiplatform publications, including microsites for the annual report of the Secretary-General on the work of the Organization and websites for the Office's "Perception Change Project " entitled "170 actions to combat climate change" and the Forest Products Annual Market Review produced by the Food and Agriculture Organization of the United Nations and the Economic Commission for Europe, and developed virtual reality tours of the Office's library and the new Tempus conference centre . It also produced instructional videos and signage to support the implementation of COVID-19-related public measures and restrictions within the Palais des Nations.

2.180   The above-mentioned work contributed to the delivery of 120 multimedia products created through the refocusing of resources, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

2.181   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, microsites, training and outreach videos and immersive virtual reality products, as well as automatically generated transcripts of meetings, will be produced. The expected progress is presented in the performance measure below (see figure 2.XXI).

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[13] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Figure 2.XXI
Performance measure: number of multimedia products created through the refocusing of resources
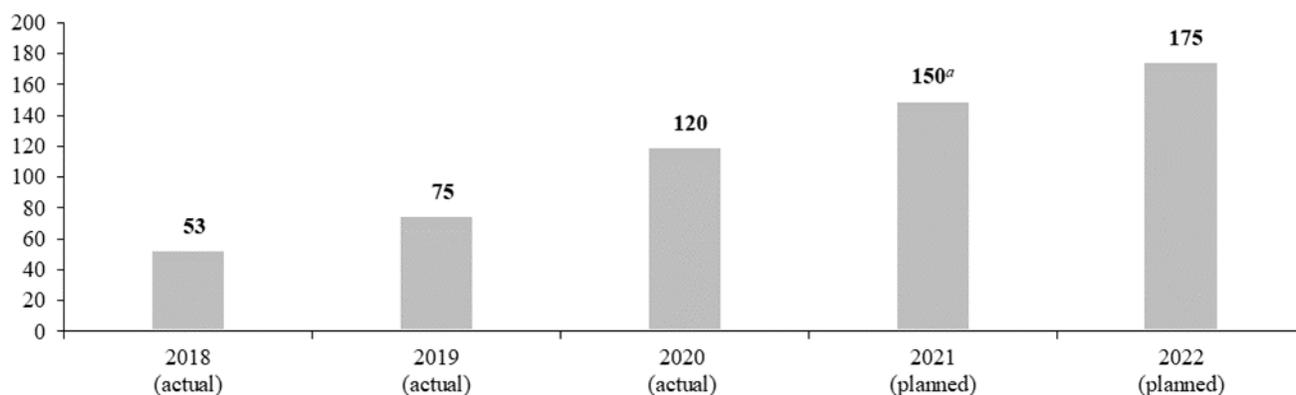
ª To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: increased availability of accessible publications online: publications "born accessible"[14]

Programme performance in 2020

2.182   The subprogramme, as part of its support for disability inclusion, produced accessible web products, including microsites and web publications. It has worked with an academic institution with specific expertise in accessible publishing to produce fully accessible versions of the annual report of the United Nations Office at Geneva. Furthermore, it created instructional material on accessible publications, which was included in the Office's iSeek toolkit for disability inclusion.

2.183   The above-mentioned work contributed to the production of four fully accessible online publications, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

2.184   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will continue building internal expertise in the production of fully accessible publications. The expected progress is presented in the performance measure below (see figure 2.XXII).

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[14] As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 2.XXII
Performance measure: increase in the number of accessible online publications (annual)
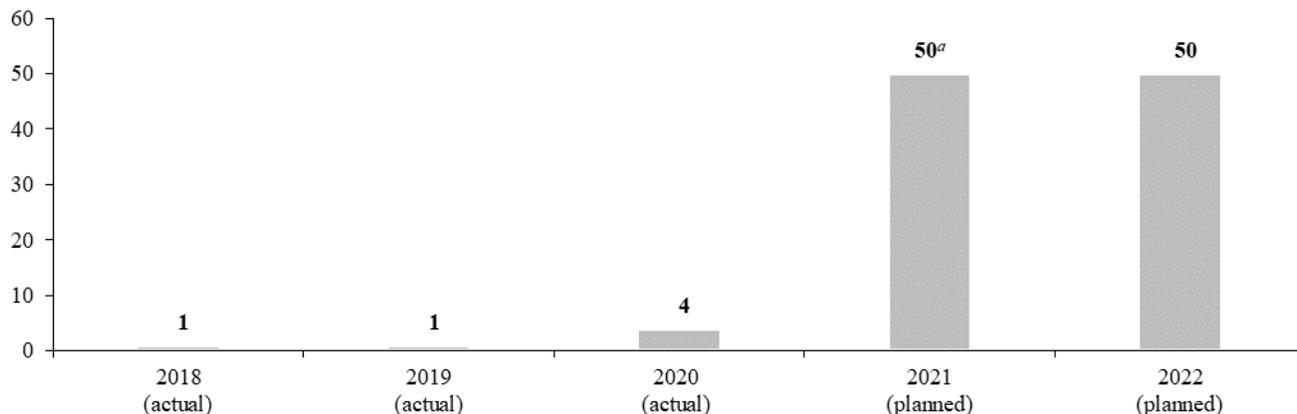
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: multilingual deliberations ensured by interpretation services with robust business continuity tools

Proposed programme plan for 2022

2.185   The subprogramme faced the impact of the COVID-19 pandemic on its business processes. Business continuity measures and tools were identified, developed, tested and deployed, most notably, remote simultaneous interpretation. Using evaluation expertise in the duty stations, jointly developed remote testing tools were also implemented, resulting in a more diverse talent pool of interpreters. These measures and tools provide reliable and readily available business continuity solutions for the future.

2.186   Similarly, the subprogramme identified new and innovative ways and means to deliver its products to Member States, namely, adapting its operations to remotely process various publications while maintaining high-quality and efficient work. It also strengthened collaborative relations with regard to workload-sharing with other conference-related services, striving to ensure optimal use of available resources.

2.187   Furthermore, the subprogramme turned to its established practices in sustainability and accessibility, including investments in and the use of electronic tools and processes in conference-servicing operations. The knowledge of the staff in applying these tools and technologies eased the transition to a hybrid conference-servicing environment.

Lessons learned and planned change

2.188   The lesson for the subprogramme was the need to establish contingency planning and preparedness for force majeure events like the pandemic in order to be able to supplement in-house capacity with agile response capacity in the face of unexpected adverse circumstances created by events such as the pandemic and the liquidity constraints. In applying the lesson, and using remote tools, the subprogramme will build on the experience gained during the joint testing of freelance staff and the organization of competitive examinations for language staff by the duty stations. The subprogramme will benefit from the foundation laid in 2020/21 to institute global language rosters for short-term recruitment.

2.189   The subprogramme will coordinate closely with meetings management and meeting organizers to optimize the use of its interpretation capacity, as well as maintain a diverse talent pool to provide high-quality, inclusive services in response to evolving needs. In addition, the measures and tools tested and deployed during the pandemic will provide reliable business continuity solutions available upon demand. These tools will reflect the most effective servicing options for meeting organizers, participants and interpreters and ensure sustainability and accessibility.

2.190   The subprogramme will make expanded use of available technologies and tools, including speech recognition. In addition, based on the lessons learned during 2020, collaboration among services and duty stations will be further expanded and strengthened.

2.191   Based on the investments made in tools and training, the subprogramme will provide publishing services that can also support the intergovernmental process during times of crisis. Publishing objectives will be achieved based on established and well-functioning modes of operation using the cohesive approach established in 2020 and further solidified in 2021. In the area of printing, it will continue to adjust the operations so that resources are flexible and cost-effective.

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

2.192   This work is expected to contribute to the objective, as demonstrated by the provision of interpretation services to 100 per cent of meetings programmed (see figure 2.XXIII).

Figure 2.XXIII
Performance measure: percentage of meetings programmed versus meetings held with interpretation (annual)
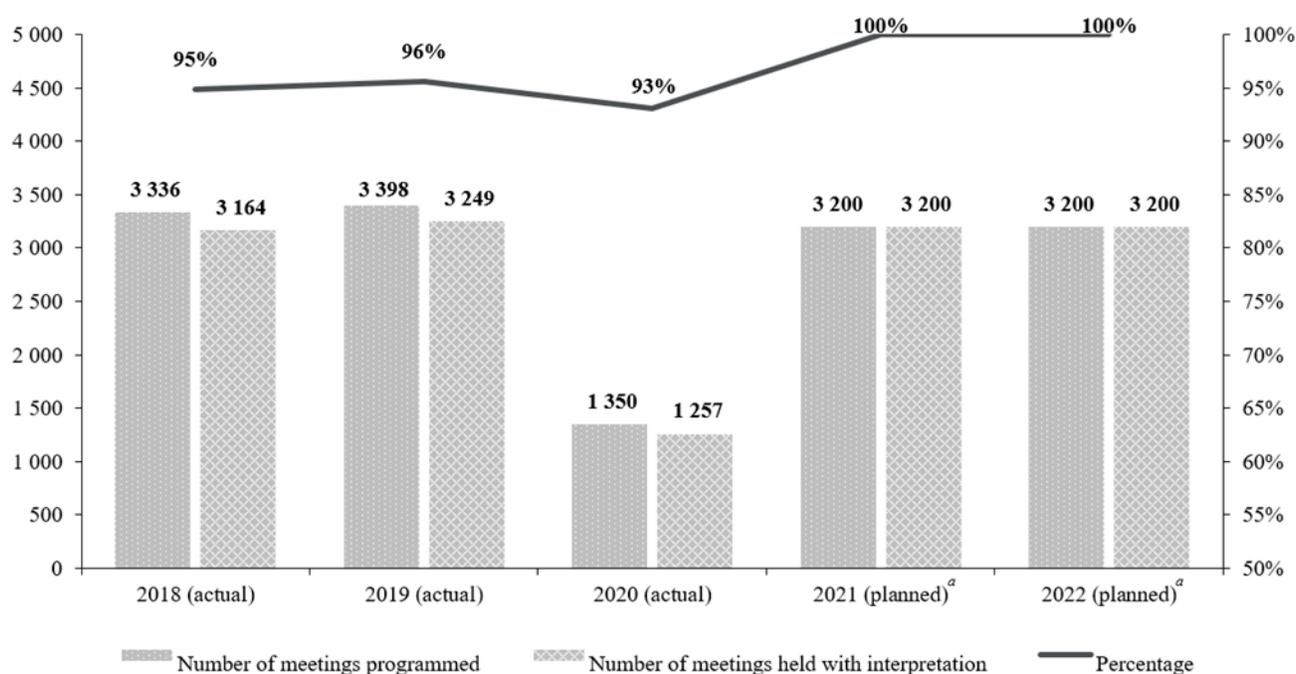
[a] The number of meetings programmed for 2021 and 2022, as shown in the present figure, reflects projections based on information made available from meeting organizers.

Legislative mandates

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

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	S-10/2	Final Document of the Tenth Special Session of the General Assembly
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	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
1722 (XVI)	Question of disarmament		

48/189	United Nations Framework Convention on Climate Change	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
60/184	International trade and development		
60/251	Human Rights Council	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
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		
		68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
63/263, sect. VI	Questions relating to the programme budget for the biennium 2008–2009: revised estimates resulting from the entry into force of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto	69/9; 71/11	Cooperation between the United Nations and the League of Arab States

Conference on Disarmament mandates

CD/8	Rules of procedure of the Conference on Disarmament

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

Deliverables

2.194   Table 2.13 lists all deliverables, by category and subcategory, for the period 2020–2022 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 2020–2022, by category and subcategory

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2022 planned*
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**3 200**	**1 257**	**3 200**	**3 200**
Meetings with interpretation for:				
1. Intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	1 525	689	1 530	1 530
2. Intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	54	–	50	50
3. Intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	859	327	860	860
4. Intergovernmental and expert bodies on disarmament	237	92	240	240
5. Other meetings	525	149	520	520
E. Enabling deliverables				
Correspondence and documentation services: 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 to over 50 client entities based in Geneva and upon request for entities outside of the Geneva client group as part of workload-sharing.				

Conference management, Vienna

Subprogramme 2
Planning and coordination of conference services

Objective

2.195   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 serviced by the United Nations in Vienna.

Strategy

2.196   To contribute to the objective, the subprogramme will facilitate the optimum use of capacity for meetings and documentation services in a globally coordinated manner.

2.197   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. The new working methods adopted to mitigate the impact of COVID-19 will be developed into innovative processes and best practices to meet the evolving needs of global conference servicing and harness new technologies. In addition, the subprogramme will continue to centrally coordinate risk management, assessment and evaluation and provide high-quality and reliable data to facilitate informed managerial decision-making and performance monitoring.

2.198   The subprogramme plans to implement business continuity in all activities. It will focus on virtual/hybrid meetings as a business continuity option in order to facilitate intergovernmental negotiations and decision-making processes.

2.199   The above-mentioned work is expected to result in:

(a)   The effective implementation of the mandates of the client bodies;

(b)   An enhanced user experience and more responsive conference services for Member States;

(c)   The timely issuance of parliamentary documents, whereby the documents are issued simultaneously in all six official languages. In 2020, 91 per cent of documents were issued in a timely manner, while 100 per cent of documents were issued simultaneously in all of the required languages.

Programme performance in 2020

2.200   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

New working methods in support of the meetings programme of the intergovernmental bodies

2.201   As a result of the pandemic, the Vienna International Centre was closed in March 2020 to all but essential staff, and in-person meetings were suspended. During that period, the subprogramme took an active role in the cross-departmental design of virtual meeting arrangements and in the testing of information technology platforms for meetings with and without interpretation. Through combined efforts, the interpreters, audiovisual engineers and information technology technicians enabled the United Nations Office at Vienna to deliver the first hybrid meeting of Member States with full interpretation in May. With that early success, coordinating and servicing intergovernmental meetings resumed at the full capacity of available resources, both with and without interpretation.

2.202   The subprogramme embraced the new working methods for virtual/hybrid meetings and expanded the roles of its meetings servicing personnel to include new technical responsibilities. Staff acted as the first point of contact and took charge of moderating real-time communication between the Member States participating online and the presiding officers, secretariats and interpreters. Staff, including those involved at other times in document reproduction and distribution, developed new competencies to assist with servicing hybrid meetings. This expanded the scope of the support to Member States, and an agile workforce readily available to ensure business continuity was ensured.

Progress towards the attainment of the objective, and performance measure

2.203   The above-mentioned work contributed to the objective, as demonstrated by the growth in the number of virtual/hybrid (see figure 2.XXIV). This enabled Vienna-based intergovernmental bodies to proceed with decision-making processes throughout 2020 despite prolonged global restrictions on travel and in-person meetings.

Figure 2.XXIV
Performance measure: number of virtual/hybrid meetings
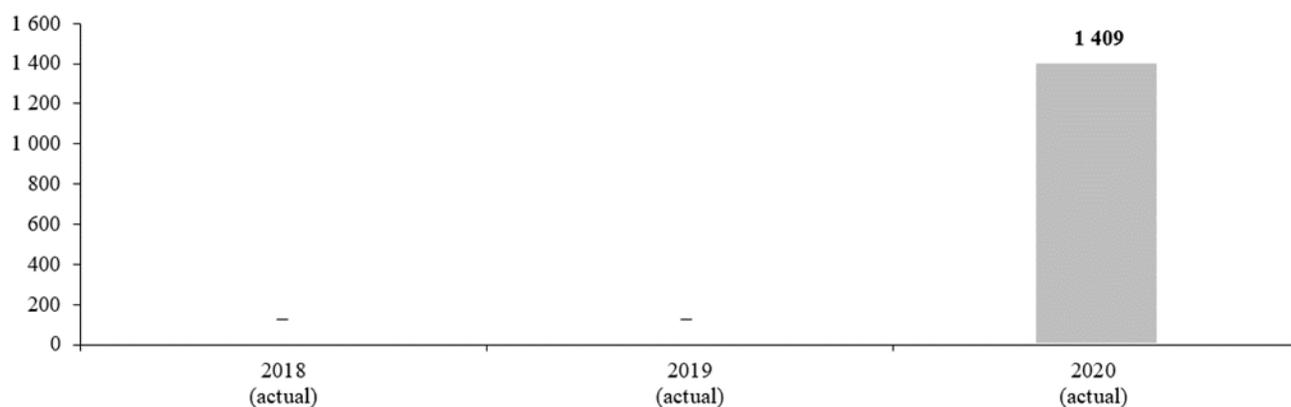
Planned results for 2022

2.204   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: a high-level event with a smaller environmental footprint[15]

Programme performance in 2020

2.205   The subprogramme has continued its efforts to reduce the environmental footprint of all its operations. The electronic distribution of all documentation and the use of online platforms for the exchange of information has been further expanded for the legislative organs hosted in Vienna. Furthermore, the documentation operation and its partners in the Vienna International Centre have maintained International Organization for Standardization (ISO) 14001 certification attesting to the quality of the environmental management system. Notwithstanding the postponement of the United Nations Congress on Crime Prevention and Criminal Justice, the subprogramme has implemented its environmental strategy in the preparations for the Congress and other activities. Documents related to the Congress were posted on the Internet, and Member States were kept abreast of the related information and received invitations to consultations and other meetings by way of the eCorrespondence system.

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[15] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

2.206   The above-mentioned work contributed to 1,850 print impressions per meeting, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

2.207   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme plans to maintain high environmental standards and continue to follow best practices in this area in 2022 and in the years to come. It will facilitate sole electronic distribution of pre-session documentation and very limited printing of in-session documents required for negotiations and drafting, in accordance with the desire of an increasing number of intergovernmental bodies. Following these and other measures, print impressions per meeting will be kept at reduced numbers in 2022, as presented in the performance measure below (see figure 2.XXV).

Figure 2.XXV
Performance measure: number of print impressions per meeting of Vienna-based intergovernmental bodies (annual)
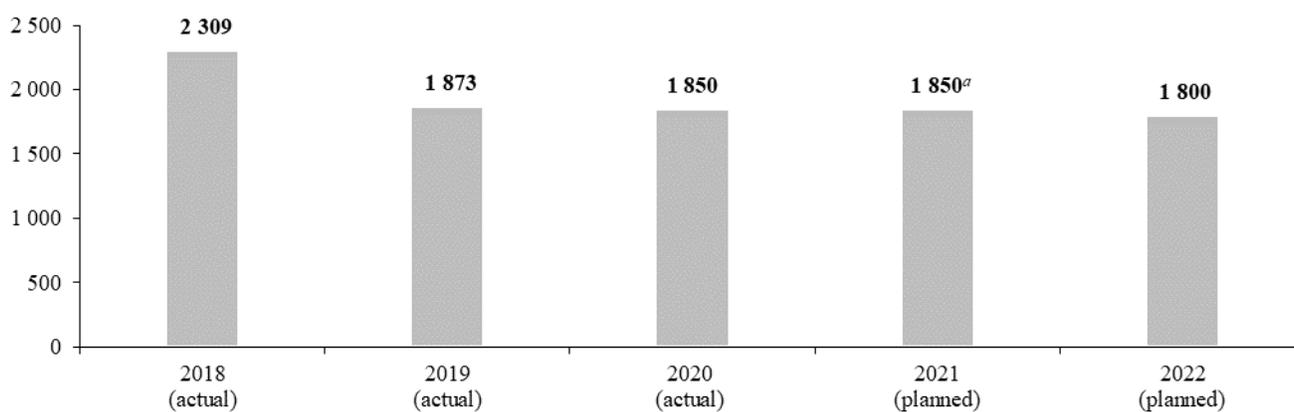
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: One-Stop Shop: Member States access conference services through one common platform[16]

Programme performance in 2020

2.208   In Vienna, the subprogramme coordinates the receipt of meeting requests from Member States and intergovernmental bodies and the provision of responses from different service providers, including the production of cost estimates. The process often prompts further questions and responses, and the cost estimates go through several iterations. In order to make the process of requesting conference services more user-friendly for Member States and client secretariats and more efficient for the service providers, the subprogramme is planning to roll out the One-Stop Shop application at the United Nations Office at Vienna.

2.209   In 2020, the One-Stop Shop application was tested and user requirements for the adaptation of the tool to the needs expressed by Member States and secretariats in Vienna were provided. All preparations towards the deployment of the application in 2021 were finalized.

2.210   Notwithstanding the above-mentioned preparatory work, as a result of the pandemic and the liquidity crisis, the timeline for the actual roll-out of the One-Stop Shop portal has shifted to 2022, which did

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[16] As reflected in the programme budget for 2021 (A/75/6/Add.1).

not meet the target of one iteration during the cost-estimate cycle reflected in the programme budget for 2021.

Proposed programme plan for 2022

2.211   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will finalize the roll-out of the One-Stop Shop application, which would reduce the iterations of the cost-estimation cycles for permanent missions and intergovernmental bodies from an average of four to one, providing Member States with greater control of the process and immediate access to information. The expected progress is presented in the performance measure below (see figure 2.XXVI).

Figure 2.XXVI
Performance measure: average number of iterations during cost-estimate cycle
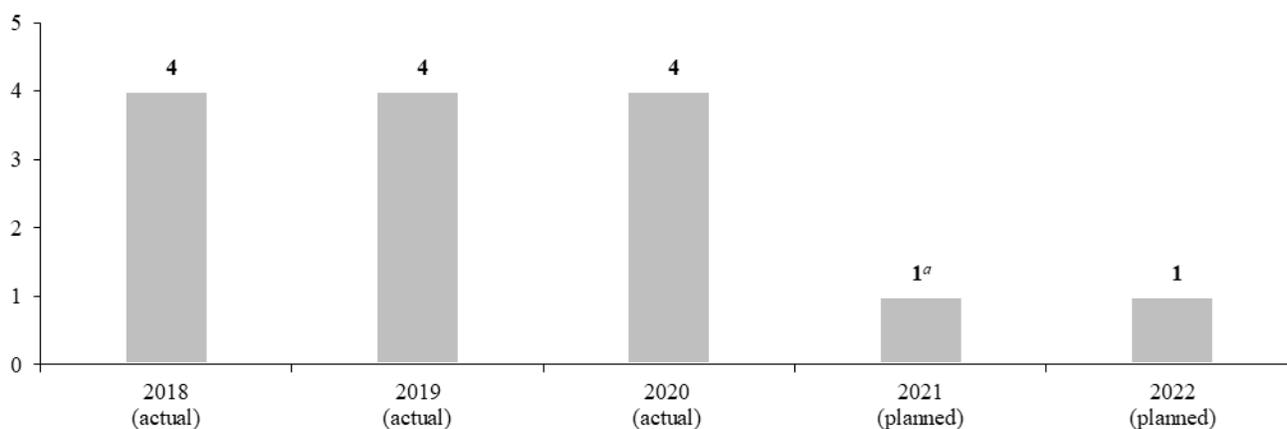
[a]   To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: business continuity in all areas of conference services, including documentation services

Proposed programme plan for 2022

2.212   The pandemic emphasized the need for a solid business continuity plan and measures and processes to support critical meetings and documentation processing for intergovernmental bodies. Electronic workflows and web-based tools withstood the test posed by the pandemic and the lockdown of the Vienna International Centre. Documents were channelled online from authors to editors and translators, most of whom worked off-site. Multilingual communications were issued to Member States, which was crucial to managing the changes in the work programmes of the intergovernmental bodies that stemmed from the pandemic. Most of these procedures and workflows were already put in place before the pandemic and were detailed in standard operating procedures finalized in 2019 and 2020.

2.213   In response to the reduction in capacity as result of the pandemic and the liquidity constraints, the subprogramme reassigned the limited resources to meet the core mandates and requirements of the intergovernmental bodies. For documentation processing, the subprogramme focused on delivering parliamentary documents in time for their consideration. The subprogramme also resorted to work-sharing arrangements between duty stations, which increased at least threefold during 2020 compared with the usual volume.

Lessons learned and planned change

2.214 The lesson for the subprogramme was that approaches that rely on online working processes, information technology platforms and other modern technologies serve a multitude of purposes of primary importance. The documentation requirements of the intergovernmental bodies can be better served in an efficient and effective manner. In applying the lesson, these new working methods will be further codified in updated standard operating procedures for the subprogramme and documentation services, and in guidelines for best practices. The subprogramme also intends to continue such proven approaches to facilitate work-sharing between duty stations.

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

2.215 This work is expected to contribute to the objective, as demonstrated, inter alia, by the target of 96 per cent of parliamentary documents issued on a timely basis (see figure 2.XXVII).

Figure 2.XXVII
Performance measure: percentage of timely issuance of parliamentary documents
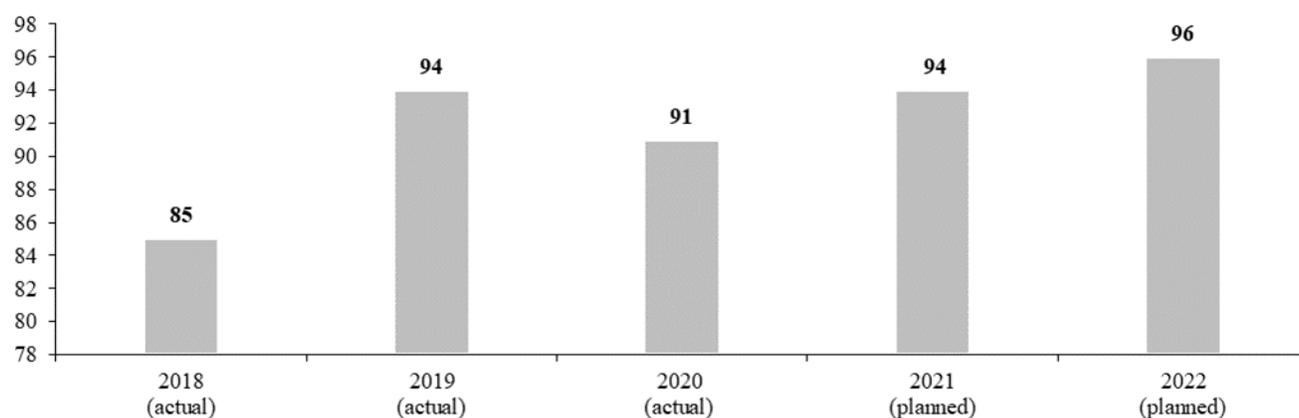
Legislative mandates

2.216 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
		74/247	Countering the use of information and communications technologies for criminal purposes

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	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	8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

Deliverables

2.217   Table 2.14 lists all deliverables, by category and subcategory, for the period 2020–2022 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 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**5 290**	**3 042**	**5 400**	**5 500**
1. Meetings of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime and the ad hoc committee of the General Assembly to elaborate an international convention on the misuse of information technologies, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	3 000	1 217	3 000	2 800
2. Meetings of the International Narcotics Control Board	80	132	110	110
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	600	240	560	560
4. Meetings of the United Nations Commission on International Trade Law and its working groups	85	229	120	220
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	50	32	50	90
6. Meetings of the United Nations Industrial Development Organization	270	101	270	430
7. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 060	813	1 060	1 060
8. Other meetings	145	278	230	230
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**252**	**160**	**252**	**252**
9. Annual calendar of conferences and meetings in Vienna	1	1	1	1
10. Daily "master final" programme of meetings of intergovernmental bodies	251	159	251	251
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for 152 permanent missions in Vienna covering the six official languages.				
D. Communication deliverables				
Outreach programmes, special events and information materials: language day celebrations of all six official languages.				

Subprogramme 3
Documentation services

Objective

2.218 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 serviced by the United Nations in Vienna.

Strategy

2.219 To contribute to the objective, 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. It 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. It will continue promoting the versatility of language professionals to process highly complex legal and technical documents by providing further substantive training, including organizing briefings with substantive secretariats. It will continue to leverage information technology tools, including eLUNa, update UNTERM and maintain its repository of reference material for in-house and external language professionals. In addition, when resorting to external processing, the subprogramme will continue to manage the quality of outsourced documents by enforcing rigorous recruitment standards for contractors and providing them with appropriate feedback.

2.220   The above-mentioned work is expected to result in:

(a)   The timely availability of high-quality documents, issued simultaneously in the six official languages, in compliance with existing mandates, by identifying, testing, training and retaining skilled linguists;

(b)   The consistent use of official terminology in the six official languages across the Organization;

(c)   The provision of machine-readable documents for the United Nations.

Programme performance in 2020

2.221   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Effective response to new challenges: documentation processes adapted well to servicing new modes of parliamentary deliberation

2.222   COVID-19 and the ensuing travel and meeting restrictions have affected intergovernmental processes, bringing about new realities and new challenges for documentation services. After a lockdown of the United Nations premises in Vienna in March 2020, during which the subprogramme delivered parliamentary documentation without interruption, meetings resumed in June in hybrid mode. The new modality entailed a considerable change in document submission and issuance patterns during ongoing sessions. The subprogramme ensured smooth negotiations during silence procedures that prolonged the duration of services provided for meetings. For half of the meetings, the duration of services by language sections per meeting was extended by at least 30 per cent during the period from June to November. The subprogramme absorbed a 4.5 per cent increase in in-session workload, as well as a 12 per cent increase in the number of correction updates for in-session documents, compared with the same period in 2019.

2.223   The subprogramme met the pandemic-related challenges, which were compounded by the liquidity crisis and the resulting recruitment freeze and reduction in temporary assistance. This was especially challenging for Vienna, where in-house capacity is not commensurate with the workload. These circumstances curtailed the capacity of the language sections, putting at risk the timely issuance of in-session documents.

2.224   The subprogramme adapted promptly to virtual/hybrid meetings by providing advance translations of pre-negotiated texts to facilitate parliamentary negotiation processes while ensuring the timely delivery of the final versions of reports.

2.225   The subprogramme further intensified its dialogue with clients in order to streamline and refine submission patterns and drafting practices. For that purpose, it negotiated and implemented maximum daily volumes of in-session documents to ensure the timely issuance of all documents. In-session documents were prioritized over other parliamentary documents, for which deadlines were renegotiated. Some mandated publications were put on hold, creating a backlog.

Progress towards the attainment of the objective, and performance measure

2.226   The above-mentioned work contributed to the objective, as demonstrated by the simultaneous issuance of 100 per cent of documentation in all six official languages (see figure 2.XXVIII).

Figure 2.XXVIII
Performance measure: percentage of documents issued simultaneously in all six official languages
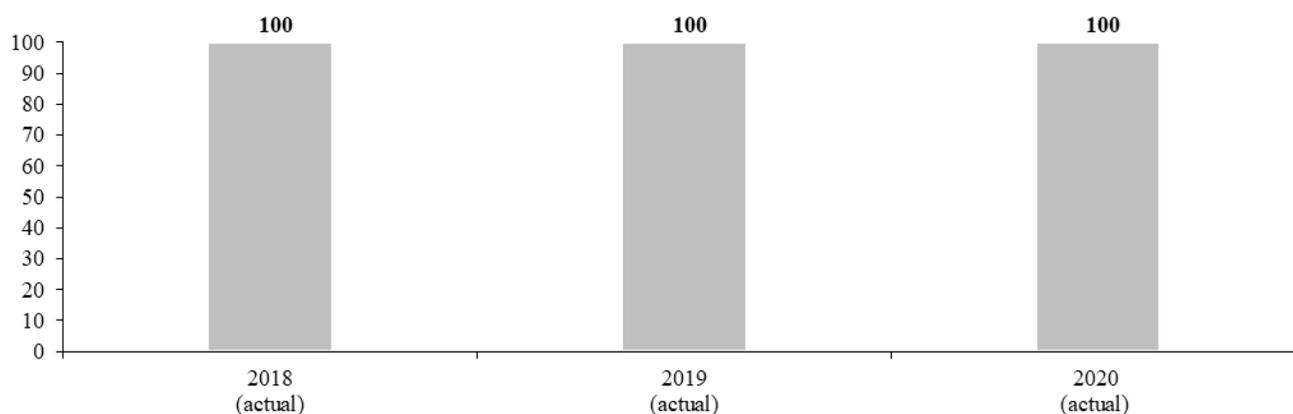
Planned results for 2022

2.227   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: access to more consistent terminology[17]

Programme performance in 2020

2.228   The subprogramme adopted standard operating procedures aimed at harmonizing and coordinating terminology work across the six official languages. It continued to produce terminology, creating 199 records and updating 4,844 others to support Member States in their deliberations on such legal and technical subjects as treaty-based investor-State arbitration, enterprise group insolvency and new chemical substances added to the schedules in the drug control conventions.

2.229   The above-mentioned work contributed to an absence of complaints received from Member States, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

2.230   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will continue to meet the terminology needs of Member States in response to new language developments and with due consideration for language specificities. It will focus on the establishment of terminology to facilitate the negotiation of the future convention on cybercrime and on a review of terminology records to make them gender- and disability-inclusive. The expected progress is presented in the performance measure below (see table 2.15).

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[17] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Table 2.15
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
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

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: enhanced adherence to the principle of parity among all official languages of the United Nations by harmonizing quality control procedures[18]

Programme performance in 2020

2.231   The subprogramme established a working group that took stock of the current differences in ensuring quality control across the Organization based on preliminary data. A survey was also distributed in New York, Geneva, Vienna and Nairobi to collect more specific information on the methodologies used for quality control and on good practices in organizing quality control processes, recording assignments and selecting and rating contractors.

2.232   The above-mentioned work contributed to laying the basis for the harmonization of quality control procedures, which did not fully meet the target of improved consistency of the quality control of documentation through the creation of a working group on the harmonization of quality control practices, reflected in the programme budget for 2021. Owing to the necessity to prioritize parliamentary documentation over all other assignments, the working group could not dedicate the necessary time for its activity. As a result, the working group was only able to undertake preparatory work and start collecting data for analysis.

Proposed programme plan for 2022

2.233   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will analyse the survey responses and prepare updated standard operating procedures. The subprogramme also plans to collate and disseminate a list of best practices for quality control and a common set of standards, which will be submitted to all duty stations for adoption. The expected progress is presented in the updated performance measure below (see table 2.16).

Table 2.16
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
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	Working group on the harmonization of quality control began data collection across all duty stations	Positive feedback on the improved consistency of the quality of documentation made available to Member States, made possible through the	Positive feedback on the improved consistency of the quality of documentation made available to Member States, made possible through the

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[18] As reflected in the programme budget for 2021 (A/75/6/Add.1)

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
			adoption of a standard operating procedure on quality control	adoption of a standard operating procedure, a list of best practices and common standards across all duty stations

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: operational resilience through staff training that facilitates work-sharing

Proposed programme plan for 2022

2.234   The subprogramme delivers multilingual documentation in the six official languages, which is the result of the combined efforts of editors, translators and language and desktop publishing assistants. This last function has undergone numerous changes over the years, owing to the evolution of the working methods of translators, who increasingly use computer-assisted translation tools. To ensure operational resilience, the subprogramme plans to broaden the functions of language and desktop publishing assistants through training. Several assistants have taken advantage of training opportunities to learn modern graphic and typesetting applications in response to client demand for the increased use of graphic elements. The change in working methods made it possible to share some of the work between the different language sections. While proofreading can only be performed by native speakers, formatting can be done by staff from other language sections after they receive training.

Lessons learned and planned change

2.235   The lesson for the subprogramme was that investments in training to broaden the skills of staff in order to facilitate work-sharing, while reducing reliance on external processing, facilitated the continuous delivery of multilingual documents to Member States during the COVID-19 pandemic. In applying the lesson, the subprogramme will encourage staff to take advantage of cross-training opportunities that broaden skills and facilitate work-sharing. Staff will be encouraged to undergo training in processing documents in other languages. The subprogramme will increase the flexibility of staff in order to lower its operational risks and increase its resilience to external shocks, such as delays in the onboarding of staff as a result of potential travel restrictions. Through these adaptations, the subprogramme will assure the timely and simultaneous issuance of documents in the six official languages.

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

2.236   This work is expected to contribute to the objective, as demonstrated by a processing compliance rate of 90 per cent, in accordance with the mandated time frame (see figure 2.XXIX).

Figure 2.XXIX
Performance measure: overall processing compliance in accordance with the mandated time frame
(Percentage)
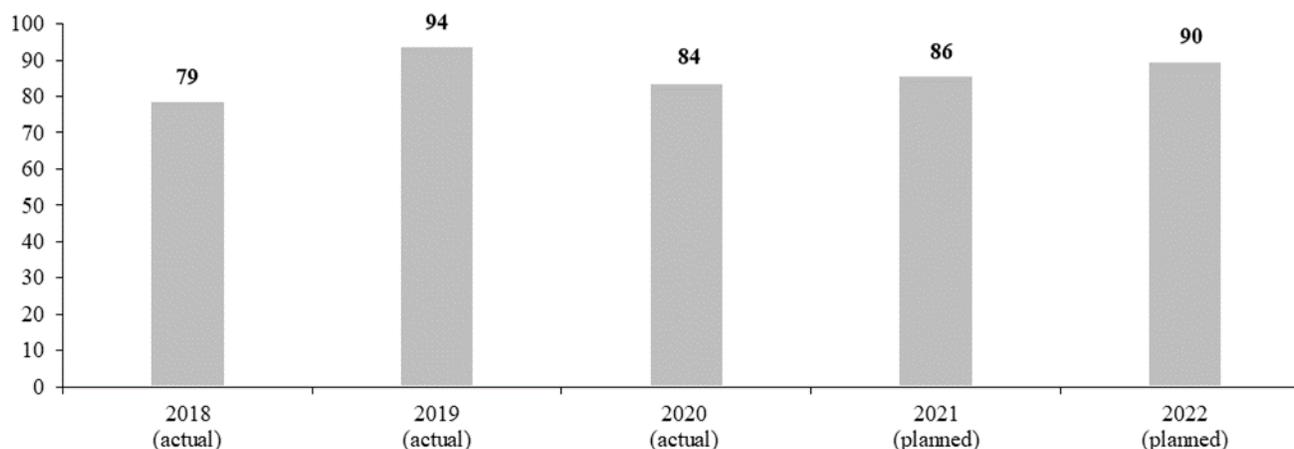
Legislative mandates

2.237   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	Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space
40/243	Pattern of conferences		
55/25	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
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		

Economic and Social Council resolutions and decisions

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

Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice

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	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	8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

Deliverables

2.238   Table 2.17 lists all deliverables, by category and subcategory, for the period 2020–2022 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 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	**23 550**	**23 825**	**24 700**	**24 660**
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)	9 000	10 723	10 300	10 300
2. Editing, translation and desktop publishing of documents for the International Narcotics Control Board	3 000	3 121	3 540	3 600
3. Editing, translation and desktop publishing of documents for the Committee on the Peaceful Uses of Outer Space and its subcommittees	2 400	1 779	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	7 070	6 001	6 000	6 000
5. Editing, translation and desktop publishing of documents for the United Nations Scientific Committee on the Effects of Atomic Radiation	80	50	60	60

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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	1 000	1 102	1 000	1 000
7. Editing, translation and desktop publishing of documents for the United Nations Industrial Development Organization	1 000	1 049	1 400	1 300

C. Substantive deliverables

Databases and substantive digital materials: update and maintenance of UNTERM, which currently holds 18,879 United Nations Office at Vienna records.

Subprogramme 4
Meetings and publishing services

Objective

2.239   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 serviced by the United Nations in in Vienna.

Strategy

2.240   To contribute to the objective, 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 the United Nations Industrial Development Organization (UNIDO), the Comprehensive Nuclear-Test-Ban Treaty Organization and the International Atomic Energy Agency (IAEA). It will continue to develop ways to ensure 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.

2.241   The subprogramme plans to continue offering a choice of service modalities and improving remote participation in meetings. This will require the use of remote simultaneous interpretation platforms upon demand, which are expected to evolve to provide improved quality.

2.242   The above-mentioned work is expected to result in:

   (a)   Optimized interpretation services for the increasingly fast-paced world of conference services;

   (b)   Member States receiving information more effectively and with minimal environmental impact.

Programme performance in 2020

2.243   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Real-time regrouping of interpretation services to ensure multilingual business continuity

2.244   The pandemic abruptly interrupted the provision of interpretation support to meetings, owing the lack of tools for remote simultaneous interpretation. Interpreters at the United Nations Office at Vienna fully participated in all activities described in paragraph 2.104 above. Interpretation services in Vienna resumed in May 2020. A total of 170 days of meetings were subsequently held using remote interpretation platforms, resulting in uninterrupted multilateral and multilingual deliberations for Vienna-based programmes and organizations serviced by the subprogramme.

Progress towards the attainment of the objective, and performance measure

2.245   The above-mentioned work contributed to the objective, as demonstrated by an absence of complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation (see table 2.18).

Table 2.18
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
No complaints received from Member States	No complaints received from Member States	No complaints received from Member States

Planned results for 2022

2.246   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: designing high-visibility publications and products for optimal impact and usability[19]

Programme performance in 2020

2.247   Several multilingual e-publications have been identified for preparation in the Digital Accessible Information System (DAISY) accessibility format, which is a technical standard for digital audiobooks, periodicals and computerized text. By providing a complete audio substitute for print material, DAISY is specifically designed for use by people with "print disabilities" such as blindness, impaired vision or dyslexia. The subprogramme continued to expand the technical functionalities of its deliverables through further development of multimedia products.

2.248   The above-mentioned work contributed to the reconfiguration of the ePub format in compliance with DAISY, permitting read-aloud functionality and font resizing to suit the needs of the reader, which did not meet the target of the adoption of the ePub format in compliance with the DAISY standard to permit read-aloud functionality and font resizing to suit the needs of the reader, reflected in the proposed programme budget for 2020. Although all the preparatory work was completed, the subprogramme was unable, in 2020, to follow through with the actual processing of the identified publications in a DAISY format owing to the liquidity crisis.

Proposed programme plan for 2022

2.249   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to train staff in preparing e-book files for DAISY-formatting in all six official languages and subsequently produce multilingual DAISY-formatted publications. The expected progress is presented in the performance measure below (see table 2.19).

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[19] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Table 2.19
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
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	ePub format reconfigured 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	A broader spectrum of multilingual publications is available in a format that provides significantly greater accessibility

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: maintaining the 100 per cent success rate in meeting mandated interpretation requirements[20]

Programme performance in 2020

2.250   The subprogramme has continued to follow a proactive approach in responding to interpretation requests, including those submitted at very short notice, by making full use of the newly adopted remote platforms. This made it possible to meet the pandemic-related challenges, such as constantly changing meeting calendars (owing to postponements and the shortening of meetings) and the need to reduce travel to a minimum.

2.251   The above-mentioned work contributed to 100 per cent of requests for meetings with interpretation services fulfilled, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

2.252   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will engage proactively with the United Nations Office at Vienna/United Nations Office on Drugs and Crime (UNODC) programme managers and counterpart conference services of other Vienna-based organizations to plan the optimum delivery of services. The expected progress is presented in the performance measure below (see figure 2.XXX).

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[20] As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 2.XXX

Performance measure: percentage of timely requests for meetings with interpretation services fulfilled
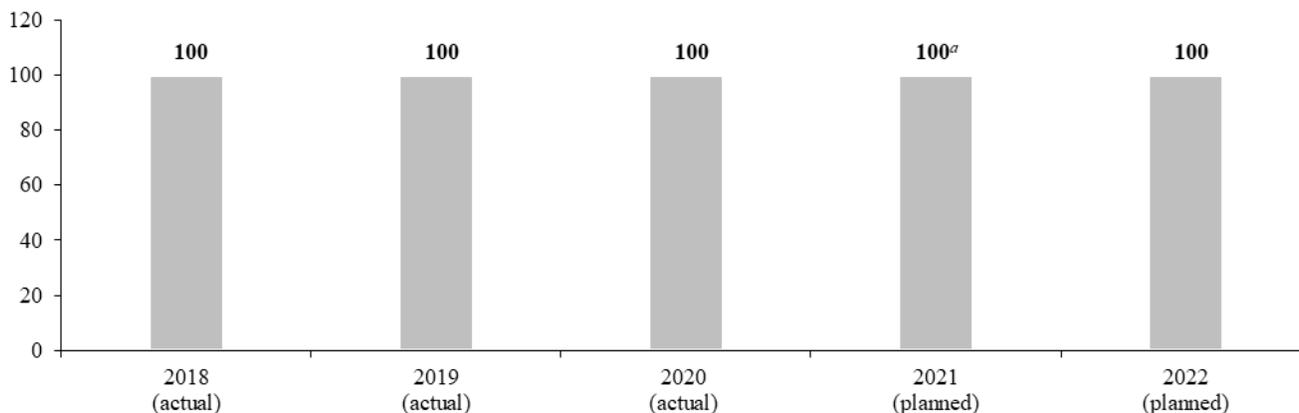
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: multilingual deliberations ensured by interpretation services with robust business continuity tools

Proposed programme plan for 2022

2.253   The subprogramme faced the impact of the COVID-19 pandemic on its business processes. Business continuity measures and tools were identified, developed, tested and deployed, most notably, remote simultaneous interpretation. Using evaluation expertise in the duty stations, jointly developed remote testing tools were also implemented, resulting in a more diverse talent pool of interpreters. These measures and tools provide reliable and readily available business continuity solutions for the future.

2.254   Furthermore, the subprogramme turned to its established practices in sustainability and accessibility, including investments in and the use of electronic tools and processes in conference-servicing operations. The knowledge of the staff in applying these tools and technologies eased the transition to a hybrid conference-servicing environment.

Lessons learned and planned change

2.255   The lesson for the subprogramme was the need to establish contingency planning and preparedness for force majeure events like the pandemic in order to be able to supplement in-house capacity with agile response capacity in the face of unexpected adverse circumstances created by events such as the pandemic and the liquidity constraints.

2.256   Using Inspira, combined rosters of newly tested and existing freelance interpreters, translators and revisers were created. In applying the lesson, the subprogramme will build on the experience gained during the joint testing of freelance staff and the organization of competitive examinations for language staff by the duty stations. The subprogramme will benefit from the foundation laid in 2020/21 to institute global language rosters for short-term recruitment.

2.257   The subprogramme will continue to optimize the use of its interpretation capacity, as well as maintain and build a diverse talent pool to provide high-quality, inclusive services in response to evolving needs. In addition, the measures and tools tested and deployed during the pandemic will provide reliable business continuity solutions available upon demand. These tools will reflect the most effective servicing options for meeting organizers, participants and interpreters and ensure sustainability and accessibility.

2.258   In 2022, the subprogramme will optimize the use of its interpretation capacity, as well as ma intain a diverse talent pool to provide high-quality services in response to the interpretation requirements of the intergovernmental and expert bodies.

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

2.259   This work is expected to contribute to the objective, as demonstrated by the provision of interpretation services to 100 per cent of meetings programmed (see figure 2.XXXI). In 2022, the subprogramme plans to service 678 meetings with interpretation.

Figure 2.XXXI
Performance measure: percentage of meetings programmed versus meetings held with interpretation (annual)
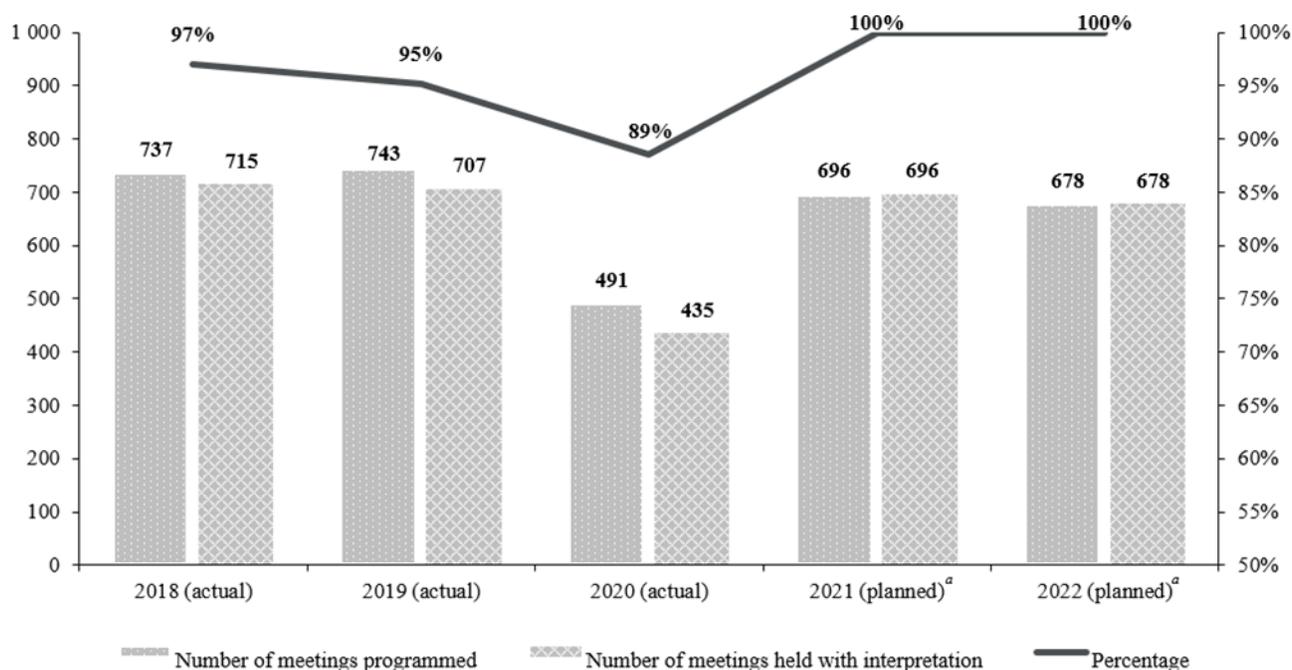
[a] The number of meetings programmed for 2021 and 2022, as shown in the present figure, reflects projections based on information made available from meeting organizers.

Legislative mandates

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

General Assembly resolutions and decisions

913 (X)	Effects of atomic radiation	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
1472 (XIV) A	International cooperation in the peaceful uses of outer space		
2152 (XXI)	United Nations Industrial Development Organization		
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law	58/4	United Nations Convention against Corruption
40/243	Pattern of conferences	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
55/25	United Nations Convention against Transnational Organized Crime		

69/85	International cooperation in the peaceful uses of outer space	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
Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space		

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	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	8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

Deliverables

2.261   Table 2.20 lists all deliverables, by category and subcategory, for the period 2020–2022 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 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**720**	**435**	**696**	**678**
Meetings with interpretation for:				
1. 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)	289	117	302	303
2. The International Narcotics Control Board	59	34	59	60
3. The Committee on the Peaceful Uses of Outer Space and its subcommittees	58	20	60	60
4. The United Nations Commission on International Trade Law and its working groups	60	83	80	70
5. The United Nations Scientific Committee on the Effects of Atomic Radiation	10	3	10	10
6. The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	62	61	60	60
7. The International Atomic Energy Agency	157	100	100	85
8. The United Nations Industrial Development Organization	25	17	25	30
B. Enabling deliverables				
Correspondence and documentation services: 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 provided to all entities in the Vienna client group, and upon request for entities outside of the Vienna client group as part of workload-sharing.				

Conference management, Nairobi

Subprogramme 2
Planning and coordination of conference services

Objective

2.262   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 serviced by the United Nations in Nairobi.

Strategy

2.263   To contribute to the objective, 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.

2.264   The subprogramme will 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 in-person meetings in Nairobi and elsewhere or by virtual means as may be the case. Regular client surveys will be an important tool to monitor performance.

2.265   In addition, the subprogramme will continue to centrally coordinate risk management, assessment and evaluation and provide high-quality and reliable data to facilitate informed managerial decision-making and performance monitoring. Continued efforts will be undertaken through the leveraging of technology to streamline workflows to fulfil the conference service requests of clients through a two-pronged approach, the timeline of which has been adjusted as a result of the COVID-19 crisis: (a) the piloting of an online event planning tool that calculates the expected costs of servicing the events in 2021 and the consolidation of the tool in 2022; and (b) the extension of this tool to include the interface between gMeets and One-Stop Shop for the efficient management of meeting requests in Nairobi.

2.266   The subprogramme plans to implement business continuity in all activities. It will focus on virtual/hybrid meetings as a business continuity option in order to facilitate intergovernmental negotiations and decision-making processes. It will work with the Office of Information and Communications Technology to further enhance the use of remote simultaneous interpretation and ensure comprehensive risk assessments for in-person meetings when local health regulations permit.

2.267   The above-mentioned work is expected to result in:

(a)   An increased number of meetings of intergovernmental bodies provided with adequate conference facilities;

(b)   An enhanced user experience and improved deliberations and decision-making processes of the bodies and organs serviced;

(c)   The timely issuance of parliamentary documents, whereby the documents are issued simultaneously in all six official languages. In 2020, 77 per cent of documents were issued in a timely manner, while 98 per cent of documents were issued simultaneously in all of the required languages.

Programme performance in 2020

2.268   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Intergovernmental process in extraordinary times

2.269   Travel restrictions imposed globally in March 2020 suspended most intergovernmental processes under the subprogramme's purview. Among the affected processes were intergovernmental discussions scheduled in 2020, the outcomes of which were required to be considered by the United Nations Environment Assembly and by multilateral environmental agreements conventions of the parties that were scheduled to hold sessions in 2021. Cancelled sessions of the ad hoc open-ended expert group on marine litter and microplastics in Lima in May and in Kigali in November, and the postponements and reductions in scope of the intersessional body of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, jeopardized the timeliness of their outcomes. Starting in June, the subprogramme began utilizing remote simultaneous interpretation platforms to enable support for substantive secretariats with regard to planning their sessions in virtual environments.

2.270   The subprogramme intensified its parliamentary documentation planning with submitting secretariats. It encouraged adherence to previous documentation slots in order to minimize the shifting of workloads to 2021 and beyond.

Progress towards the attainment of the objective, and performance measure

2.271   The above-mentioned work contributed to the objective, as demonstrated by the provision of remote interpretation for and moderation of 228 virtual/hybrid meetings to compensate for the suspension of in-person meetings (see table 2.21).

Table 2.21
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
• Primarily in-person participation only • In-person support in the meeting room, electronic distribution of speeches and documents	• Primarily in-person participation only • In-person support in the meeting room, electronic distribution of speeches and documents	• 228 virtual/hybrid meetings held and serviced from the time of suspension of in-person meetings

Planned results for 2022

2.272   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: going forward: automating self-service cost estimation by clients[21]

Programme performance in 2020

2.273   The subprogramme has not been able to complete targeted activities towards the automation of self-service cost estimation in 2020. A strategic decision was made to prioritize the management of the persistently changing meeting calendar because of uncertainties related to the pandemic. It is expected that such activities will resume in 2021, with expected delivery in 2022.

2.274   The subprogramme did not meet the target of four iterations per cost estimate reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

2.275   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will resume the postponed pilot of the cost-estimation tool to achieve the projected average of four iterations per cost estimate. The expected progress is presented in the performance measure below (see figure 2.XXXII).

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[21] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Figure 2.XXXII

Performance measure: average number of iterations during cost-estimate cycle
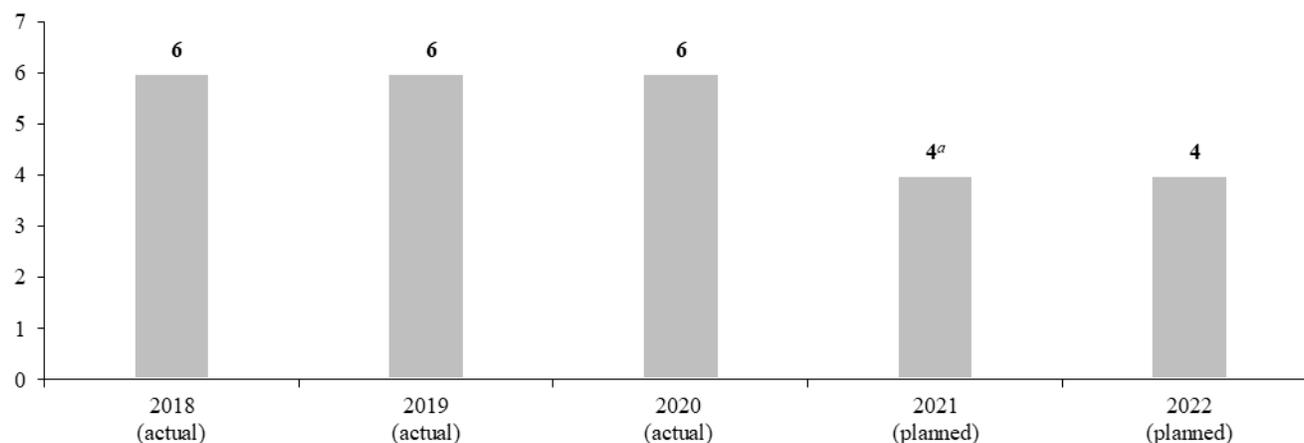
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: towards an efficient user experience in event planning and execution[22]

Programme performance in 2020

2.276   The subprogramme rapidly adapted to the challenges posed by the COVID-19 crisis. Conference officers interacted dynamically with substantive secretariats to provide alternative dates and modified modalities for meetings and conferences. Document managers closely monitored compliance with slot dates while proposing alternative dates, when required, although they generally encouraged maintaining original slot dates to avoid excessive shifting of slots to 2021. Progress on the signing of contracts between the Office of Information and Communications Technology and the providers of remote simultaneous interpretation platforms was monitored, and substantive secretariats were kept informed. Furthermore, the subprogramme underwent extensive onboarding exercises with the providers of remote simultaneous interpretation platforms as contracts were being signed, with the objective of efficiently advising and supporting substantive secretariats in their planning efforts, while mediating between the secretariats and the providers of the platforms.

2.277   The above-mentioned work contributed to six iterations during the cost-estimate cycle, which did not meet the target of four iterations per cost estimate reflected in the proposed programme budget for 2020 (see figure 2.XXXII above).

2.278   Furthermore, the above-mentioned work also contributed to overall satisfaction with conference services (good or very good) of 88 per cent of Member States.

Proposed programme plan for 2022

2.279   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will strive to increase Member States' overall satisfaction with conference services. The expected progress is presented in the updated performance measure below (see figure 2.XXXIII).

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[22] As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 2.XXXIII
Performance measure: Member States' overall satisfaction with conference services
(Percentage)
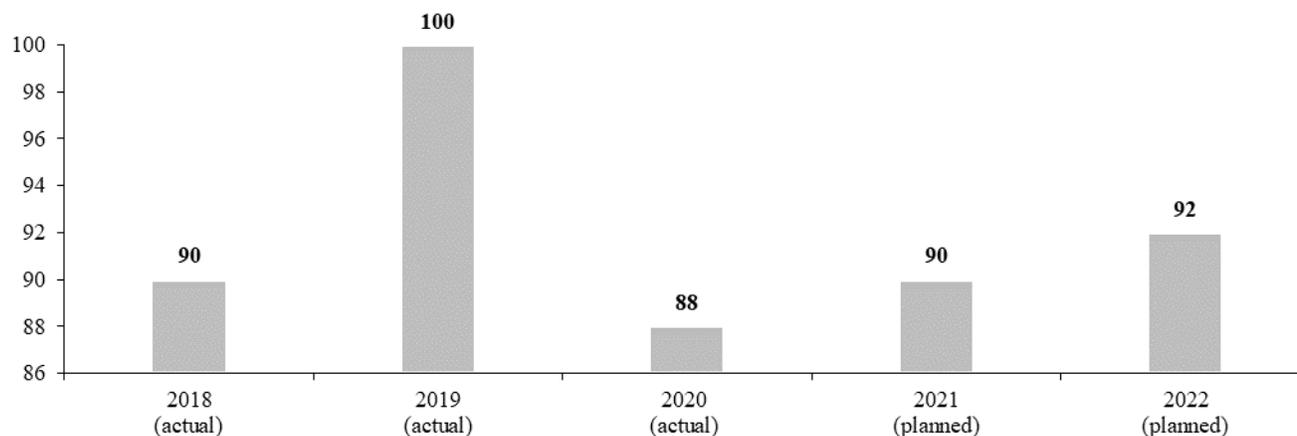
Result 3: conference management business continuity measures to sustain the intergovernmental process

Proposed programme plan for 2022

2.280   The dynamic adaptation of conference management to the uncertainty caused by the pandemic and liquidity constraints required revised workflows to address both the fluidity of a rapidly changing calendar and new service delivery methods, such as virtual intergovernmental deliberations. The subprogramme identified and developed alternative means for delivering services with the use of information technology tools and systems and explored available capacity across divisions within the Department to augment capacity. All postponed or modified intergovernmental deliberations were serviced and their parliamentary and other required documents were issued. New workflows were established for the new virtual/hybrid meeting formats by revising existing standard operating procedures with regard to the assignment of provisional calendar slots for meeting planners. These experiences ensured business continuity during the pandemic, and the business continuity options will remain available.

Lessons learned and planned change

2.281   The lesson for the subprogramme was that established workflows are challenged when the modus operandi of the subprogramme needs to shift to respond to clients' emerging needs. Staff retraining and cross-sectional and departmental collaboration are crucial to enabling effective business continuity. In applying the lesson, the subprogramme will continue to optimize the utilization of available resources and update internal and cross-departmental workflows in collaboration with other entities. The subprogramme will further update job descriptions as new functions or working methods become mainstream, improve coordination with other United Nations Office at Nairobi entities responsible for business continuity and improve the "user experience" of Member States. Revised workflows and related standard operating procedures will facilitate planning activities.

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

2.282   This work is expected to contribute to the objective, as demonstrated by the improved percentage of meetings programmed versus meetings held, owing to the improved meeting planning agility resulting from revised workflows, procedures and practices supported by updated information technology tools (see figure 2.XXXIV).

Figure 2.XXXIV
Performance measure: percentage of programmed meetings held
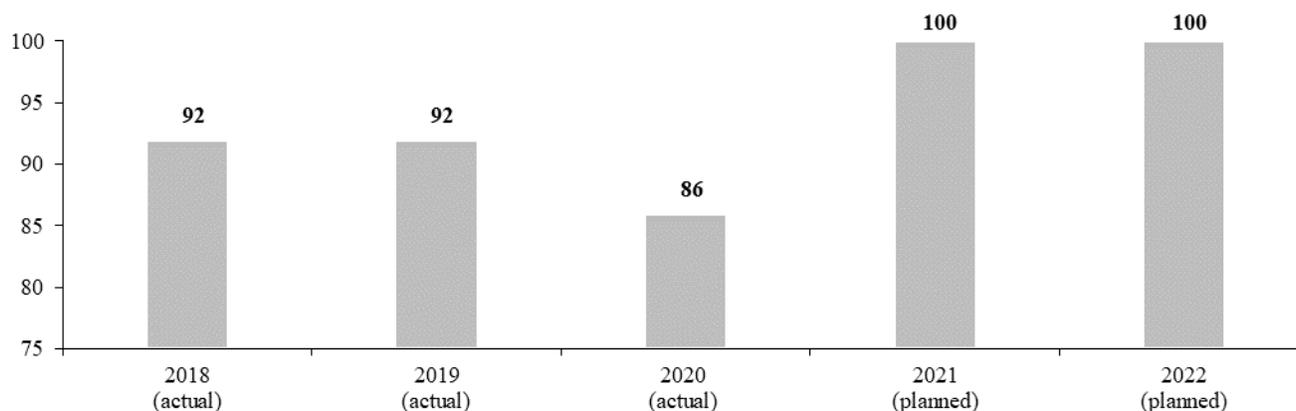
Legislative mandates

2.283   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

Deliverables

2.284   Table 2.22 lists all deliverables, by category and subcategory, for the period 2020–2022 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 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**4 024**	**906**	**4 836**	**3 236**
1. Meetings of the United Nations Environment Assembly and subsidiary bodies	183	42	423	254
2. Meetings of the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	62	30	124	66
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	70	–	70	–
4. Meetings of the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	–	34	–	–
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	113	21	143	113
6. Meetings on the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	34	4	55	30

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
7. Meetings on the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	6	8	56	8
8. Meetings on the Stockholm Convention on Persistent Organic Pollutants	10	–	65	10
9. Meetings of the UNEP Global Meeting of Montevideo focal points	10	–	–	10
10. African Ministerial Conference on the Environment	50	8	30	25
11. Conference of the Parties to the Minamata Convention on Mercury	–	–	70	–
12. Conference of the Parties to the Convention on Biological Diversity	26	4	–	20
13. Meetings of the UNEP Global Pact for the Environment	–	6	–	–
14. Meetings of regional and other groupings of Member States	260	11	500	200
15. Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	3 300	738	3 300	2 500

C. Substantive deliverables

Consultation, advice and advocacy: informational session on programme services for approximately 60 new members of permanent missions, consultations with member States of the Bureau of the UN-Habitat Executive Board on issues related to periodicity, ideal dates and the provision of conference services (as required).

Subprogramme 3
Documentation services

Objective

2.285　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 serviced by the United Nations in Nairobi.

Strategy

2.286　To contribute to the objective, 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.

2.287　The subprogramme will continue to 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.

2.288　Furthermore, the subprogramme will continue to process and issue, in a 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 meeting secretariats in drafting official records of the meetings. Regular client surveys will be an important tool to monitor the subprogramme's performance.

2.289　In addition, and taking into consideration 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. The subprogramme will continue to train both in-house staff and contractors, while also making the relevant technologies available to all stakeholders, in order to build the necessary capacity to meet the evolving demand for documentation services.

2.290   The subprogramme will continue to rely 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 in 2018. It will utilize the real-time data provided by these tools for timely decision-making in order to react efficiently to the changing demands of Member States and other clients requesting documentation. Currently, all parliamentary documentation is mapped, which aids the subprogramme's capacity planning.

2.291   The subprogramme plans to support Member States on issues related to COVID-19 by implementing, when required, an online approach to report writing, expanding pandemic-related language in UNTERM and making available processing capacity to duty stations for the sharing of workloads.

2.292   The above-mentioned work is expected to result in:

(a)   The timely availability of high-quality documents, issued simultaneously in all six official languages, in compliance with existing mandates, by identifying, testing, training and retaining skilled linguists;

(b)   The consistent use of official terminology in the six official languages across the Organization;

(c)   The provision of machine-readable documents for the United Nations.

Programme performance in 2020

2.293   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Adapting working methods to the online environment and increasing collaboration across duty stations to deliver mandates

2.294   In 2020, the subprogramme continued to support the intergovernmental processes, particularly through the provision of report-writing services – a traditional product prepared on behalf of its main clients that summarizes substantive debates among Member States in official meetings. The circumstances in which this product was provided were markedly different: with virtual meetings, report writers worked virtually. Sound recordings were therefore extensively relied on to support report writing.

2.295   The subprogramme continued to deliver time-sensitive parliamentary documents despite a highly volatile calendar. It adapted its working methods, including by switching almost entirely to remote working. Furthermore, work-sharing cooperation was increased with other language services departments.

Progress towards the attainment of the objective, and performance measure

2.296   The above-mentioned work contributed to the objective, as demonstrated by the online drafting of 18 meeting reports written in virtual settings (see figure 2.XXXV).

Figure 2.XXXV
Performance measure: number of meeting reports written in virtual settings on behalf of main clients
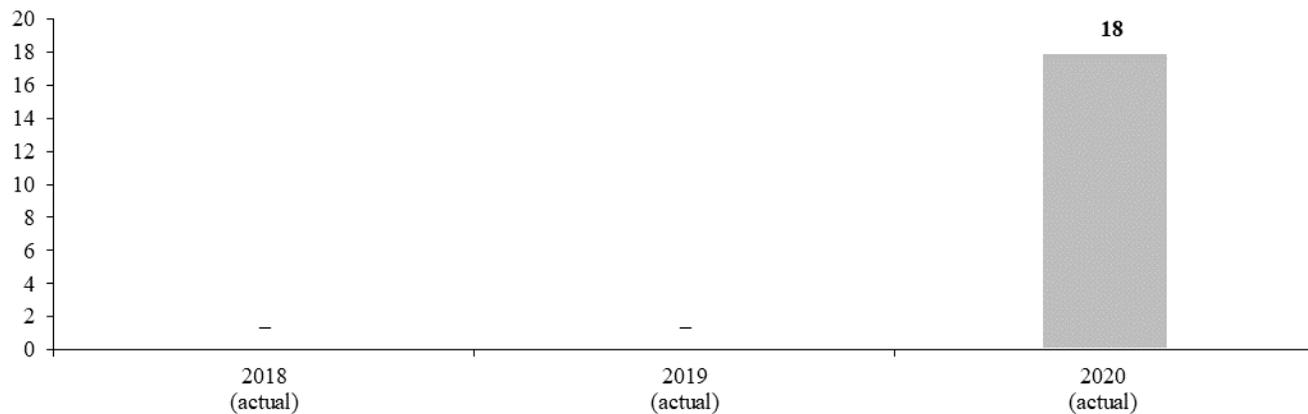
Planned results for 2022

2.297   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: continuing to improve issuance compliance through closer collaboration with intergovernmental bodies[23]

Programme performance in 2020

2.298   The subprogramme has continued to offer intergovernmental bodies alternative slot dates for the timely processing of documentation, despite a constantly changing calendar. It maintained dialogue with consulting officers on procedural aspects that affected issuance compliance.

2.299   The above-mentioned work contributed to a compliance rate of 77 per cent of documents issued within the agreed time frame, which did not meet the target of 96 per cent of documents issued within the agreed time frame reflected in the proposed programme budget for 2020. Despite the subprogramme's early adoption of remote working and online collaboration with clients, efficiency and clarity of communication proved to be a challenge, as did balancing telecommuting and coordination across time zones.

Proposed programme plan for 2022

2.300   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will further streamline work processes and improve its process-monitoring tools. The expected progress is presented in the performance measure below (see figure 2.XXXVI).

_____
[23] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

Figure 2.XXXVI
Performance measure: percentage of documents issued within the agreed time frame
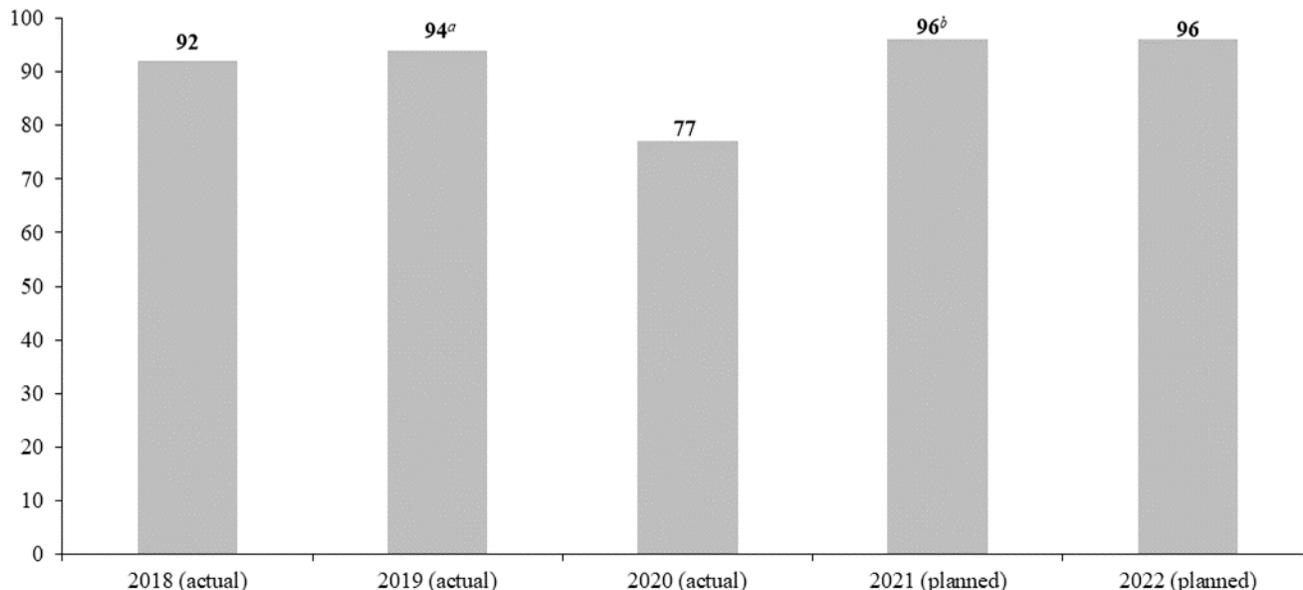
[a] The goal of 94 per cent presented in the programme budget for 2021 (A/75/6/Add.1) was an interim proxy; however, the actual rate achieved for 2019 was 62 per cent.

[b] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: consistent language on time[24]

Programme performance in 2020

2.301   The subprogramme has continued to utilize the Department's technological advances in terminology and computer-assisted translation, such as the gText suite of tools. It continues to address consistency across languages.

2.302   The above-mentioned work contributed to the simultaneous distribution of 98 per cent of documents, which did not meet the target of 100 per cent of parliamentary documentation distributed simultaneously in the official languages reflected in the programme budget for 2021. The small reduction arises from uncertainties caused by the liquidity crisis and its impact on staffing levels in some language units.

Proposed programme plan for 2022

2.303   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, efforts will be intensified with regard to sharing workloads with other duty stations if there is a risk of non-simultaneous distribution. The expected progress is presented in the performance measure below (see figure 2.XXXVII).

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[24] As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 2.XXXVII
Performance measure: percentage of parliamentary documentation distributed simultaneously in all six official languages
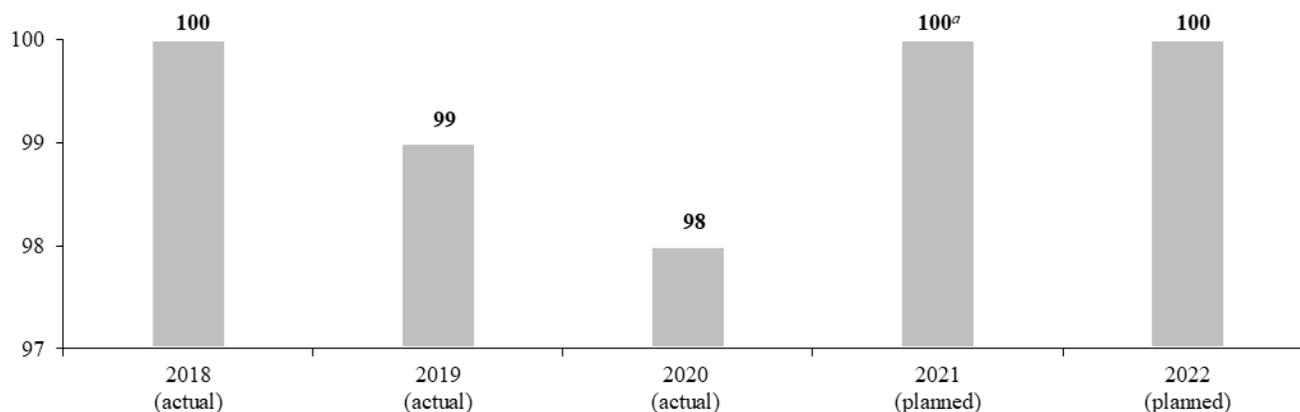
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: a robust virtual workplace to support integrated global management

Programme plan for 2022

2.304   The COVID-19 crisis revealed risks to the subprogramme's business resilience in terms of providing high-quality and timely documents to Member States. While the subprogramme availed itself of all tools offered by the Department, it was not ideally prepared to implement remote working for some of its staff. Nonetheless, it provided staff with data bundles and official telecommunication lines. Standard office collaboration tools were used to manage workload-sharing.

Lessons learned and planned change

2.305   The lesson for the subprogramme was that a more robust business continuity plan is indispensable. Crucially, a common document management system and harmonized and documented practices are necessary to foster interdepartmental collaboration to improve the quality and timeliness of documentation. In applying the lesson, the subprogramme will update standard operating procedures and its risk register. At the Departmental level, the roll-out of gDoc 2.0 and the migration from the current document systems will be prioritized, as it will foster integrated global management. The subprogramme also plans to further contribute to the efforts to harmonize official document templates across duty stations to improve workload-sharing.

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

2.306   This work is expected to contribute to the objective, as demonstrated by the increase in the number of documents processed through workload-sharing (see table 2.23).

Table 2.23
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
• Documentation processing business continuity plans limited to in-session when servicing meetings away from Nairobi	• Documentation processing business continuity plans limited to in-session when servicing meetings away from Nairobi	• Documentation processing business continuity plans include remote servicing of meetings away from Nairobi • Formal submission for workload-sharing followed informal agreements between the four duty stations	• Formal submission for workload-sharing follows formal agreements between the four duty stations • Increase in workload-sharing between the four duty stations	• Increase in the number of documents processed through workload-sharing

Legislative mandates

2.307   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

Deliverables

2.308   Table 2.24 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.24
Nairobi, subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	**6 642**	**5 857**	**8 810**	**5 720**
1. Editing, translation and desktop publishing of documents for the United Nations Environment Assembly and subsidiary bodies	45	16	1 500	800
2. Editing, translation and desktop publishing of documents for the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	–	1 200	500	900
3. Editing, translation and desktop publishing of documents for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	1 100	–	800	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
4. Editing, translation and desktop publishing of documents for the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	–	439	–	–
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	1 230	879	1 200	1 000
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	247	265	650	250
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	390	106	650	90
8. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	220	74	900	100
9. Editing, translation and desktop publishing of documents for the African Ministerial Conference on the Environment	110	41	110	80
10. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Minamata Convention on Mercury	–	–	900	–
11. Editing, translation and desktop publishing of documents for other intergovernmental bodies	3 300	2 837	1 600	2 500

Subprogramme 4
Meetings and publishing services

Objective

2.309   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 serviced by the United Nations in Nairobi.

Strategy

2.310   To contribute to the objective, 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 multilateral environmental agreements falling under the substantive coordination of UNEP, or any other secretariat of a multilateral body requesting interpretation and publishing services.

2.311   The subprogramme plans to offer a broader array of service delivery modalities, in particular fully dispersed remote simultaneous interpretation for intergovernmental or expert meetings.

2.312   The above-mentioned work is expected to result in:

(a)   A more effective utilization of the Organization's global meetings servicing and publishing resources;

(b)   The inclusive conduct of deliberations while leaving a smaller environmental footprint.

Programme performance in 2020

2.313   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Adapting while leveraging technology to support intergovernmental processes

2.314   The pandemic abruptly interrupted the conference servicing operation, including the provision of interpretation to conferences and meetings. United Nations Office at Nairobi interpreters fully participated in all activities described in paragraph 2.104 above. With the closure of the United Nations Office at Nairobi compound to all non-essential staff from the end of March 2020, the subprogramme concentrated its efforts on providing remote simultaneous interpretation services in a fully dispersed mode, with interpreters working from different locations all over the world to serve equally varied intergovernmental meetings. The subprogramme provided services, including remote simultaneous interpretation, to 157 meetings.

Progress towards the attainment of the objective, and performance measure

2.315   The above-mentioned work contributed to the objective, as demonstrated by 157 meetings with remote simultaneous interpretation held in Nairobi and elsewhere up to 31 December 2020 (i.e., 100 per cent of all requests received for remote simultaneous interpretation in 2020) (see figure 2.XXXVIII).

Figure 2.XXXVIII
Performance measure: number of virtual/hybrid meetings held with remote simultaneous interpretation (annual)
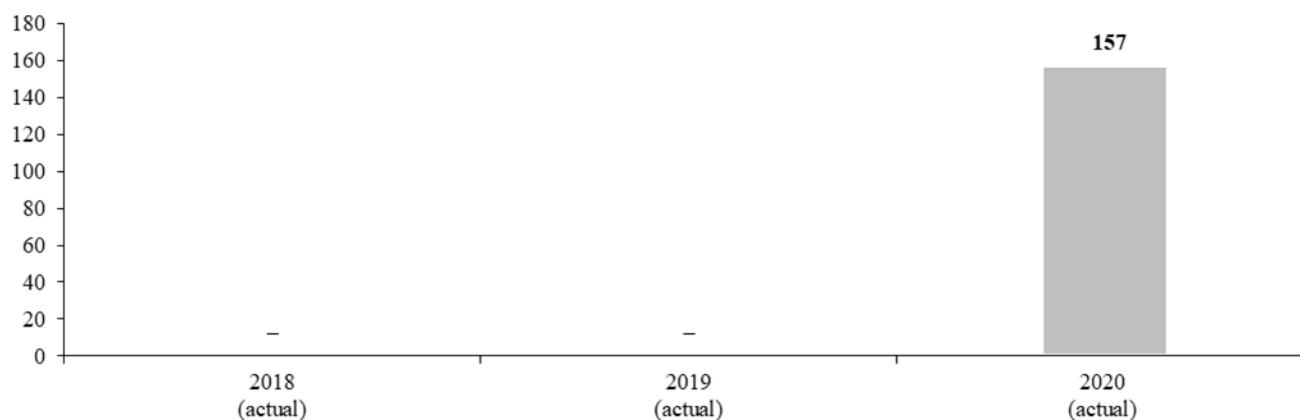
Planned results for 2022

2.316   The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: responsiveness and agility with interpretation services in multiple geographical locations[25]

Programme performance in 2020

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[25] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 2)).

2.317   The subprogramme maintained its responsiveness and agility in the provision of interpretation services in multiple geographical locations. In February 2020, it provided in-person interpretation services to the Third Conference of the Parties to the Bamako Convention in Brazzaville.

2.318   The above-mentioned work contributed to the provision of interpretation services at 1 meeting held away from Nairobi, which did not meet the target of 18 meetings requiring interpretation held away from Nairobi reflected in the proposed programme budget for 2020. Owing to the pandemic, all other intergovernmental meetings planned were cancelled.

Proposed programme plan for 2022

2.319   The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will continue maintaining its roster of local qualified freelancers across the world by recruiting for remote simultaneous interpretation or in-person contracts to serve meetings abroad. The expected progress is presented in the performance measure below (see figure 2.XXXIX).

Figure 2.XXXIX
Performance measure: number of meetings held away from Nairobi requiring interpretation
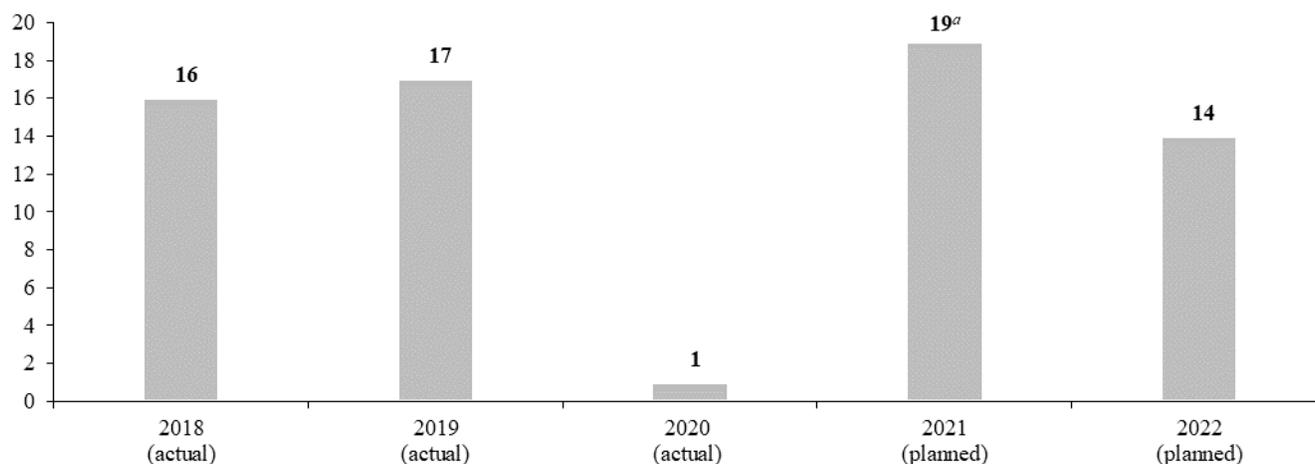
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: high-quality interpretation regardless of the location[26]

Programme performance in 2020

2.320   The subprogramme maintained a well-trained pool of interpreters consisting of staff based in Nairobi and freelance interpreters based all over the world. This pool of interpreters allows for the provision of high-quality interpretation services regardless of the location of a meeting or whether the meeting requires remote or in-person interpretation. The subprogramme routinely assigned interpreters to those meetings for which they had specific institutional knowledge to best serve the institutional memory of each secretariat.

2.321   The above-mentioned work contributed to an absence of complaints about interpretation services, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

_____

[26] As reflected in the programme budget for 2021 (A/75/6/Add.1).

2.322 The subprogramme will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will continue employing, training and regularly evaluating the work of a geographically wide and well-qualified pool of freelance interpreters. The expected progress is presented in the performance measure below (see table 2.25).

Table 2.25
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
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

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: multilingual deliberations ensured by interpretation services with robust business continuity tools

Programme plan for 2022

2.323 The subprogramme faced the impact of the COVID-19 pandemic on its business processes. Business continuity measures and tools were identified, developed, tested and deployed, most notably, remote simultaneous interpretation. Using evaluation expertise in the four main duty stations, jointly developed remote testing tools were also implemented, resulting in a more diverse talent pool of interpreters. These measures and tools provide reliable and readily available business continuity solutions for the future.

2.324 Furthermore, the subprogramme turned to its established practices in sustainability and accessibility, including investments in and the use of electronic tools and processes in conference-servicing operations. The knowledge of the staff in applying these tools and technologies eased the transition to a hybrid conference-servicing environment.

Lessons learned and planned change

2.325 The lesson for the subprogramme was the need to establish contingency planning and preparedness for force majeure events like the pandemic in order to be able to supplement in-house capacity with agile response capacity in the face of unexpected adverse circumstances created by events such as the pandemic and the liquidity constraints. In applying the lesson, the subprogramme will build on the experience gained during the joint testing of freelance staff and the organization of competitive examinations for language staff by the duty stations. The subprogramme will benefit from the foundation laid in 2020/21 to institute a global language roster for short-term recruitment.

2.326 The subprogramme will coordinate closely with meetings management and meeting organizers to optimize the use of its interpretation capacity, as well as maintain a diverse talent pool to provide high-quality, inclusive services in response to evolving needs. In addition, the measures and tools tested and deployed during the pandemic will provide reliable business continuity solutions available upon demand. These tools will reflect the most effective servicing options for meeting organizers, participants and interpreters and ensure sustainability and accessibility.

2.327 Based on the investments made in tools and training, the subprogramme will provide meetings and publishing services that can also support the intergovernmental process during times of crisis.

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

2.328 This work is expected to contribute to the objective, demonstrated by the provision of interpretation to 100 per cent of meetings programmed (see figure 2.XL).

Figure 2.XL

Performance measure: percentage of meetings programmed versus meetings held with interpretation (annual)
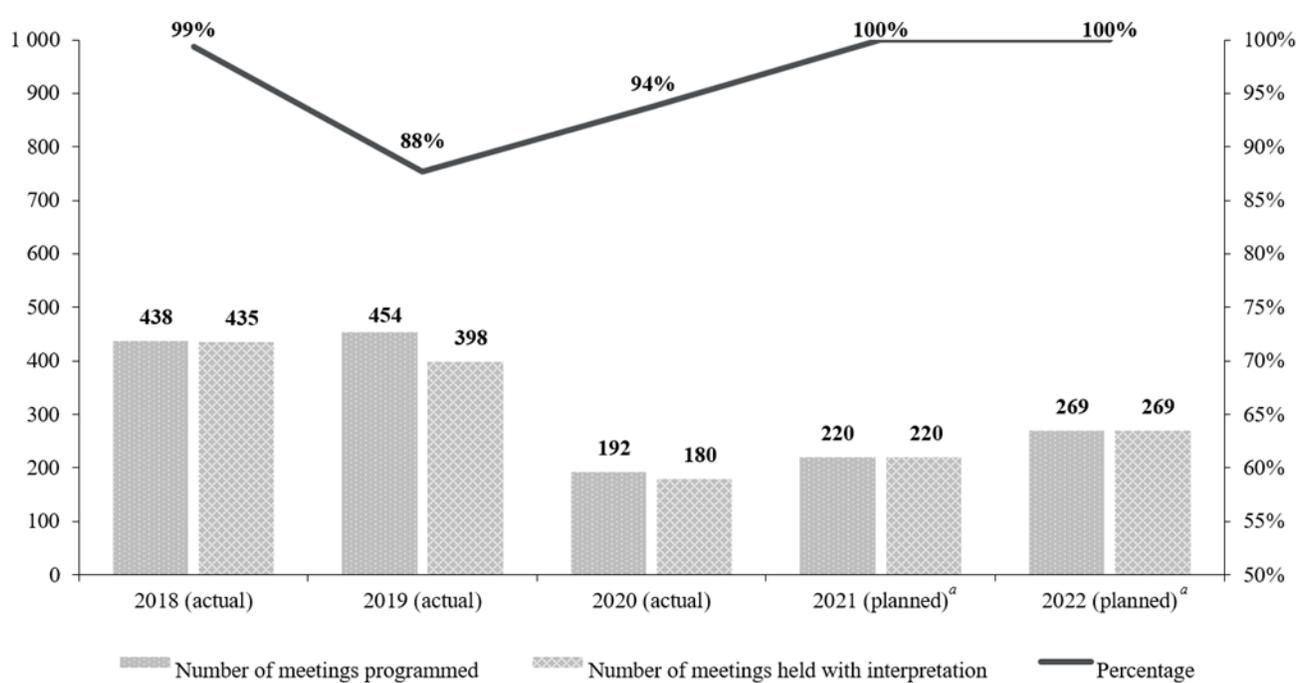
ᵃ The number of meetings programmed for 2021 and 2022, as shown in the present figure, reflects projections based on information made available from meeting organizers.

Legislative mandates

2.329 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

Deliverables

2.330 Table 2.26 lists all deliverables, by category and subcategory, for the period 2020–2022 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 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	**450**	**180**	**505**	**269**
Meetings with interpretation for:				
1. The United Nations Environment Assembly and subsidiary bodies	6	9	35	24
2. The UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	12	6	18	14
3. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	36	–	18	–
4. The UNEP ad hoc open-ended expert meeting on marine litter and microplastics	–	25	–	–
5. The Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	23	21	23	23
6. The 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. The Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	8	4	8	8
8. The Conference of the Parties to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	–	–	8	–
9. The Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	–	–	8	10
10. The UNEP Global Meeting of Montevideo focal points	10	–	–	–
11. The African Ministerial Conference on the Environment	40	6	12	20
12. The 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. The Conference of the Parties to the Minamata Convention on Mercury	–	–	10	–
14. The Conference of the Parties to the Convention on Biological Diversity	26	–	–	20
15. The UNEP Global Pact for the Environment	–	–	–	–
16. Other intergovernmental or expert bodies and on programme delivery facilitation	275	109	365	150
E. Enabling deliverables				

Correspondence and documentation services: 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 2022

Overview

2.331   The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 2.27 to 2.29.

Table 2.27
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	2022 estimate (before recosting)
			Changes					
Post	248 197.4	263 221.4	361.3	–	(1 008.8)	(647.5)	(0.2)	262 573.9
Other staff costs	18 534.5	33 670.7	(5 979.0)	1 640.0	1 028.7	(3 310.3)	(9.8)	30 360.4
Hospitality	0.3	1.5	–	–	–	–	–	1.5
Consultants	24.9	–	–	–	–	–	–	–
Travel of representatives	–	92.7	–	–	–	–	–	92.7
Travel of staff	21.1	80.2	–	–	–	–	–	80.2
Contractual services	25 568.4	12 832.0	–	–	2.5	2.5	0.0	12 834.5
General operating expenses	2 584.6	1 740.6	–	–	–	–	–	1 740.6
Supplies and materials	159.1	449.8	–	–	–	–	–	449.8
Furniture and equipment	1 298.8	1 199.2	–	–	–	–	–	1 199.2
Improvement of premises	1.2	–	–	–	–	–	–	–
Grants and contributions	25 118.3	27 691.1	(932.9)	–	43.0	(889.9)	(3.2)	26 801.2
Other	68.4	–	–	–	–	–	–	–
Total	**321 577.0**	**340 979.2**	**(6 550.6)**	**1 640.0**	**65.4**	**(4 845.2)**	**(1.4)**	**336 134.0**

Table 2.28
Overall: proposed posts and post changes for 2022[a]
(Number of posts)

	Number	*Details*
Approved for 2021	1 601	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 425 P-4, 333 P-3, 11 P-2/1, 73 GS (PL), 510 GS (OL) and 12 LL
Abolishment	(10)	New York: 1 GS (OL) under subprogramme 2; 6 GS (OL) under subprogramme 3 Geneva: 3 GS (OL) under subprogramme 3
Reclassification	–	Upward reclassification of 1 GS (OL) to GS (PL) under programme support
Reassignment	–	New York: 1 GS (PL) from subprogramme 3 to programme support
Redeployment	–	Geneva: 1 GS (OL) from subprogramme 4 to programme support
Proposed for 2022	1 591	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 425 P-4, 333 P-3, 11 P-2/1, 74 GS (PL), 499 GS (OL) and 12 LL

[a] More information on post changes is 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
Overall: proposed posts by category and grade
(Number of posts)

| Category and grade | 2021 approved | Changes | | | | 2022 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	425	–	–	–	–	425
P-3	333	–	–	–	–	333
P-2/1	11	–	–	–	–	11
Subtotal	**1 006**	**–**	**–**	**–**	**–**	**1 006**
General Service						
GS (PL)	73	–	–	1	1	74
GS (OL)	510	–	–	(11)	(11)	499
Subtotal	**583**	**–**	**–**	**(10)**	**(10)**	**573**
Other						
Local level	12	–	–	–	–	12
Subtotal	**12**	**–**	**–**	**–**	**–**	**12**
Total	**1 601**	**–**	**–**	**(10)**	**(10)**	**1 591**

2.332   Additional details on the distribution of the proposed resources for 2022 are reflected in tables 2.30 to 2.32 and figure 2.XLI.

2.333   As reflected in tables 2.30 (1) and 2.32, the overall resources proposed for 2022 amount to $336,134,000 before recosting, reflecting a net decrease of $4,845,200 (or 1.4 per cent) compared with the appropriation for 2021. Resource changes result from three factors, namely: (a) technical adjustments; (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
Overall: evolution of financial resources by source of funding, component and subprogramme
(Thousands of United States dollars)

(1)   *Regular budget*

| | | | Changes | | | | | 2022 |
Component/subprogramme	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	estimate (before recosting)
A. Policymaking organs	67.1	331.8	–	–	–	–	–	331.8
B. Executive direction and management	3 697.8	3 852.5	–	–	43.0	43.0	1.1	3 895.5
C. Programme of work								
Conference management, New York								
1. General Assembly and Economic and Social Council affairs	6 397.3	6 225.0	–	–	–	–	–	6 225.0
2. Planning and coordination of conference services	14 249.1	15 880.2	(2 411.1)	918.3	(84.5)	(1 577.3)	(9.9)	14 302.9
3. Documentation services	78 951.5	88 103.1	–	–	27.4	27.4	0.0	88 130.5
4. Meetings and publishing services	48 155.9	47 831.9	153.6	–	–	153.6	0.3	47 985.5
Conference management, Geneva								
2. Planning and coordination of conference services	26 668.9	33 853.0	(2 770.8)	684.1	395.1	(1 691.6)	(5.0)	32 161.4
3. Documentation services	55 528.1	58 045.8	63.5	–	(402.3)	(338.8)	(0.6)	57 707.0
4. Meetings and publishing services	32 586.3	31 950.6	63.5	–	(134.1)	(70.6)	(0.2)	31 880.0
Conference management, Vienna[a]	24 039.8	26 590.3	(932.9)	–	–	(932.9)	–	25 657.4
Conference management, Nairobi								
2. Planning and coordination of conference services	2 681.0	3 257.2	(716.4)	37.6	–	(678.8)	(20.8)	2 578.4
3. Documentation services	4 078.0	4 532.4	–	–	–	–	–	4 532.4
4. Meetings and publishing services	3 390.0	4 223.8	–	–	–	–	–	4 223.8
Subtotal, C	**296 725.9**	**320 493.3**	**(6 550.6)**	**1 640.0**	**(198.4)**	**(5 109.0)**	**(1.6)**	**315 384.3**
D. Programme support	21 086.2	16 301.6	–	–	220.8	220.8	1.4	16 522.4
Subtotal, 1	**321 577.0**	**340 979.2**	**(6 550.6)**	**1 640.0**	**65.4**	**(4 845.2)**	**(1.4)**	**336 134.0**

[a] Net budget representing the United Nations share of jointly financed activities for conference management, Vienna.

(2)   *Extrabudgetary*

	2020 expenditure	2021 estimate			Change	Percentage	2022 estimate
A. Policymaking organs	–	–			–	–	–
B. Executive direction and management	–	–			–	–	–

	2020 expenditure	*2021 estimate*		*Change*	*Percentage*	*2022 estimate*
C. Programme of work						
Conference management, New York						
1. General Assembly and Economic and Social Council affairs	–	–		–	–	–
2. Planning and coordination of conference services	–	173.2		–	–	173.2
3. Documentation services	2 178.7	6 370.4		–	–	6 370.4
4. Meetings and publishing services	358.5	1 939.1		(194.8)	(10.0)	1 744.3
Conference management, Geneva						
2. Planning and coordination of conference services	781.4	563.0		–	–	563.0
3. Documentation services	469.4	840.0		–	–	840.0
4. Meetings and publishing services	620.0	1 292.5		–	–	1 292.5
Conference management, Vienna	595.4	1 702.0		(180.0)	(10.6)	1 522.0
Conference management, Nairobi						
2. Planning and coordination of conference services	1 305.6	3 048.0		(88.3)	(2.9)	2 959.6
3. Documentation services	1 930.2	2 537.4		17.3	0.7	2 554.7
4. Meetings and publishing services	1 565.6	2 451.1		83.4	3.4	2 534.5
Subtotal, C	**9 804.8**	**20 916.7**		**(362.5)**	**(1.7)**	**20 554.2**
D. Programme support	1 588.6	1 985.8		(64.0)	(3.2)	1 921.8
Subtotal, 2	**11 393.4**	**22 902.5**		**(426.5)**	**(1.9)**	**22 476.0**
Total	**332 970.4**	**363 881.7**		**(5 271.7)**	**(1.4)**	**358 610.0**

Table 2.31
Overall: proposed posts for 2022 by source of funding, component and subprogramme
(Number of posts)

(1) *Regular budget*

			Changes				
Component/subprogramme	*2021 approved*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*		*2022 proposed*
A. Policymaking organs	–	–	–	–	–		–
B. Executive direction and management	22	–	–	–	–		22
C. Programme of work							
Conference management, New York							
1. General Assembly and Economic and Social Council affairs	41	–	–	–	–		41
2. Planning and coordination of conference services	47	–	–	(1)	(1)		46

Component/subprogramme	2021 approved	Changes Technical adjustments	Changes New/expanded mandates	Changes Other	Changes Total	2022 proposed
3. Documentation services	516	–	–	(7)	(7)	509
4. Meetings and publishing services	288	–	–	–	–	288
Conference management, Geneva						
2. Planning and coordination of conference services	68	–	–	–	–	68
3. Documentation services	327	–	–	(3)	(3)	324
4. Meetings and publishing services	171	–	–	(1)	(1)	170
Conference management, Vienna[a]	–	–	–	–	–	–
Conference management, Nairobi						
2. Planning and coordination of conference services	9	–	–	–	–	9
3. Documentation services	28	–	–	–	–	28
4. Meetings and publishing services	24	–	–	–	–	24
Subtotal, C	**1 541**	**–**	**–**	**(12)**	**(12)**	**1 529**
D. Programme support	60	–	–	2	2	62
Subtotal, 1	**1 601**	**–**	**–**	**(10)**	**(10)**	**1 591**

[a] Under conference management, Vienna, in addition to the programme budget, 186 posts in 2021 and 186 posts in 2022 are financed on a cost-shared basis. The post composition is detailed in figures 2.LII to 2.LIV and 2.LIX.

    (2)   *Extrabudgetary*

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
Conference management, New York			
1. General Assembly and Economic and Social Council affairs	–	–	–
2. Planning and coordination of conference services	–	–	–
3. Documentation services	10	–	10
4. Meetings and publishing services	–	–	–
Conference management, Geneva			
2. Planning and coordination of conference services	–	–	–
3. Documentation services	–	–	–
4. Meetings and publishing services	–	–	–
Conference management, Vienna	–	–	–
Conference management, Nairobi			
2. Planning and coordination of conference services	33	–	33

Component/subprogramme	2021 estimate	Change	2022 estimate
3. Documentation services	21	–	21
4. Meetings and publishing services	22	–	22
Subtotal, C	**86**	**–**	**86**
D. Programme support	3	–	3
Subtotal, 2	**89**	**–**	**89**
Total	**1 690**	**–**	**1 680**

Table 2.32
Overall evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	248 197.4	263 221.4	361.3	–	(1 008.8)	(647.5)	(0.2)	262 573.9
Non-post	73 379.6	77 757.8	(6 911.9)	1 640.0	1 074.2	(4 197.7)	(5.4)	73 560.1
Total	**321 577.0**	**340 979.2**	**(6 550.6)**	**1 640.0**	**65.4**	**(4 845.2)**	**(1.4)**	**336 134.0**
Post resources by category								
Professional and higher		1 006	–	–	–	–	–	1 006
General Service and related		595	–	–	(10)	(10)	(1.7)	585
Total		**1 601**	**–**	**–**	**(10)**	**(10)**	**(0.6)**	**1 591**

Figure 2.XLI
Distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

Distribution of posts 1 591 posts		Distribution of financial resources $336 134.0	Distribution of non-post financial resources $73 560.1	
USG	1		30 360.4	Other staff costs
ASG	1		1.5	Hospitality
D-2	6		92.7	Travel of representatives
D-1	18	Post 262 573.9	80.2	Travel of staff
P-5	211		12 834.5	Contractual services
P-4	425	Non-post 73 560.1	1 740.6	General operating expenses
P-3	333		449.8	Supplies and materials
P-2/1	11		1 199.2	Furniture and equipment
GS (PL)	74		26 801.2	Grants and contributions
GS (OL)	499			
LL	12			
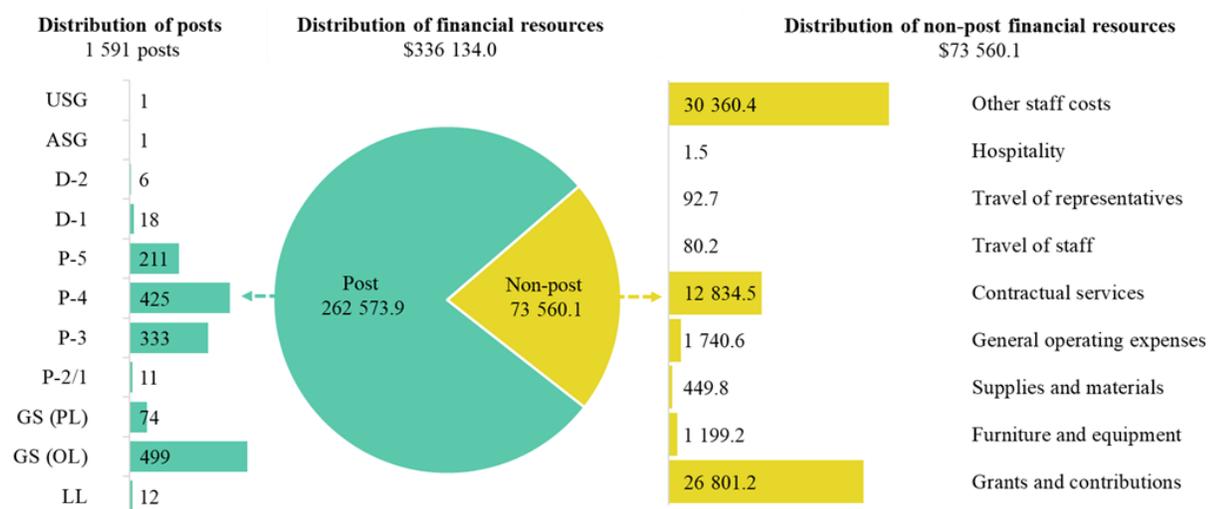
Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

2.334   As reflected in tables 2.30 (1) and 2.32, resource changes reflect a net decrease of $6,550,600, as follows:

(a)   **New York, subprogramme 2, Planning and coordination of conference services**. The decrease of $2,411,100 under other staff costs relates to the removal of non-recurrent provisions in support of new and expanded mandates from the General Assembly in 2021;

(b)   **New York, subprogramme 4, Meetings and publishing services**. The increase of $153,600 relates to the delayed impact of two posts of Interpreter (P-3) approved pursuant to General Assembly resolution 75/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for new posts;

(c)   **Geneva, subprogramme 2, Planning and coordination of conference services**. The net decrease of $2,770,800 relates to the removal of non-recurrent provisions in 2021 related to the revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its forty-third, forty-fourth and forty-fifth sessions ($2,851,500 under other staff costs), offset in part by the increase of $80,700 relating to the delayed impact of one post of Programme Management Officer (P-3) approved pursuant to General Assembly resolution 75/252, which was subject to a 50 per cent vacancy rate in accordance with the established practice for new posts;

(d)   **Geneva, subprogramme 3, Documentation services**. The increase of $63,500 relates to the delayed impact of one post of Associate Programme Management Officer (P-2) approved pursuant to General Assembly resolution 75/252, which was subject to a 50 per cent vacancy rate in accordance with the established practice for new posts;

(e)   **Geneva, subprogramme 4, Meetings and publishing services**. The increase of $63,500 relates to the delayed impact of one post of Associate Graphic Designer (P-2) approved pursuant to General Assembly resolution 75/252, which was subject to a 50 per cent vacancy rate in accordance with the established practice for new posts;

(f)   **Conference management, Vienna**. The decrease of $932,900 under grants and contributions relates to the removal of non-recurrent provisions in 2021 relating to the fourteenth United Nations Congress on Crime Prevention and Criminal Justice;

(g)   **Nairobi, subprogramme 2, Planning and coordination of conference services**. The decrease of $716,400 under other staff costs relates to the removal of non-recurrent provisions required in 2021 for the United Nations Environment Assembly of the United Nations Environment Programme, which is held every other year.

New and expanded mandates

2.335   As reflected in tables 2.30 (1) and 2.32, resource changes reflect an increase of $1,640,000, as follows:

(a)   **New York, subprogramme 2, Planning and coordination of conference services**. The increase of $918,300 under other staff costs relates to additional requirements in support of new and expanded mandates from the General Assembly for 2022 on the following: developments in the field of information and telecommunications in the context of international security ($50,000 recurrent; Assembly resolution 75/240); the follow-up to the fourth United Nations Conference on the Least Developed Countries ($158,700 non-recurrent; resolution 74/232 B); the political declaration of the high-level meeting on universal health coverage on the theme "Universal health coverage: moving together to build a healthier world" ($27,200 non-recurrent; resolution 74/2);

nuclear disarmament verification ($34,100 non-recurrent; resolution 74/50); oceans and the law of the sea ($34,600 recurrent and $79,900 non-recurrent; resolution 75/239); sustainable fisheries, including through the 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, 1995, and related instruments ($361,400 non-recurrent; resolution 75/89); the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him ($109,500 non-recurrent; decision 75/542); and the jurisdictional review to be undertaken pursuant to resolution 75/245 B ($62,900 non-recurrent);

(b)   **Geneva, subprogramme 2, Planning and coordination of conference services**. The increase of $684,100 under other staff costs relates to additional non-recurrent requirements for 2022 in support of new and expanded mandates approved by the General Assembly resulting from resolutions and decisions adopted by the Human Rights Council at its twenty-eighth, twenty-nineth and thirtieth sessions ($59,000) and at its fortieth through forty-fifth sessions ($625,100);

(c)   **Nairobi, subprogramme 2, Planning and coordination of conference services**. The increase of $37,600 under other staff costs relates to additional non-recurrent requirements for 2022 in support of the implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of UN-Habitat (resolution 71/235), specifically for the quadrennial report of the Secretary-General on progress in the implementation of the New Urban Agenda, which is submitted every four years.

Other changes

2.336   As reflected in tables 2.30 (1) and 2.32, resource changes reflect a net increase of $65,400, as follows:

(a)   **Executive direction and management**. The increase of $43,000 under grants and contributions relates to the estimated 2022 regular budget share of the business support resources under this component, as proposed in the context of the twelfth and final progress report of the Secretary-General on the enterprise resource planning project (A/75/386, table 8), which were approved for 2021 by the General Assembly in its resolution 75/253 A. Details on resource requirements and the proposed financing of these business support functions, with detailed justifications, will be provided in the final report of the Secretary-General on the project phase and stabilization period of Umoja for consideration by the Assembly during the main part of its seventy-sixth session, as recommended in the fifteenth report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for 2021 (A/75/7/Add.14, para. 31) and endorsed by the Assembly in its resolution 75/253 A;

(b)   **New York, subprogramme 2, Planning and coordination of conference services**. The decrease of $84,500 relates to the proposed abolishment of one post of Meetings Services Assistant (General Service (Other level)) owing to the use of the Journal Content Management System, which is a new platform for the preparation of the *Journal of the United Nations*;

(c)   **New York, subprogramme 3, Documentation services**. The net increase of $27,400 relates to: (i) the proposed increase of $636,100 under other staff costs to improve flexibility and workforce utilization, offset in part by (ii) the proposed abolishment of three posts of Editorial and Desktop Publishing Assistant, one post of Administrative Assistant, one post of Editorial Assistant and one post of Language Reference Assistant (General Service (Other level)), reflecting the introduction of technologies that have improved the documentation process while balancing the Text-Processing Unit capacity across all languages in application of equal treatment of all the official languages of the United Nations; and (iii) the proposed outward reassignment of one post of Senior Editorial Assistant (General Service (Principal level)) as one post of Senior Information Technology Assistant (General Service (Principal level)) on the Global Technical Team under programme support to support the development and maintenance

of enterprise conference management software tools. The post will be used to ensure the substantive and technical management of the gText production team;

(d)   **Geneva, subprogramme 2, Planning and coordination of conference services**. The increase of $395,100 is attributable to higher pooled requirements for the duty station under other staff costs ($210,100) and contractual services ($185,00) to improve flexibility and workforce utilization;

(e)   **Geneva, subprogramme 3, Documentation services**. The decrease of $402,300 is attributable to the proposed abolishment of three posts of Editorial and Desktop Publishing Assistant (General Service (Other level)), offset by increased resources under other staff costs and contractual services under conference management, Geneva, subprogramme 2;

(f)   **Geneva, subprogramme 4, Meetings and publishing services**. The decrease of $134,100 is attributable to the proposed outward redeployment of one post of Programme Management Assistant (General Service (Other level)) to programme support to align the organizational structure with operational requirements;

(g)   **Programme support**. The increase of $220,800 is attributable to: (i) the proposed inward reassignment of one post of Senior Editorial Assistant (General Service (Principal level)) from subprogramme 3 as Senior Information Technology Assistant (General Service (Principal level)) on the Global Technical Team; (ii) the proposed upward reclassification of one post of Information Systems Assistant (General Service (Other level)) to one post of Senior Information Systems Assistant (General Service (Principal level)) in the Business Analysis Section; and (iii) the proposed inward redeployment of one post of Programme Management Assistant (General Service (Other level)) from conference management, Geneva, subprogramme 3. In accordance with a mandate from the General Assembly, the Department for General Assembly and Conference Management is automating workflow in the area of production of intergovernmental documentation, replacing the previously manual processes with digital solutions. One such transformative initiative is the transition from the manual yearly compilation and concordance of documents issued by the main organs of the United Nations in its six official languages. The gText suite of digital tools developed and implemented by the Department has allowed the Department to largely automate the above-mentioned manual processes, thus making the related support functions redundant. Going forward, the tools required for the computerized processing of those mandated tasks will be carried out by specialists with job profiles that include data management and computational linguistic skills. That change necessitates the reassignment of the vacant post of Senior Editorial Assistant (General Service (Principal level)) in subprogramme 3 as Senior Information Technology Assistant on the Global Technical Team, responsible for development and maintenance of the enterprise conference management software. The post will be used to ensure the substantive and technical management of the gText production team. The provision for the reassigned post is made subject to a 50 per cent vacancy rate in accordance with the established practice for reassigned posts. The reclassified Senior Information Systems Assistant, as lead developer for the e-deleGATE application, will strengthen the capacity of the Business Analysis Section and will advise the Project Manager and the Project Executive on aspects of business analysis and facilitate coordination with the development team to ensure the timely delivery of enhanced features. In addition, it is proposed that, on a cost-neutral basis, two specialists be engaged as general temporary assistance in the areas of SharePoint and Office 365 support and quality assurance process support in the Business Analysis Section. The increased requirement under other staff costs will be offset by a corresponding decrease in resource requirements under contractual services.

Extrabudgetary resources

2.337   As reflected in tables 2.30 (2) and 2.31 (2), the Department for General Assembly and Conference Management expects to continue to receive extrabudgetary resources. For 2022, extrabudgetary resources are estimated at $22,476,000 and would provide for 89 posts, as presented in table 2.31 (2). Post and non-post resources would be used mainly to carry out extrabudgetary activities, including meetings support, publishing and documentation, as well as the provision of conference management software. This reflects a decrease of $426,500 compared with the estimate for 2021, owing to reduced operating requirements and the decrease in demand for meetings and documentation services projected for 2022. Extrabudgetary resources represent 6.3 per cent of the total resources for this section.

2.338   The extrabudgetary resources under this section are subject to the oversight of the Department for General Assembly and Conference Management, which has delegated authority from the Secretary-General, in line with distinct terms of reference that indicate the purpose of each trust fund. For example, 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 storage 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 Assembly, as well as other supplements to its official records, and the resolutions and decisions of the Security Council and the Economic and Social Council.

Policymaking organs

2.339   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, related mandates and proposed financial resource requirements under the regular budget. With regard to 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
Policymaking organs

(Thousands of United States dollars)

Policymaking organ	Description	Additional information	2021 appropriation	2022 estimate (before recosting)
General Assembly	Mandate: Articles 10 to 17 of the Charter of the United Nations	Discusses any questions or any 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 in the Charter	165.8	165.8
Trusteeship Council	Mandate: Article 7 of the Charter of the United Nations	Assists the General Assembly and the Security Council in carrying out their responsibilities with respect to the international trusteeship system	–	–
Economic and Social Council	Mandate: Articles 62 to 66 of the Charter of the United Nations	Promotes international cooperation on economic, social and cultural issues and coordinates efforts to achieve internationally agreed goals, including the Sustainable Development Goals	–	–

Policymaking organ	Description	Additional information	2021 appropriation	2022 estimate (before recosting)
Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples	Mandate: Declaration on the Granting of Independence to Colonial Countries and Peoples, adopted by the General Assembly in its resolution 1514 (XV)	Exclusively devoted to the issue of decolonization, it was established with the purpose of monitoring the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples	166.0	166.0
Total			**331.8**	**331.8**

2.340   The proposed regular budget resources for 2022 amount to $331,800 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.34 and figure 2.XLII.

Table 2.34
Policymaking organs: evolution of financial resources
(Thousands of United States dollars)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Non-post	67.1	331.8	–	–	–	–	–	331.8
Total	**67.1**	**331.8**	**–**	**–**	**–**	**–**	**–**	**331.8**

Figure 2.XLII
Policymaking organs: distribution of proposed resources for 2022 (before recosting)
(Thousands of United States dollars)

Distribution of non-post financial resources
$331.8

140.9	Other staff costs
0.7	Hospitality
92.7	Travel of representatives
32.6	Travel of staff
44.4	Contractual services
19.3	General operating expenses
1.2	Supplies and materials
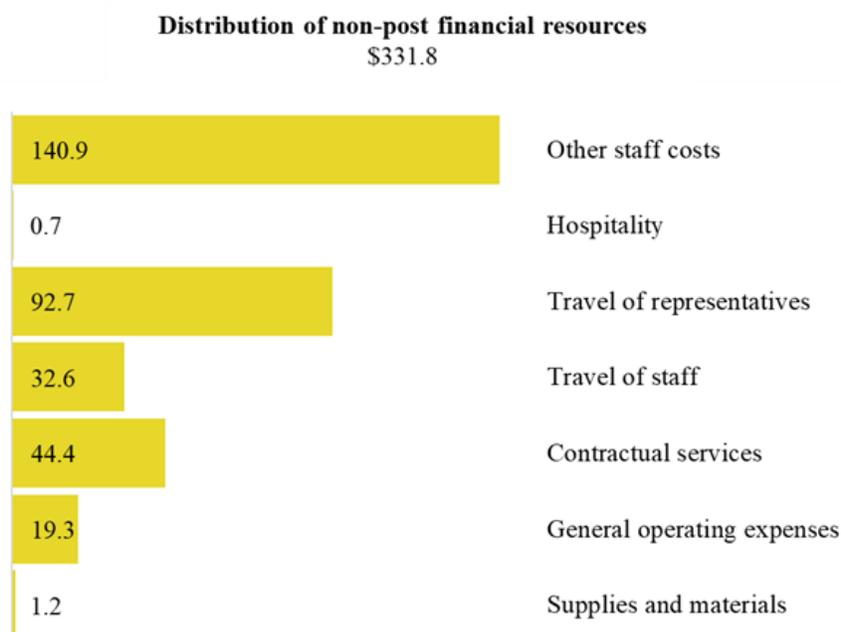
Executive direction and management

2.341   The executive direction and management component comprises the Office of the Under-Secretary-General and the Protocol and Liaison Service. 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.

2.342   The Protocol and Liaison Service provides protocol support to the Secretary-General, the Deputy Secretary-General and, upon request, the President of the General Assembly. It also supports the protocol requirements of high-level dignitaries participating in United Nations meetings and conferences, whether in person at United Nations Headquarters, at conferences away from Headquarters or in hybrid or virtual meetings. The Service ensures the timely registration of mission personnel and conference participants, liaises with the host country and permanent missions and observer offices and provides protocol guidance on the United Nations system.

2.343   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 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.

2.344   Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 2.35. In 2020, owing to the unforeseen pandemic situation, the Department experienced a high volume of cancellation of trips. The Department will continue to implement measures to improve the compliance rate with the advance purchase policy, such as advance planning and nomination of travellers, advance planning for the onboarding of staff with contingencies in place and communication with staff and managers to raise awareness of the requirement.

Table 2.35
Compliance rate
(Percentage)

	Actual 2019	Actual 2020	Planned 2021	Planned 2022
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	74	49	100	100

2.345   The proposed regular budget resources for 2022 amount to $3,895,500 and reflect an increase of $43,000 compared with the appropriation for 2021. The proposed increase is explained in paragraph 2.336 (a) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.36 and figure 2.XLIII.

Table 2.36
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

				Changes				2022 estimate (before recosting)
	2020 expenditure	*2021 appropriation*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	3 661.2	3 667.8	–	–	–	–	–	3 667.8
Non-post	36.6	184.7	–	–	43.0	43.0	23.3	227.7
Total	**3 697.8**	**3 852.5**	**–**	**–**	**43.0**	**43.0**	**1.1**	**3 895.5**
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		10	–	–	–	–	–	10
Total		**22**	**–**	**–**	**–**	**–**	**–**	**22**

Figure 2.XLIII
Executive direction and management: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
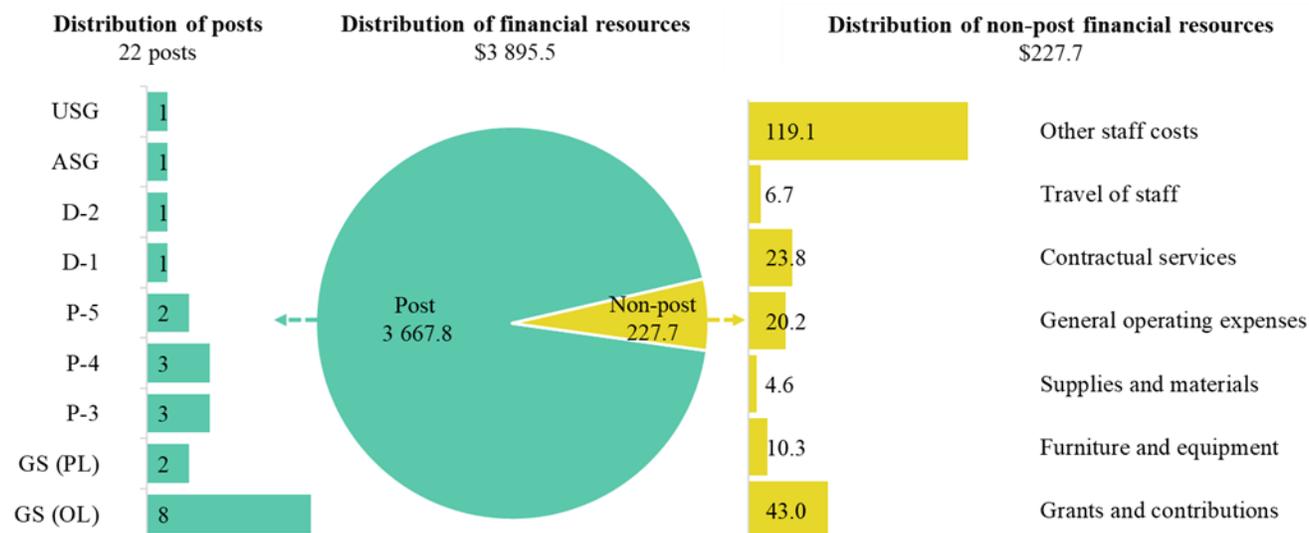
Programme of work

2.346   The proposed regular budget resources for 2022 amount to $315,384,300 and reflect a net decrease of $5,109,000 compared with the appropriation for 2021. The proposed decrease is explained in paragraphs 2.334 (a) to (g), 2.335 (a) to (c) and 2.336 (b) to (f) above. The distribution of resources by duty station and subprogramme is reflected in figure 2.XLIV.

Figure 2.XLIV
Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)
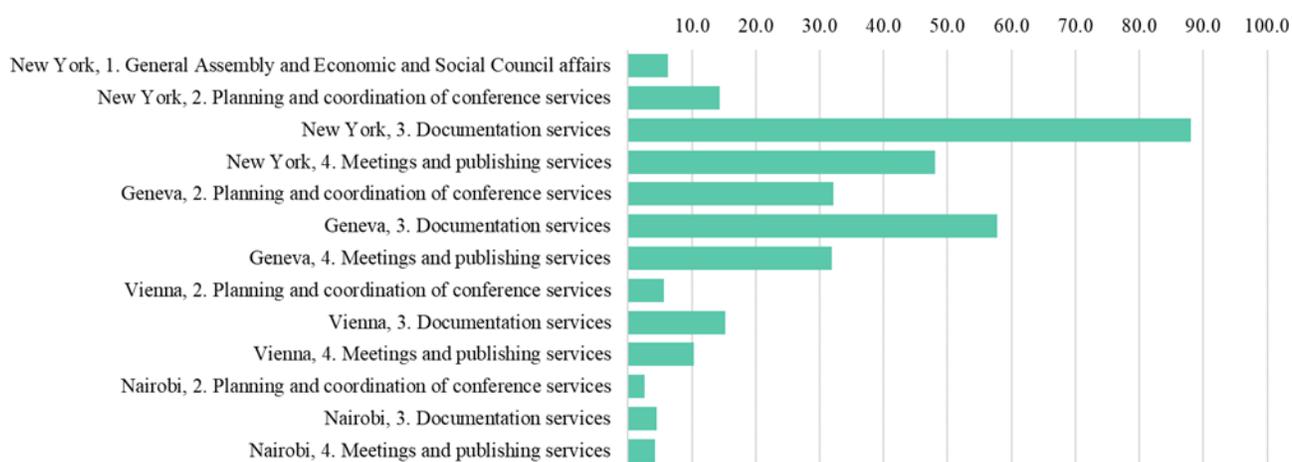
Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council Affairs

2.347   The proposed regular budget resources for 2022 amount to $6,225,000 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.37 and figure 2.XLV.

Table 2.37
New York, subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	*2021 appropriation*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	6 281.1	6 106.8	–	–	–	–	–	6 106.8
Non-post	116.2	118.2	–	–	–	–	–	118.2
Total	**6 397.3**	**6 225.0**	**–**	**–**	**–**	**–**	**–**	**6 225.0**
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		21	–	–	–	–	–	21
Total		**41**	**–**	**–**	**–**	**–**	**–**	**41**

Figure 2.XLV
New York, subprogramme 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
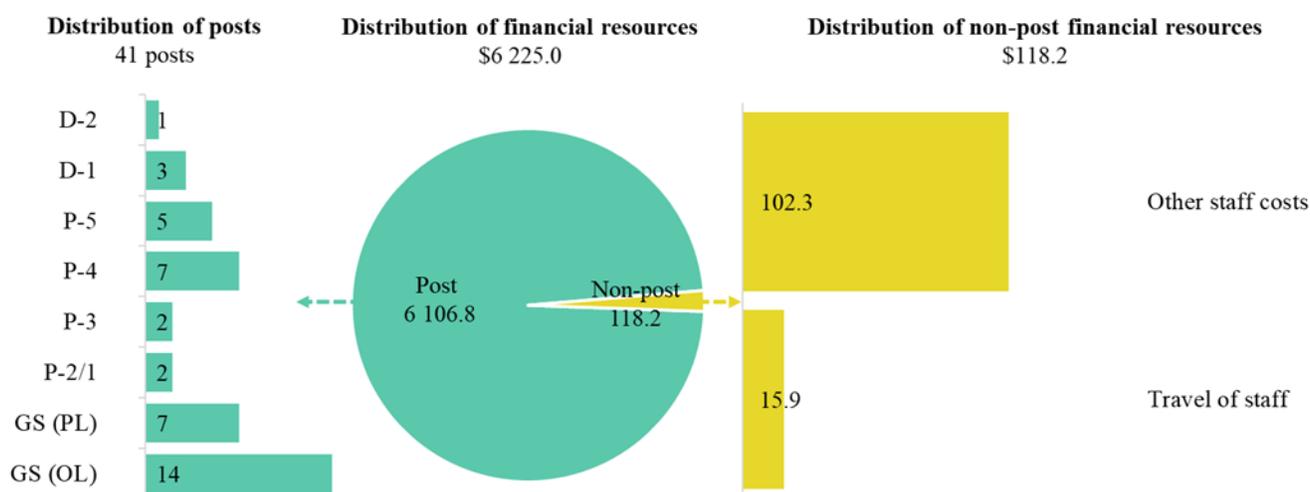
Subprogramme 2
Planning and coordination of conference services

2.348   The proposed regular budget resources for 2022 amount to $14,302,900 and reflect a net decrease of $1,577,300 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.38 and figure 2.XLVI.

Table 2.38
New York, subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	2022 estimate (before recosting)
						Changes		
Financial resources by main category of expenditure								
Post	5 373.7	5 759.4	–	–	(84.5)	(84.5)	(1.5)	5 674.9
Non-post	8 875.4	10 120.8	(2 411.1)	918.3	–	(1 492.8)	(14.7)	8 628.0
Total	**14 249.1**	**15 880.2**	**(2 411.1)**	**918.3**	**(84.5)**	**(1 577.3)**	**(9.9)**	**14 302.9**
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		33	–	–	(1)	(1)	(3.0)	32
Total		**47**	**–**	**–**	**(1)**	**(1)**	**(2.1)**	**46**

Figure 2.XLVI
New York, subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

Distribution of posts
46 posts

D-2	1
P-5	4
P-4	4
P-3	5
GS (PL)	8
GS (OL)	24

Distribution of financial resources
$14 302.9

Post 5 674.9 — Non-post 8 628.0

Distribution of non-post financial resources
$8 628.0

8 402.5	Other staff costs
0.6	Hospitality
8.5	Travel of staff
33.5	General operating expenses
151.8	Supplies and materials
31.1	Furniture and equipment
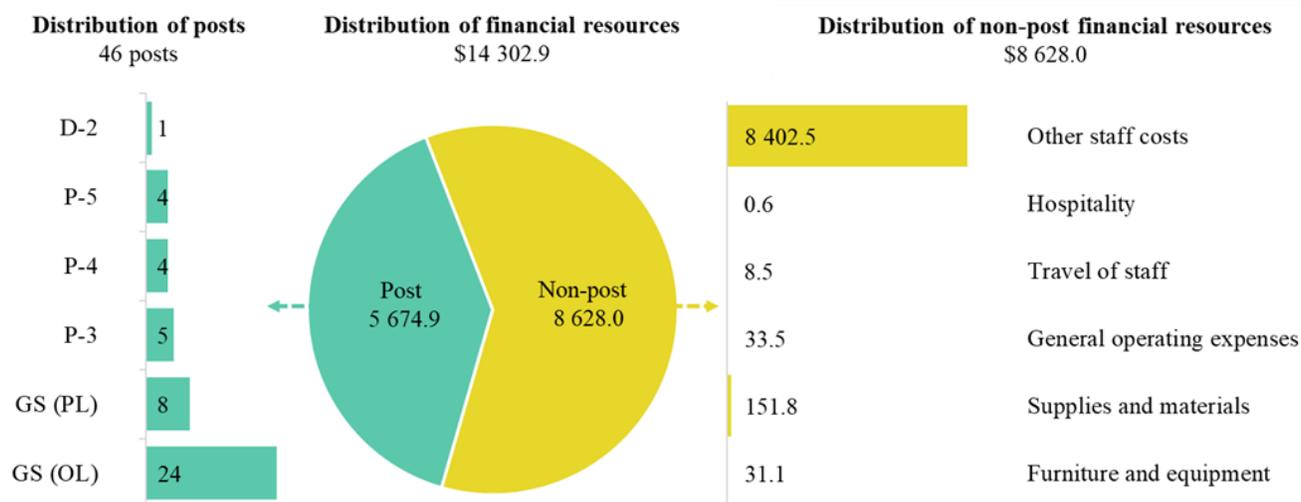
Extrabudgetary resources

2.349 Extrabudgetary resources for the subprogramme are estimated at $173,200 and would provide for non-post resources. The resources would be used mainly to provide for temporary assistance for meetings related to the planning and coordination of conference services for the non-calendar meetings of extrabudgetary clients. No change in the resource level is expected compared with the estimate for 2021.

Subprogramme 3
Documentation services

2.350 The proposed regular budget resources for 2022 amount to amount to $88,130,500 and reflect a net increase of $27,400 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.39 and figure 2.XLVII.

Table 2.39
**New York, subprogramme 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	77 312.0	83 505.1	–	–	(608.7)	(608.7)	(0.7)	82 896.4
Non-post	1 639.5	4 598.0	–	–	636.1	636.1	13.8	5 234.1
Total	**78 951.5**	**88 103.1**	**–**	**–**	**27.4**	**27.4**	**0.0**	**88 130.5**
Post resources by category								
Professional and higher		356	–	–	–	–	–	356
General Service and related		160	–	–	(7)	(7)	(4.4)	153
Total		**516**	**–**	**–**	**(7)**	**(7)**	**(1.4)**	**509**

Figure 2.XLVII
New York, subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
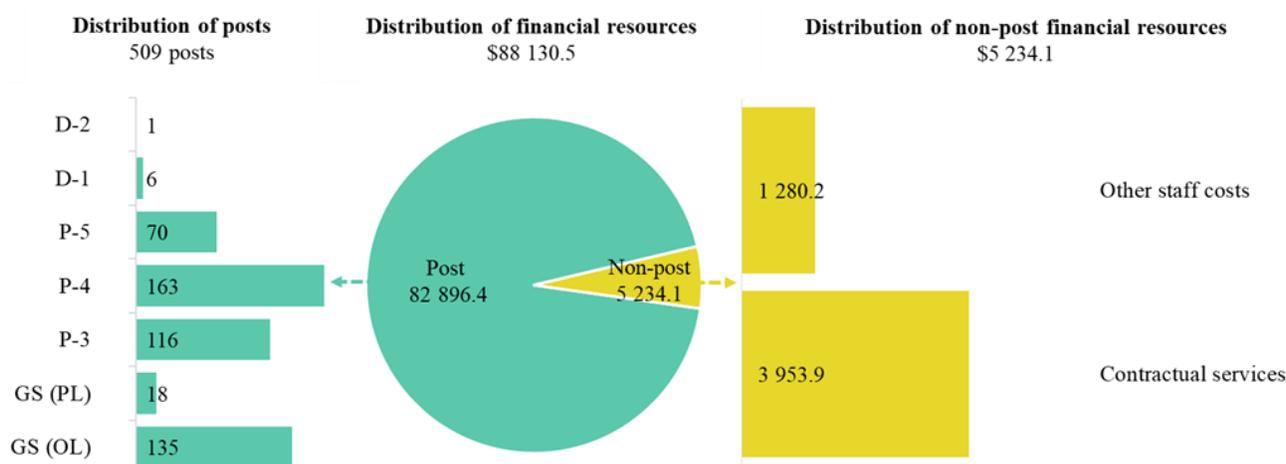
Extrabudgetary resources

2.351   Extrabudgetary resources for the subprogramme are estimated at $6,370,400 and would provide for 10 posts (1 D-1, 1 P-5, 3 P-4, 2 P-3, 1 General Service (Principal level) and 2 General Service (Other level)) within the German Translation Service, as well as non-post resources, which would be used mainly to provide for temporary assistance for meetings related to documentation services for the non-calendar meetings of extrabudgetary clients. No change in the resource level is expected compared with the estimate for 2021.

Subprogramme 4
Meetings and publishing services

2.352   The proposed regular budget resources for 2022 amount to $47,985,500 and reflect an increase of $153,600 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.40 and figure 2.XLVIII.

Table 2.40
**New York, subprogramme 4: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	2022 estimate (before recosting)
				Changes				
Financial resources by main category of expenditure								
Post	45 586.3	46 542.9	153.6	–	–	153.6	0.3	46 696.5
Non-post	2 569.6	1 289.0	–	–	–	–	–	1 289.0
Total	**48 155.9**	**47 831.9**	**153.6**	**–**	**–**	**153.6**	**0.3**	**47 985.5**
Post resources by category								
Professional and higher		200	–	–	–	–	–	200
General Service and related		88	–	–	–	–	–	88
Total		**288**	**–**	**–**	**–**	**–**	**–**	**288**

Figure 2.XLVIII
New York, subprogramme 4: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
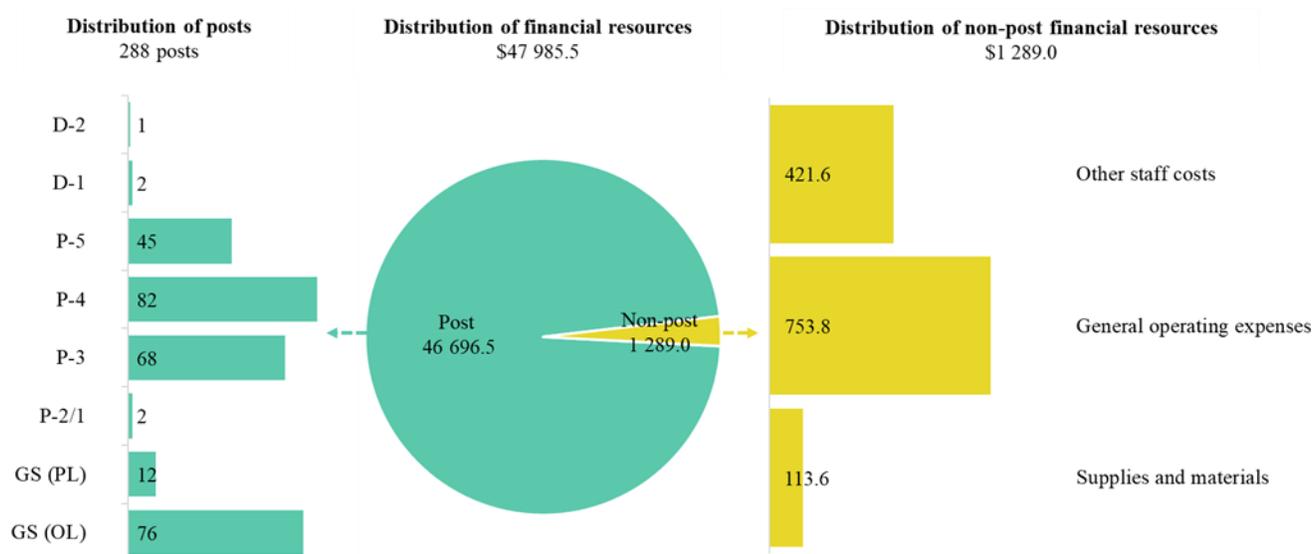
Extrabudgetary resources

2.353   Extrabudgetary resources for the subprogramme are estimated at $1,744,300 and would provide for non-post resources. The extrabudgetary resources would be used mainly to provide for temporary assistance for meetings related to interpretation services, as well as publishing, reproduction and distribution services for the non-calendar meetings of extrabudgetary clients. The expected decrease of $194,800 is attributable mainly to reductions in operating and temporary assistance requirements.

Conference management, Geneva

Subprogramme 2
Planning and coordination of conference services

2.354   The proposed regular budget resources for 2022 amount to $32,161,400 and reflect a net decrease of $1,691,600 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.41 and figure 2.XLIX.

Table 2.41
**Geneva, subprogramme 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	*2021 appropriation*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	10 002.7	10 559.0	80.7	–	–	80.7	0.8	10 639.7
Non-post	16 666.2	23 294.0	(2 851.5)	684.1	395.1	(1 772.3)	(7.6)	21 521.7
Total	**26 668.9**	**33 853.0**	**(2 770.8)**	**684.1**	**395.1**	**(1 691.6)**	**(5.0)**	**32 161.4**

			Changes					2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		50	–	–	–	–	–	50
Total		**68**	**–**	**–**	**–**	**–**	**–**	**68**

Figure 2.XLIX
Geneva, subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
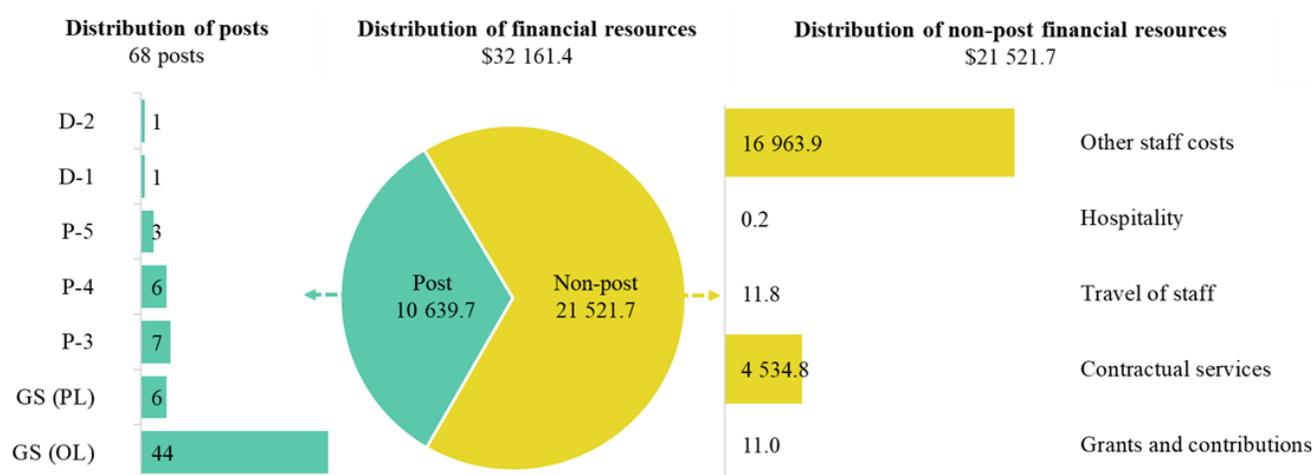
Extrabudgetary resources

2.355   Extrabudgetary resources for the subprogramme are estimated at $563,000 and would provide for non-post resources. The resources would be used mainly to provide for temporary assistance for meetings related to meeting coordination services. The subprogramme intends to use extrabudgetary resources to service the non-calendar meetings of extrabudgetary clients, including in relation to the following disarmament conventions: the Anti-Personnel Landmines Convention, the Convention on Certain Conventional Weapons, the Convention on Cluster Munitions and the Biological Weapons Convention. No change in the resource level is expected compared with the estimate for 2021.

Subprogramme 3
Documentation services, Geneva

2.356   The proposed regular budget resources for 2022 amount to $57,707,000 and reflect a net decrease of $338,800 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.42 and figure 2.L.

Table 2.42
Geneva subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	53 032.3	58 045.8	63.5	–	(402.3)	(338.8)	(0.6)	57 707.0
Non-post	2 495.8	–	–	–	–	–	–	–
Total	**55 528.1**	**58 045.8**	**63.5**	**–**	**(402.3)**	**(338.8)**	**(0.6)**	**57 707.0**
Post resources by category								
Professional and higher		205	–	–	–	–	–	205
General Service and related		122	–	–	(3)	(3)	(2.5)	119
Total		**327**	**–**	**–**	**(3)**	**(3)**	**(0.9)**	**324**

Figure 2.L
Geneva, subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts)

Distribution of posts
324 posts

D-1	1
P-5	37
P-4	86
P-3	80
P-2/1	1
GS (PL)	9
GS (OL)	110
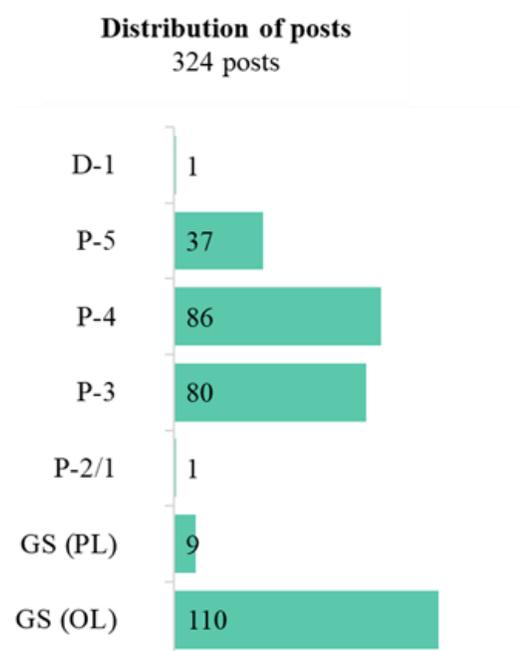
Extrabudgetary resources

2.357   Extrabudgetary resources for the subprogramme are estimated at $840,000 and would provide for non-post resources. The resources would be used mainly to provide for temporary assistance for meetings related to documentation services. The subprogramme intends to use extrabudgetary resources to service the non-calendar meetings of extrabudgetary clients, including in relation to the following disarmament conventions: the Anti-Personnel Landmines Convention, the Convention on Certain Conventional Weapons, the Convention on Cluster Munitions and the Biological Weapons Convention. No change in the resource level is expected compared with the estimate for 2021.

Subprogramme 4
Meetings and publishing services

2.358 The proposed regular budget resources for 2022 amount to $31,880,000 and reflect a net decrease of $70,600 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.43 and figure 2.LI.

Table 2.43
**Geneva, subprogramme 4: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	29 950.1	31 387.4	63.5	–	(134.1)	(70.6)	(0.2)	31 316.8
Non-post	2,636.2	563.2	–	–	–	–	–	563.2
Total	**32 586.3**	**31 950.6**	**63.5**	**–**	**(134.1)**	**(70.6)**	**(0.2)**	**31 880.0**
Post resources by category								
Professional and higher		110	–	–	–	–	–	110
General Service and related		61	–	–	(1)	(1)	(1.6)	60
Total		**171**	**–**	**–**	**(1)**	**(1)**	**(0.6)**	**170**

Figure 2.LI
Geneva, subprogramme 4: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
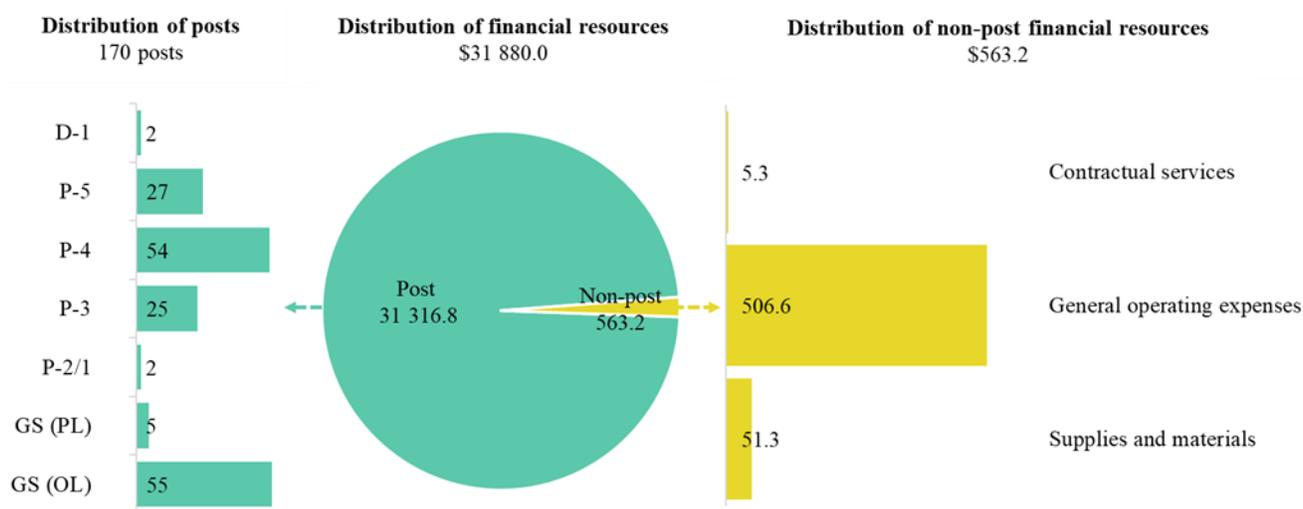
Extrabudgetary resources

2.359 Extrabudgetary resources for the subprogramme are estimated at $1,292,500 and would provide for non-post resources. The resources would be used mainly to provide for temporary assistance for meetings related to interpretation services, as well as publishing, reproduction and distribution services. The subprogramme intends to use extrabudgetary resources to service the non-calendar

meetings of extrabudgetary clients, including in relation to the following disarmament conventions: the Anti-Personnel Landmines Convention, the Convention on Certain Conventional Weapons, the Convention on Cluster Munitions and the Biological Weapons Convention. No change in the resource level is expected compared with the estimate for 2021.

Conference management, Vienna

2.360   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 UNODC 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.

2.361   For 2022, the servicing of the above-mentioned non-Secretariat client organizations is estimated to account for approximately 26 per cent of the interpretation workload, 27 per cent of the meeting-servicing workload and 9 per cent of the documentation-servicing workload, including translation, editing and desktop publishing.

United Nations share (net budget)

2.362   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)

	2020	*2021*	*2022 estimate (before recosting)*
Conference services, Vienna (gross budget)	27 831.2	32 088.6	31 155.7
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	3 791.4	5 498.3	5 498.3
United Nations (net budget)	**24 039.8**	**26 590.3**	**25 657.4**

2.363   As illustrated in table 2.44, the regular budget resource requirements for 2022 are estimated at $25,657,400.

Conference services, Vienna (gross budget)

Table 2.45
Evolution of financial resources by component and subprogramme
(Thousands of United States dollars)

			Changes					2022 estimate (before recosting)
Component/subprogramme	2020 expenditure	Approved level for 2021	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Programme of work								
2. Planning and coordination of conference services	4 414.9	5 598.3	–	–	–	–	–	5 598.3
3. Documentation services	13 869.3	15 641.3	(419.4)	–	–	(419.4)	(2.7)	15 221.9
4. Meetings and publishing services	9 547.0	10 849.0	(513.5)	–	–	(513.5)	(4.7)	10 335.5
Total	**27 831.2**	**32 088.6**	**(932.9)**	**–**	**–**	**(932.9)**	**(2.8)**	**31 155.7**

Explanation of variances by factor and subprogramme

Overall resource changes, Vienna (gross budget)

Technical adjustments

2.364   As reflected in table 2.45 above, resource changes reflect a decrease of $932,900 under subprogrammes 3 and 4, as follows:

(a)   **Conference management, Vienna, subprogramme 3, Documentation services**. The decrease of $419,400 under other staff costs relates to the removal of non-recurrent provisions in 2021 for documentation for the fourteenth United Nations Congress on Crime Prevention and Criminal Justice;

(b)   **Conference management, Vienna, subprogramme 4, Meetings and publishing services**. The decrease of $513,500 relates to the removal of non-recurrent provisions in 2021 for interpretation and reproduction costs for the fourteenth United Nations Congress on Crime Prevention and Criminal Justice ($491,700 under other staff costs and $21,800 under supplies and materials).

Subprogramme 2
Planning and coordination of conference services

2.365   The proposed resources on a gross basis for 2022 amount to $5,598,300 and reflect no change in the resource level compared with the approved level for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.46 and figure 2.LII.

Table 2.46
**Vienna, subprogramme 2: evolution of financial and post resources (gross budget)**

(Thousands of United States dollars/number of posts)

| | 2020 expenditure | Approved level for 2021 | Changes | | | | | | 2022 estimate (before recosting) |
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 241.7	3 755.2	–	–	–	–	–	3 755.2
Non-post	1 173.2	1 843.1	–	–	–	–	–	1 843.1
Total	**4 414.9**	**5 598.3**	–	–	–	–	–	**5 598.3**
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		22	–	–	–	–	–	22
Total		**30**	–	–	–	–	–	**30**

Figure 2.LII
Vienna, subprogramme 2: distribution of proposed resources for 2022 (before recosting) (gross budget)

(Number of posts/thousands of United States dollars)
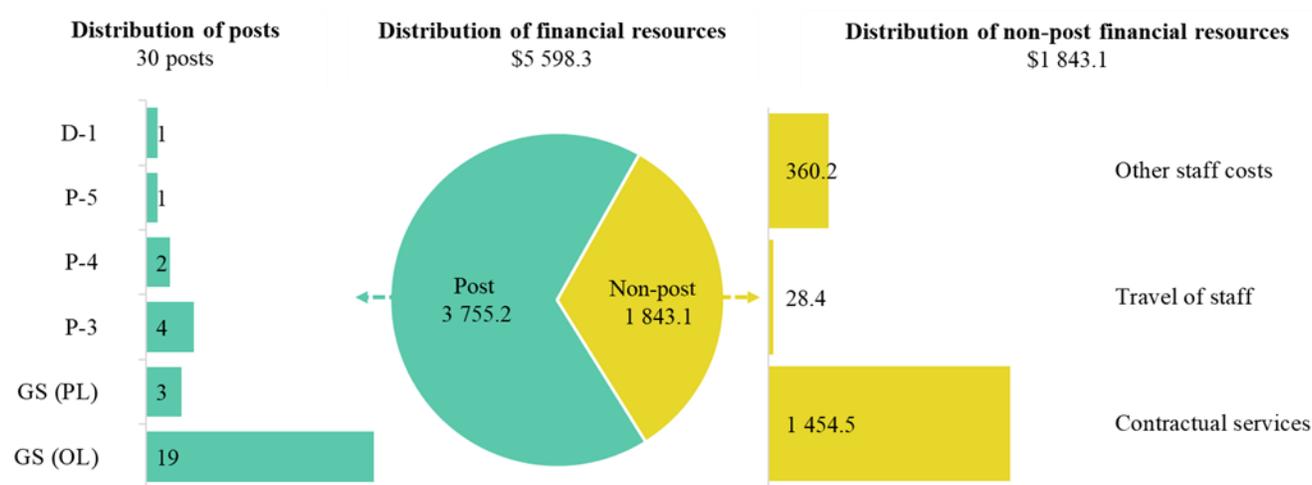
Extrabudgetary resources

2.366   Extrabudgetary resources for the subprogramme are estimated at $120,000 and would provide for non-post resources. The resources would be used mainly to provide for temporary assistance for servicing meetings. The expected increase of $20,000 is attributable to the anticipated increase in meetings of extrabudgetary clients to be serviced in 2022 based on historical experience.

Subprogramme 3
Documentation services

2.367   The proposed resources on a gross basis for 2022 amount to $15,221,900 and reflect a decrease of $419,400 compared with the approved level for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.47 and figure 2.LIII.

Table 2.47
Vienna, subprogramme 3: evolution of financial and post resources (gross budget)

(Thousands of United States dollars/number of posts)

	2020 expenditure	Approved level for 2021	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	2022 estimate (before recosting)
			Changes					
Financial resources by main category of expenditure								
Post	13 052.2	13 961.0	–	–	–	–	–	13 961.0
Non-post	817.1	1 680.3	(419.4)	–	–	(419.4)	(25.0)	1 260.9
Total	**13 869.3**	**15 641.3**	**(419.4)**	**–**	**–**	**(419.4)**	**(2.7)**	**15 221.9**
Post resources by category								
Professional and higher		49	–	–	–	–	–	49
General Service and related		47	–	–	–	–	–	47
Total		**96**	**–**	**–**	**–**	**–**	**–**	**96**

Figure 2.LIII
Vienna, subprogramme 3: distribution of proposed resources for 2022 (before recosting) (gross budget)

(Number of posts/thousands of United States dollars)

Distribution of posts
96 posts

P-5	11
P-4	27
P-3	11
GS (PL)	1
GS (OL)	46

Extrabudgetary resources

2.368   Extrabudgetary resources for the subprogramme are estimated at $1,000,000 and would provide for non-post resources. The resources would be used mainly to provide for temporary assistance and contractual services related to the provision of documentation services. The expected decrease of $200,000 is attributable to the anticipated decrease in documentation services for extrabudgetary clients in 2022 based on historical experience.

Subprogramme 4
Meetings and publishing services

2.369   The proposed resources on a gross basis for 2022 amount to $10,335,500 and reflect a decrease of $513,500 compared with the approved level for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.48 and figure 2.LIV.

Table 2.48
**Vienna, subprogramme 4: evolution of financial and post resources (gross budget)**

(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	*Approved level for 2021*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	8 113.9	8 649.5	–	–	–	–	–	8 649.5
Non-post	1 433.1	2 199.5	(513.5)	–	–	(513.5)	(23.3)	1 686.0
Total	**9 547.0**	**10 849.0**	**(513.5)**	**–**	**–**	**(513.5)**	**(4.7)**	**10 335.5**
Post resources by category								
Professional and higher		31	–	–	–	–	–	31
General Service and related		26	–	–	–	–	–	26
Total		**57**	**–**	**–**	**–**	**–**	**–**	**57**

Figure 2.LIV
Vienna, subprogramme 4: distribution of proposed resources for 2022 (before recosting) (gross budget)

(Number of posts/thousands of United States dollars)
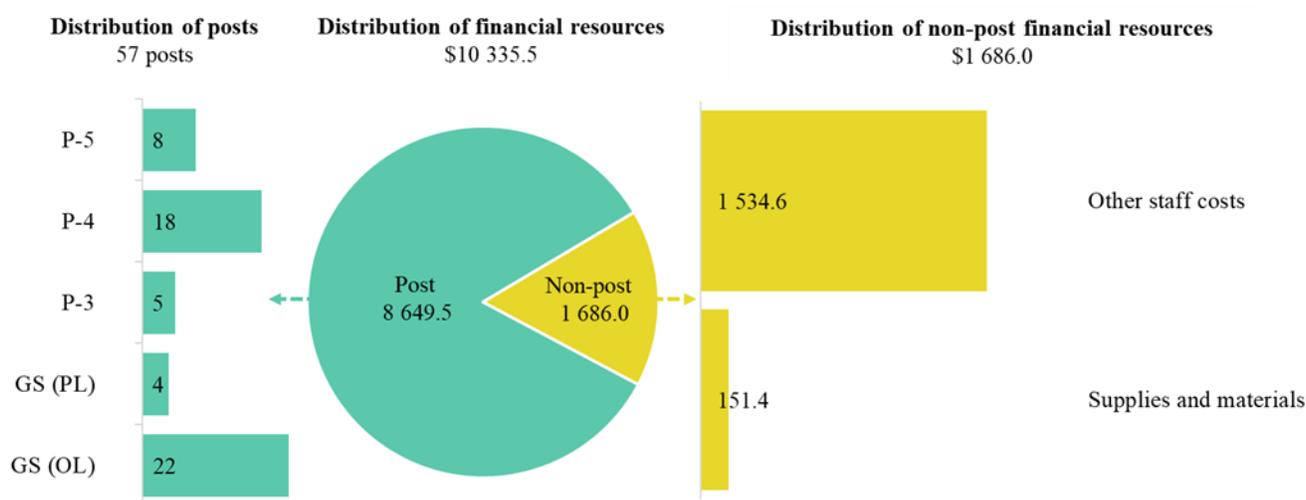
Extrabudgetary resources

2.370   Extrabudgetary resources for the subprogramme are estimated at $402,000 and would provide for non-post resources. The resources would be used mainly to provide for temporary assistance related to interpretation and reproduction services. No change in the resource level is expected compared with the estimate for 2021.

Conference management, Nairobi

Subprogramme 2
Planning and coordination of conference Services

2.371   The proposed regular budget resources for 2022 amount to $2,578,400 and reflect a net decrease of $678,800 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.49 and figure 2.LV.

Table 2.49
Nairobi, subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	*2021 appropriation*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	1 268.0	1 252.8	–	–	–	–	–	1 252.8
Non-post	1 413.1	2 004.4	(716.4)	37.6	–	(678.8)	(33.9)	1 325.6
Total	**2 681.0**	**3 257.2**	**(716.4)**	**37.6**	**–**	**(678.8)**	**(20.8)**	**2 578.4**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 2.LV
Nairobi, subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
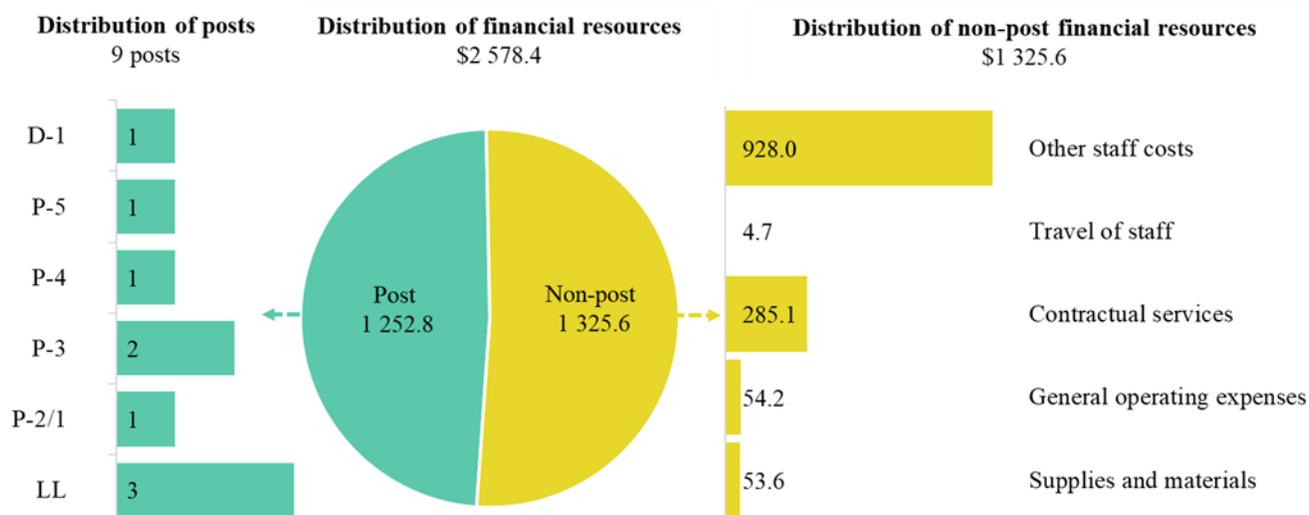
Extrabudgetary resources

2.372   Extrabudgetary resources for the subprogramme are estimated at $2,959,600 and would provide for 33 posts (1 P-5, 3 P-4, 2 P-3 and 27 Local level), as well as associated non-post resources. The resources would be used mainly for meetings and documents planning and coordination services provided to clients serviced on a reimbursable basis. The expected decrease of $88,300 is attributable mainly to the anticipated decrease in the number of meetings to be serviced in 2022.

Subprogramme 3
Documentation services

2.373   The proposed regular budget resources for 2022 amount to $4,532,400 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.50 and figure 2.LVI.

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

			Changes					2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 016.5	4 532.4	–	–	–	–	–	4 532.4
Non-post	61.5	–	–	–	–	–	–	–
Total	**4 078.0**	**4 532.4**	–	–	–	–	–	**4 532.4**
Post resources by category								
Professional and higher		22	–	–	–	–	–	22
General Service and related		6	–	–	–	–	–	6
Total		**28**	–	–	–	–	–	**28**

Figure 2.LVI
Nairobi, subprogramme 3: distribution of proposed resources for 2022 (before recosting)
(Number of posts)
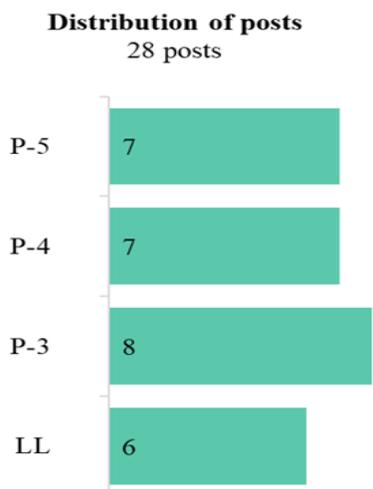
Extrabudgetary resources

2.374 Extrabudgetary resources for the subprogramme are estimated at $2,554,700 and would provide for 21 posts (Local level), as well as associated non-post resources. The resources would be used mainly for the provision of documentation services on a reimbursable basis. The expected increase of $17,300 is attributable mainly to the anticipated increase in documentation for 2022.

Subprogramme 4
Meetings and publishing services

2.375 The proposed regular budget resources for 2022 amount to $4,223,800 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.51 and figure 2.LVII.

Table 2.51
**Nairobi, subprogramme 4: evolution of financial and post resources**
(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	*2021 appropriation*	*Technical adjustments*	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Financial resources by main category of expenditure								
Post	3 362.6	4 223.8	–	–	–	–	–	4 223.8
Non-post	27.3	–	–	–	–	–	–	–
Total	**3 390.0**	**4 223.8**	–	–	–	–	–	**4 223.8**
Post resources by category								
Professional and higher		21	–	–	–	–	–	21
General Service and related		3	–	–	–	–	–	3
Total		**24**	–	–	–	–	–	**24**

Figure 2.LVII
Nairobi, subprogramme 4: distribution of proposed resources for 2022 (before recosting)
(Number of posts)

Distribution of posts
24 posts
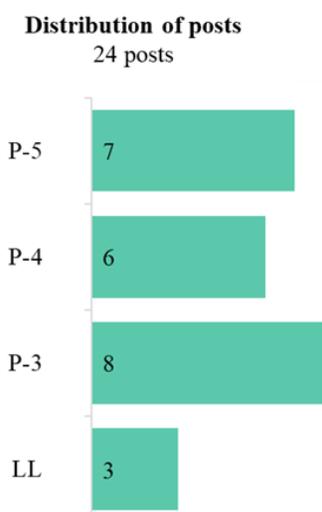
Extrabudgetary resources

2.376   Extrabudgetary resources for the subprogramme are estimated at $2,534,500 and would provide for 22 posts (Local level), as well as associated non-post resources. The resources would be used mainly for meetings and publishing services provided on a reimbursable basis. The expected increase of $83,400 is attributable mainly to the anticipated increase in the level of on-site meetings requiring publishing services in 2022.

Programme support

2.377   The programme support component comprises the Executive Office of the Department for General Assembly and Conference Management, as well as the Global Technical Team, providing enterprise conference management solutions to all conference management operations at the four duty stations; the Business Analysis Section, based in New York and servicing local clients; the Information Technology Section, based in Geneva and contributing to the development of enterprise conference management solutions; and the Information Technology Units, based in Vienna and Nairobi and servicing local and global operations.

2.378   The Executive Office of the Department provides central administrative services to the Department in the areas of human resources management, financial management, contracts and general administration. In the context of the global management of conference services, the Executive Office is responsible for harmonizing the administrative and budgetary methodologies of the conference-servicing components at all four duty stations.

2.379   The information and communications technology units in Geneva, Vienna and Nairobi are responsible for maintaining, enhancing and supporting and advancing enterprise technology solutions that are specific to conference management, consistent with the Department's strategic priorities and operational needs and in support of the mandate implementation. The same responsibility is assigned to the Business Analysis Section in New York, in addition to its functions outlined below.

2.380   The Global Technical Team comprises core staff and contractors funded by the Department under section 2 of the regular budget. It is responsible for maintaining enterprise technology products, which cover the three primary domains of meetings, documents and translation. The gMeets and gDoc systems, developed and maintained by the Team, have become part of the enterprise conference management solutions.

2.381   The Business Analysis Section will continue to analyse business needs with a perspective of the simplification of processes. On the basis of such analysis, the section will design, develop and deploy innovative information technology solutions for delegates in New York. The proposed level of resources will allow for timely and critical response to the needs of Member States for up-to-date information and communications technology platforms in an agile and client-oriented way.

2.382   The proposed regular budget resources for 2022 amount to $16,522,400 and reflect an increase of $220,800 compared with the appropriation for 2021. The proposed increase is explained in paragraph 2.336 (g) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.52 and figure 2.LVIII.

Table 2.52
**Programme support: evolution of financial and post resources**
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	2022 estimate (before recosting)
					Changes			
Financial resources by main category of expenditure								
Post	8 350.8	7 638.2	–	–	220.8	220.8		7 859.0
Non-post	12 735.4	8 663.4	–	–	–	–		8 663.4
Total	**21 086.2**	**16 301.6**	**–**	**–**	**220.8**	**220.8**		**16 522.4**
Post resources by category								
Professional and higher		22	–	–	–	–	–	22
General Service and related		38	–	–	2	2	5.3	40
Total		**60**	**–**	**–**	**2**	**2**	**3.3**	**62**

Figure 2.LVIII
Programme support: distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)
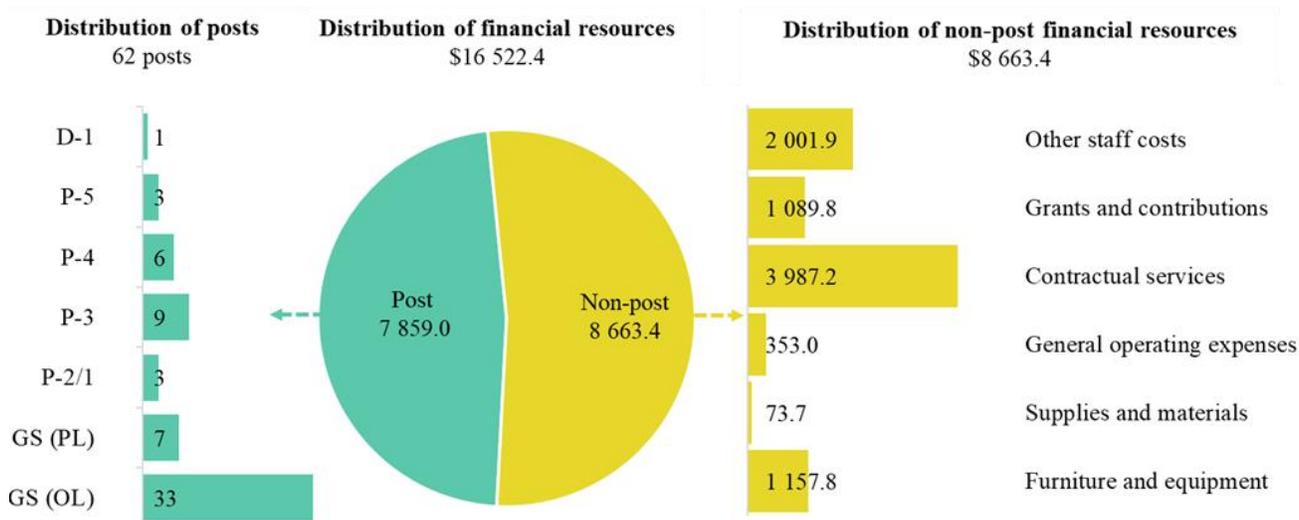
Extrabudgetary resources

2.383   **New York**. Extrabudgetary resources are estimated at $1,595,600 and would provide for non-post resource requirements. The resources would be used for extrabudgetary administrative and information technology requirements to service the requirements of extrabudgetary clients. The expected decrease of $69,400 is mainly attributable to reductions in operating and temporary assistance requirements.

2.384   **Geneva**. Extrabudgetary resources are estimated at $34,900 and would provide for information technology support for extrabudgetary meetings on a reimbursable basis. No change in the resource level is expected compared with the estimate for 2021.

2.385 **Nairobi**. Extrabudgetary resources are estimated at $291,300 and would provide for three posts (Local level), as well as associated non-post resources related to support for meetings, documents and publishing services provided on a reimbursable basis. The expected increase of $5,400 is attributable mainly to estimated support for on-site meetings.

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

2.386 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 and a net basis, in terms of reimbursement by non-Secretariat organizations, as summarized in table 2.53.

Table 2.53
Information technology, Vienna: evolution of requirements by component
(Thousands of United States dollars)

	2020	2021	2022 estimate (before recosting)
Conference services, Vienna (gross budget)	1 157.1	1 329.5	1 329.5
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	80.3	239.7	239.7
United Nations (net budget)	**1 076.8**	**1 089.8**	**1 089.8**

2.387 As shown in table 2.53 above, the regular budget resource requirements for 2022 are estimated at $1,089,800.

Resource requirements (gross budget): information technology, Vienna

2.388 The proposed resources on a gross basis for 2022 amount to $1,329,500 and reflect no change in the resource level compared with the approved level for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 2.54 and figure 2.LIX.

Table 2.54
Information technology, Vienna: evolution of financial and post resources (gross budget)
(Thousands of United States dollars/number of posts)

			Changes					2022 estimate (before recosting)
	2020 expenditure	Approved level for 2021	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	400.3	301.5	–	–	–	–	–	301.5
Non-post	756.8	1 028.0	–	–	–	–	–	1 028.0
Total	**1 157.1**	**1 329.5**	**–**	**–**	**–**	**–**	**–**	**1 329.5**
Post resources by category								
General Service and related		3	–	–	–	–	–	3
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 2.LIX
Information technology, Vienna: distribution of proposed resources for 2022 (before recosting) (gross budget)

(Number of posts/thousands of United States dollars)

Distribution of posts
3 posts

GS (OL)   3

Distribution of financial resources
$1 329.5

Post 301.5

Non-post 1 028.0

Distribution of non-post financial resources
$1 028.0

306.4   Other staff costs

514.9   Contractual services

24.7   General operating expenses

182.0   Furniture and equipment

Annex I

Organizational structure and post distribution for 2022

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

Protocol and Liaison Service
(executive direction and management)
RB:
1 D-2
1 P-5
1 P-4
2 P-3
2 GS (PL)
4 GS (OL)

Office of the Under-Secretary-General
(executive direction and management)
RB:
1 USG
1 ASG
1 D-1
1 P-5
2 P-4
1 P-3
4 GS (OL)

Executive Office
(programme support)
RB:
1 D-1
1 P-5
2 P-4
2 P-3
2 P-2/1
4 GS (PL)
14 GS (OL)

Business Analysis Section
(programme support)
RB:
1 P-5
3 P-4
1 GS (PL)
1 GS (PL)[a]
12 GS (OL)

Global Technical Team
(programme support)
RB:
1 P-5
3 P-3
1 GS (PL)[b]

General Assembly and Economic and Social Council Affairs Division
(subprogramme 1)
RB:
1 D-2
3 D-1
5 P-5
7 P-4
2 P-3
2 P-2/1
7 GS (PL)
14 GS (OL)

Central Planning and Coordination Division
(subprogramme 2)
RB:
1 D-2
4 P-5
4 P-4
5 P-3
8 GS (PL)
24 GS (OL)

Documentation Division
(subprogramme 3)

RB:	XB:
1 D-2	1 D-1
6 D-1	1 P-5
70 P-5	3 P-4
163 P-4	2 P-3
116 P-3	1 GS (PL)
18 GS (PL)	2 GS (OL)
135 GS (OL)	

Meetings and Publishing Division
(subprogramme 4)
RB:
1 D-2
2 D-1
45 P-5
82 P-4
68 P-3
2 P-2/1
12 GS (PL)
76 GS (OL)

[a] Reclassification.
[b] Reassignment.

B.   Division of Conference Management, Geneva

Office of the Director
(subprogramme 2)

RB:
1 D-2
1 P-5
2 P-4
2 P-3
3 GS (PL)
4 GS (OL)

Information Technology Section
(programme support)

RB:
1 P-4
3 P-3
1 P-2/1
6 GS (OL)
1 GS (OL)[a]

Central Planning and Coordination Service
(subprogramme 2)

RB:
1 D-1
2 P-5
4 P-4
5 P-3
3 GS (PL)
40 GS (OL)

Languages Service
(subprogramme 3)

RB:
1 D-1
37 P-5
86 P-4
80 P-3
1 P-2/1
9 GS (PL)
110 GS (OL)

Production and Support Service
(subprogramme 4)

RB:
1 D-1
1 P-5
1 P-4
4 P-3
2 P-2/1
4 GS (PL)
50 GS (OL)

Interpretation Service
(subprogramme 4)

RB:
1 D-1
26 P-5
53 P-4
21 P-3
1 GS (PL)
5 GS (OL)

[a] Inward redeployment.

C. Conference Management Service, Vienna

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┌────────────────────────┐
│  Office of the Chief   │
│   (subprogramme 2)     │
│                        │        ┌──────────────────────┐
│         RB:            │        │     Information      │
│        1 D-1           │        │  Technology Unit     │
│        2 P-3           │────────│    (programme        │
│      1 GS (PL)         │        │     support)         │
│      4 GS (OL)         │        │                      │
│                        │        │        RB:           │
└────────────────────────┘        │     3 GS (OL)        │
                                  └──────────────────────┘
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┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│  Planning and    │   │  Documentation   │   │   Meetings and   │
│ coordination of  │   │    services      │   │publishing services│
│   conference     │   │ (subprogramme 3) │   │ (subprogramme 4) │
│    services      │   │                  │   │                  │
│ (subprogramme 2) │   │      RB:         │   │      RB:         │
│                  │   │     11 P-5       │   │      8 P-5       │
│      RB:         │   │     27 P-4       │   │     18 P-4       │
│     1 P-5        │   │     11 P-3       │   │      5 P-3       │
│     2 P-4        │   │    1 GS (PL)     │   │    4 GS (PL)     │
│     2 P-3        │   │   46 GS (OL)     │   │   22 GS (OL)     │
│    2 GS (PL)     │   │                  │   │                  │
│   15 GS (OL)     │   │                  │   │                  │
└──────────────────┘   └──────────────────┘   └──────────────────┘
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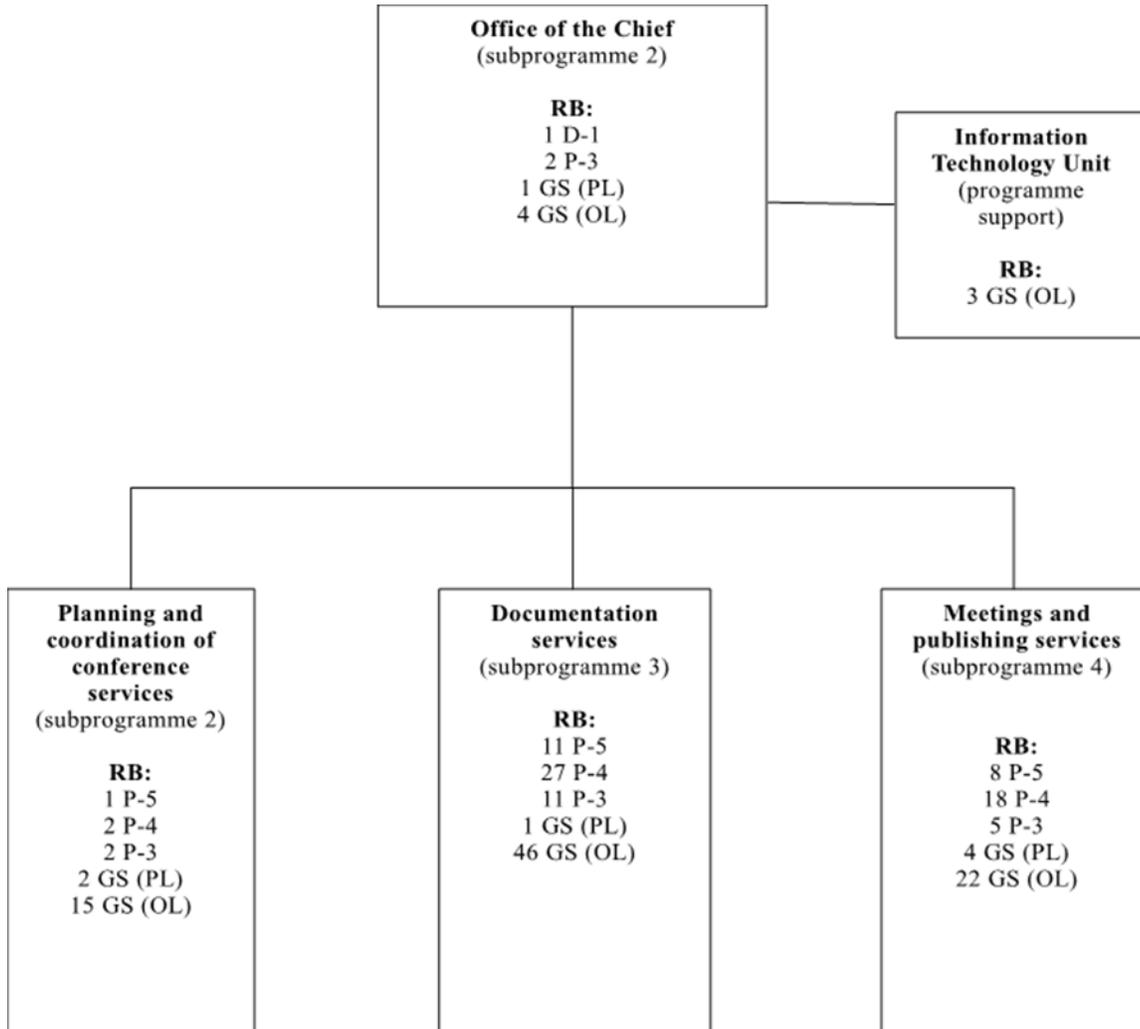
D. Division of Conference Services, Nairobi

Office of the Chief
(subprogramme 2)

RB: XB:
1 D-1   1 P-3
1 LL   1 LL

Pan-African Masters Consortium in Interpretation and Translation
(subprogramme 2)

XB: 1 P-4

Information Technology Unit
(programme support)

RB: XB:
1 P-3   3 LL

Technical services
(subprogramme 2)

XB:
7 LL

Conference Support Section
(subprogramme 2)

RB: XB:
1 P-5   1 P-4
1 P-3   1 P-3
        11 LL

Planning and Coordination Section
(subprogramme 2)

RB: XB:
1 P-4   1 P-5
1 P-3   1 P-4
1 P-2/1   8 LL
2 LL

Translation and Editorial Section
(subprogramme 3)

RB: XB:
7 P-5   21 LL
7 P-4
8 P-3
6 LL

Interpretation Section and Publishing Services Section
(subprogramme 4)

RB: XB:
7 P-5   22 LL
6 P-4
8 P-3
3 LL

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; RB, regular budget; USG, Under-Secretary-General; 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/75/7

The Advisory Committee reiterates its previous recommendations that the Secretary-General should provide, in future budget submissions, information regarding productivity trends and an analysis of any adjustment in resources resulting from changes in productivity (see also A/74/7, para. I.55 and A/72/7, para. I.53) (para. I.64).

The information regarding translation productivity trends over a five-year period is provided in the annual report of the Secretary-General on the pattern of conferences. Statistical data are also provided as supplementary information on the website of the Committee on Conferences.

Updated information for 2021 is provided in the supplementary information to the present report.

The Advisory Committee notes that a new online self-paced online training tool was introduced on 1 April 2020 as a pilot and trusts that updated information on its effectiveness will be presented to the General Assembly at the time of its consideration of the present report, as well as in the context of the next budget submission (para. I.70).

The new online self-paced training was launched on 1 April 2020 for a trial period of six months with content developed by and for the staff of the Documentation Division. The feedback received showed that the tool, which is intended to complement the training delivered by other methods, is particularly useful for:

- Training interns, new recruits, staff on cross-assignment and staff returning from assignment and maternity and special leave

- Ensuring that all staff members receive the same information and guidance

- Preventing duplication of effort in the training of staff on common subjects

- Sharing knowledge and know-how across and within language services

- Consolidating and refreshing knowledge, as the lessons are always available

The content was praised for its visual appeal and relevance – the result of it having been created by the Division members themselves. Several suggestions for additional modules were received and these will be built as and when resources (mainly staff time) are available.

Annex III

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	Posts	Grade	Description	Reason for change
New York: subprogramme 2, Planning and coordination of conference services	(1)	GS (OL)	**Abolishment** of 1 Meetings Services Assistant	Owing to the use of the Journal Content Management System, which is a new shared platform used to produce the *Journal of the United Nations*
New York: subprogramme 3, Documentation services	(1)	GS (OL)	**Abolishment** of 1 Language Reference Assistant	To reflect the introduction of technologies that have improved the documentation process, while balancing the capacities of the Text-Processing Units across all languages in the application of equal treatment of all the official languages
	(3)	GS (OL)	**Abolishment** of 3 Editorial and Desktop Publishing Assistants	
	(1)	GS (OL)	**Abolishment** of 1 Administrative Assistant	
	(1)	GS (OL)	**Abolishment** of 1 Editorial Assistant	
Geneva: subprogramme 3, Documentation services	(3)	GS (OL)	**Abolishment** of 3 Editorial and Desktop Publishing Assistants	To improve flexibility and workforce utilization, offset by increased resources under other staff costs and contractual services under Geneva, subprogramme 2
Programme support	(1) 1	GS (OL) GS (PL)	**Reclassification** of 1 Information Systems Assistant as Senior Information Systems Assistant	To serve as lead developer for the e-deleGATE application, which will strengthen capacity of the Business Analysis Section
New York: subprogramme 3, Documentation services	(1)	GS (PL)	**Reassignment** of 1 Senior Editorial Assistant from subprogramme 3 to programme support as Senior Information Technology Assistant	In accordance with the mandate from the General Assembly, the Department for General Assembly and Conference Management is automating workflow in the area of production of intergovernmental documentation, replacing the manual processes with digital solutions. The incumbent of the post would support the development and maintenance of the enterprise conference management software tools in the Global Technical Team
Programme support	1	GS (PL)		
Geneva: subprogramme 4, Meetings and publishing services	(1)	GS (OL)	**Redeployment** of 1 Programme Management Assistant	To align the organizational structure with operational requirements
Programme support	1	GS (OL)		

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