

Evaluation of the Department for General Assembly and Conference Management

16 March 2018

Assignment No: IED-18-004



INSPECTION AND EVALUATION DIVISION

FUNCTION

“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organization;” (General Assembly [Resolution 48/218 B](#)).

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Summary

The Department for General Assembly and Conference Management (DGACM) provides the physical and deliberative framework¹ for the numerous meetings of the General Assembly, Economic and Social Council (ECOSOC), and Security Council, and their committees and subsidiary organs, along with a number of ad hoc intergovernmental bodies, special conferences, expert bodies and meetings of Member States held at United Nations Headquarters (UNHQ) in New York and at the United Nations offices at Geneva (UNOG), Nairobi (UNON) and Vienna (UNOV). The Department is headquartered at UNHQ, with conference-servicing entities at UNOG, UNON and UNOV. It also supports meetings away from headquarters.

This evaluation focused on the DGACM planning system for implementing its programme of work from 2014-2017. The evaluation questions covered the following areas:

- **Relevance:** Extent to which the planning system was aligned with client needs;
- **Effectiveness:** Extent to which the planning system facilitated the timely, effective, efficient delivery of the Department's work;
- **Efficiency:** Extent to which DGACM successfully harnessed its financial, human and material resources devoted to planning; and
- **Cross-cutting issues:** Extent to which DGACM managed key factors affecting its planning system, as well as cross-cutting issues of gender and Sustainable Development Goals (SDGs).

During the period evaluated, DGACM experienced growing demand for conference services and declining budgets, a trend that reinforced the need for a robust planning system. The DGACM planning system in effect consisted of multiple systems in order to meet the distinct needs of its various workstreams and locations. Harmonization of these systems was inadequate, however, both within and across duty stations, particularly in the information technology applications supporting documentation management.

Despite a suboptimal level of harmonization, coupled with declining resources and increasing demands, each duty station delivered its programme of work effectively. If budget and demand trends persist in line with historical trends, however, DGACM will likely face a service delivery risk in the next two biennia.

Since the last evaluation of DGACM by the Inspection and Evaluation Division of the Office of Internal Oversight Services (OIOS-IED) in 2009, the Department was working to address the external as well as internal factors affecting the successful implementation of its programme of work. Planning improvements constituted a critical aspect of these efforts. Effective management of external factors was elusive, however, as resolution to the most significant and persistent challenges required Member State guidance.

¹ <http://www.un.org/depts/DGACM/functions.shtml>

DGACM made progress on cross-cutting issues, implementing a strong gender policy and undertaking actions to support the SDGs. However, it has not yet identified its departmental approach to the SDGs or how it will measure contribution to them.

OIOS-IED made four important recommendations, namely that DGACM:

- enhance and harmonize its IT applications;
- strengthen its monitoring and evaluation;
- address external factors affecting its ability to plan, along with proposed solutions, to the Committee on Conferences for its consideration; and
- articulate and implement a plan for actively and concretely supporting the Sustainable Development Goals and 2030 Agenda.

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I. Introduction and objective

1. The Inspection and Evaluation Division of the Office of Internal Oversight Services (OIOS-IED) identified the Department for General Assembly and Conference Management (DGACM) for evaluation based on a risk assessment to identify Secretariat programme evaluation priorities for 2017-2018. The Committee for Programme and Coordination selected this evaluation for consideration at its 59th session, to be held in June 2019. The General Assembly endorsed the selection in its resolution 72/9.

2. The general frame of reference for OIOS is in General Assembly resolutions 48/218B, 54/244, 59/272, as well as ST/SGB/273, which authorize OIOS to initiate, carry out and report on any action it considers necessary to fulfil its responsibilities. OIOS evaluation is provided in the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.²

3. This evaluation's overall objective was to determine, as systematically and objectively as possible, the relevance, effectiveness and efficiency of the DGACM planning system for implementing its programme of work from 2014-2017. The evaluation topic emerged from a programme-level risk assessment described in the evaluation inception paper produced at the outset of the evaluation.³ The evaluation was conducted in conformity with norms and standards for evaluation in the United Nations System.⁴

4. DGACM management comments were sought on the draft report and taken into account in the final report. The DGACM response is included in the annex.

II. Background

Mandate, role and stakeholders

5. DGACM provides the physical and deliberative framework⁵ for the numerous meetings held by the General Assembly, the Economic and Social Council (ECOSOC), the Security Council and their committees and subsidiary organs, a number of ad hoc intergovernmental bodies, special conferences, expert bodies and meetings of Member States held at United Nations Headquarters (UNHQ) in New York and at the United Nations offices at Geneva (UNOG), Nairobi (UNON) and Vienna (UNOV). The Department is headquartered at UNHQ, and maintains additional conference-servicing entities at UNOG, UNON and UNOV.⁶ It also supports "meetings held away from headquarters" (i.e., away from these four duty stations) that are mandated by the General Assembly.

² [ST/SGB/2016/6](#), p. 16, Regulation 7.1

³ IED-17-004, OIOS-IED Inception Paper: Evaluation of DGACM, 14 June 2017

⁴ United Nations Evaluation Group (UNEG), 2005

⁵ See <http://www.un.org/depts/DGACM/functions.shtml> for further information.

⁶ As per A/RES/57/283 B para 7, DGACM is responsible for policy implementation, formulation of standards and guidelines, oversight and coordination of conference services, and overall management of resources under the relevant budget section, while UNOG, UNOV and UNON remain responsible and accountable for day-to-day operational activities.

6. The Department’s stated purpose is to “facilitate and enhance dialogue and cooperation among Member States and, by doing so, to contribute to the realization of the objectives of the United Nations and the Sustainable Development Goals.”⁷ Mandates for its programme of work are contained in the rules of procedure of the principal organs of the United Nations.⁸ Other mandates are stipulated by resolutions of the General Assembly and ECOSOC, in particular those regarding the revitalization of the General Assembly, strengthening of ECOSOC, integrated global management (IGM),⁹the pattern of conferences, and multilingualism.¹⁰

7. Overall intergovernmental direction concerning the organization and servicing of meetings is provided by the General Assembly on the advice of its Committee on Conferences (COC), in accordance with General Assembly resolution 43/222B.¹¹ The COC meets annually, with DGACM providing an annual Pattern of Conferences (POC) report for consideration at this session and seeking COC guidance and direction.

8. The DGACM strategy is articulated in the Strategic Framework for 2018-2019.¹² The Department encompasses four subprogrammes, the objectives of which are summarized in Figure 1.

Figure 1: DGACM subprogramme objectives and focus of work

Subprogramme	Focus of Work
UNHQ Only	1: General Assembly and Economic and Social Council Affairs Provide substantive conference management support to intergovernmental bodies to ensure procedurally correct meetings as well as substantive analytical support and advice
UNHQ, UNOG, UNON, UNOV	2: Planning and coordination of conference services Overall planning and coordination role of conference services in coordination with subprogrammes 3 and 4 based on the implementation of IGM across duty stations and an analysis of conference service needs to optimize resources. 3: Documentation services Delivery of high-quality documents in a timely and cost-effective manner as mandated by the General Assembly. 4: Meetings and publishing services Provision of interpretation, desktop publishing, printing and distribution and meeting services.

Source: OIOS-IED summary of A/71/6 (Prog. 1)

⁷ <http://www.un.org/depts/DGACM/index.shtml>

⁸ A/71/6 (Prog.1), para 1.2

⁹ An integrated and global approach to the management of conference services across the duty stations, focusing on: streamlining and optimizing operations; sharing resources and workload; and economies of scale.

¹⁰ See, respectively: A/RES/69/32; A/RES/61/16 and A/RES/68/1; A/RES/56/253; A/RES/69/324.

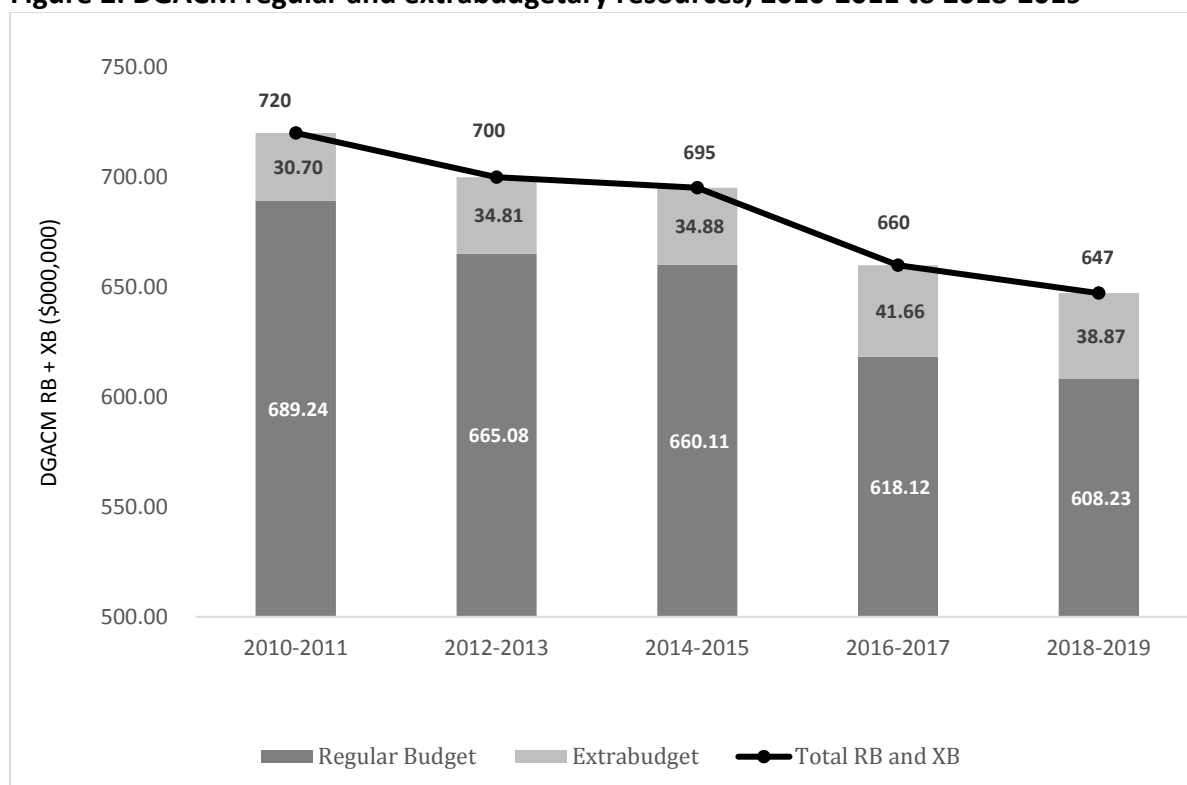
¹¹ See <http://coc.dgacm.org/>

¹² A/71/6/Rev. 1

Resources and workload

9. The DGACM budget is subsumed under Part I for overall policymaking, direction and coordination of the United Nations Secretariat programme budget. DGACM received 13.79 per cent of the regular budget (RB) of the United Nations Secretariat.¹³ The majority of the DGACM budget (i.e., 94.1 per cent in 2018-2019) was funded from the RB. Figure 2 presents DGACM budget appropriations from 2010-2017 and there has been a steady reduction in the Department's biennial budget appropriations, with decreases of 3.6 per cent in 2012-2013, 4.1 per cent in 2014-2015, 10.4 per cent in 2016-2017 and 1.67 per cent in 2018-2019.¹⁴

Figure 2: DGACM regular and extrabudgetary resources, 2010-2011 to 2018-2019



Source: OIOS-IED compilation of DGACM data

Note: 2018-2019 figures are approved estimates, 2016-2017 are initial appropriations, and earlier are actual expenditures

10. UNHQ and UNOG operations are largest, together representing approximately 84.1 per cent of the Department's budget appropriation. UNOV and UNON constitute 7.0 and 3.1 per cent of the budget, respectively.¹⁵ Figure 3 provides an overview of post resources at each duty station from 2010-2019.

¹³ See A/72/6 (Introduction), Table 2, page 16 presents resource estimates by budget part.

¹⁴ A/72/116, Figure II

¹⁵ A/72/6 (Sect. 2), Table 2.5, 4.7 per cent of the DGACM budget is for programme support costs.

Figure 3: Distribution of DGACM post resources, 2010-2019

Duty Station	Number of Posts									
	2010-2011		2012-2013		2014-2015		2016-2017		2018-2019	
	RB	XB	RB	XB	RB	XB	RB	XB	RB	XB
UNHQ	1,147	11	1,106	11	1,008	11	968	11	939	11
UNOG	679	6	625	5	625	2	603	0	589	0
UNOV*	176		174		175		170		177	
UNON	67	69	67	79	67	79	66	73	64	76
TOTAL	2,155		2,067		1,967		1,891		1,856	

Source: OIOS-IED compilation of information in A/62/6, A/64/6, A/66/6, A/68/6, A/70/6, A/72/6 (all Sect. 2)

* UNOV figures represent gross budget, including reimbursements from Vienna-based clients. Budget fascicles do not provide information on RB-/XB-resourced posts.

Leadership

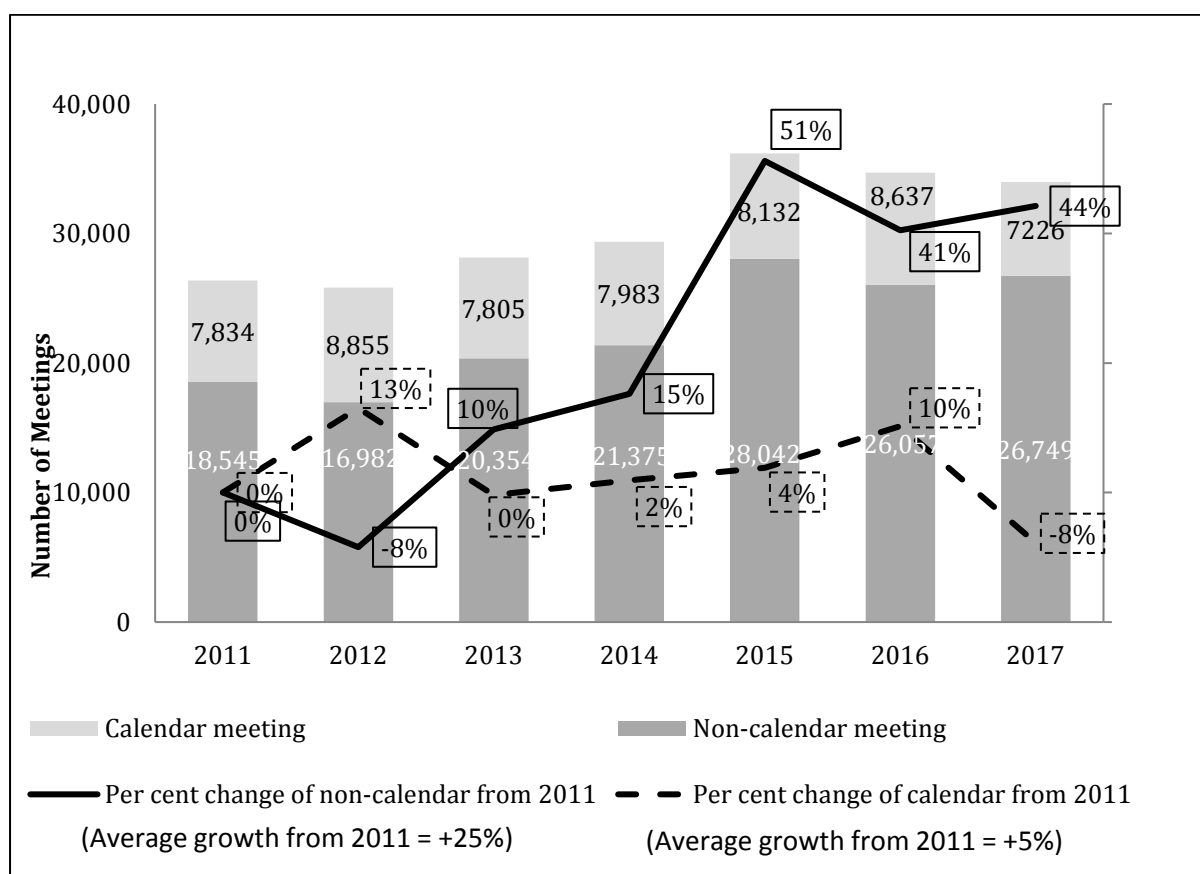
11. The Under-Secretary-General (USG) and Assistant Secretary-General (ASG) of DGACM are located at UNHQ. Conference-servicing entities at UNOG, UNOV and UNON are accountable to their respective Directors-General (DGs) for the implementation of policies and standards established by the USG/DGACM.¹⁶

Operating context

12. Whereas the DGACM budget has declined (see Figure 2), demand for DGACM services grew from 2011 to 2016. Figure 4 illustrates this trend.

¹⁶ See ST/SGBs 2009/3 (UNON), 2004/5 (UNOV), 2000/4 (UNOG); aide-mémoire between USG/DGACM and the DGs of UNOG, UNON and UNOV, September 2017

Figure 4: Number of meetings (calendar and non-calendar), including year-on-year changes, 2011-2017



Source: Conference Management Report 2016, and 2017 data provided by DGACM

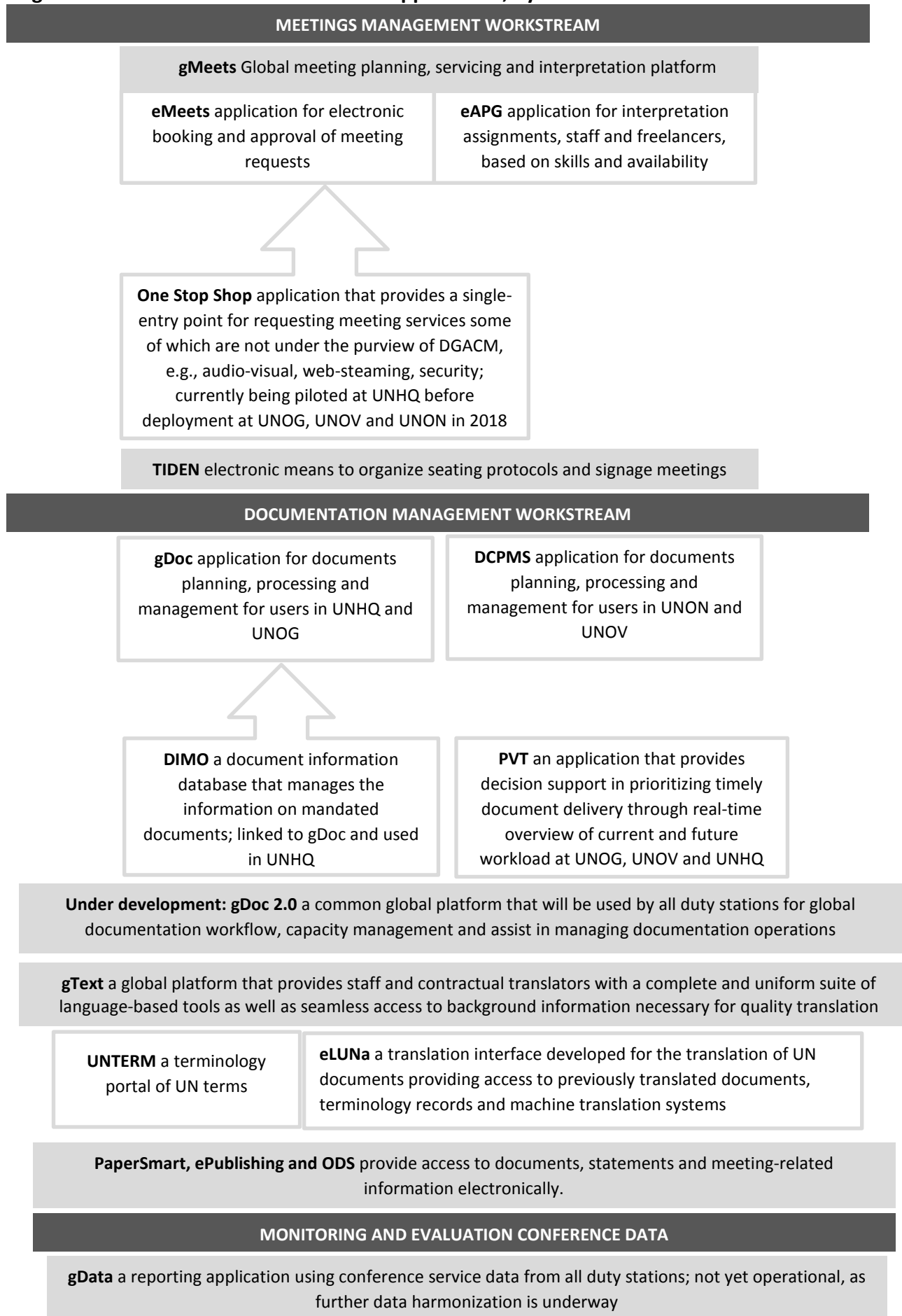
13. Since the last OIOS-IED evaluation of DGACM, in 2009,¹⁷ the Department focused on enhancing its IGM efforts and adapting information technology (IT) applications to improve efficiency and effectiveness. In 2015, DGACM established a Steering Group, chaired by the ASG, to improve implementation of IGM in three areas: leveraging IT tools, developing comparable indicators across duty stations, and streamlining and improving interpretation use.¹⁸ These efforts continued in 2017 with the Special Coordination Meeting of United Nations Conference Managers,¹⁹ with further consensus on roles of DGACM and the offices away from headquarters, key performance indicators, IT tools, and self-evaluation. DGACM also developed IT applications to address various aspects of conference services. Some are global platforms, while others are used at one or two duty stations. Figure 5 summarizes most of the key IT applications and their purpose.

¹⁷ A/64/166, Report of OIOS: Evaluation of the integrated global management initiative of DGACM

¹⁸ Coordination Committee Meeting Reports 2015 (see para 20) and 2016 (see para 142)

¹⁹ 13-14 September 2017 at UNHQ

Figure 5: DGACM conference services IT applications, by workstream



Planning system

14. The DGACM planning system refers to documentation, processes and information technology (IT) applications which together help the Department (a) manage its planned programme of work, and (b) respond to and manage any unforeseen contingencies that occur, whether these arise through unplanned demands (e.g., meetings, documents), changes in overall resources, or changes in its operating assumptions about specific work flows and resources (e.g., surrounding individual staff or space availability, late submission of documents, and other assumptions). The ultimate purpose of this system is to help the Department implement its programme of work in the most timely, effective and efficient way possible.

15. Using this definition, OIOS-IED mapped the elements of the DGACM planning system. Figure 6 depicts, in simplified and abbreviated form²⁰, its understanding of DGACM workstreams, the numerous planning elements that influence these workstreams, and the end results these workstreams aim to accomplish with the aid of planning.²¹ The two overarching workstreams are:

- a) **meetings management services**, denoted by the label WS1, which comprises outputs and activities related to meeting space allocation and interpretation services associated with the servicing of meetings; and
- b) **documentation management services**, denoted by the label WS2, which comprises outputs and activities associated with the production of documents before and during these meetings, both in the source language (e.g., editing, formatting) and any destination languages (e.g., translation, revision).

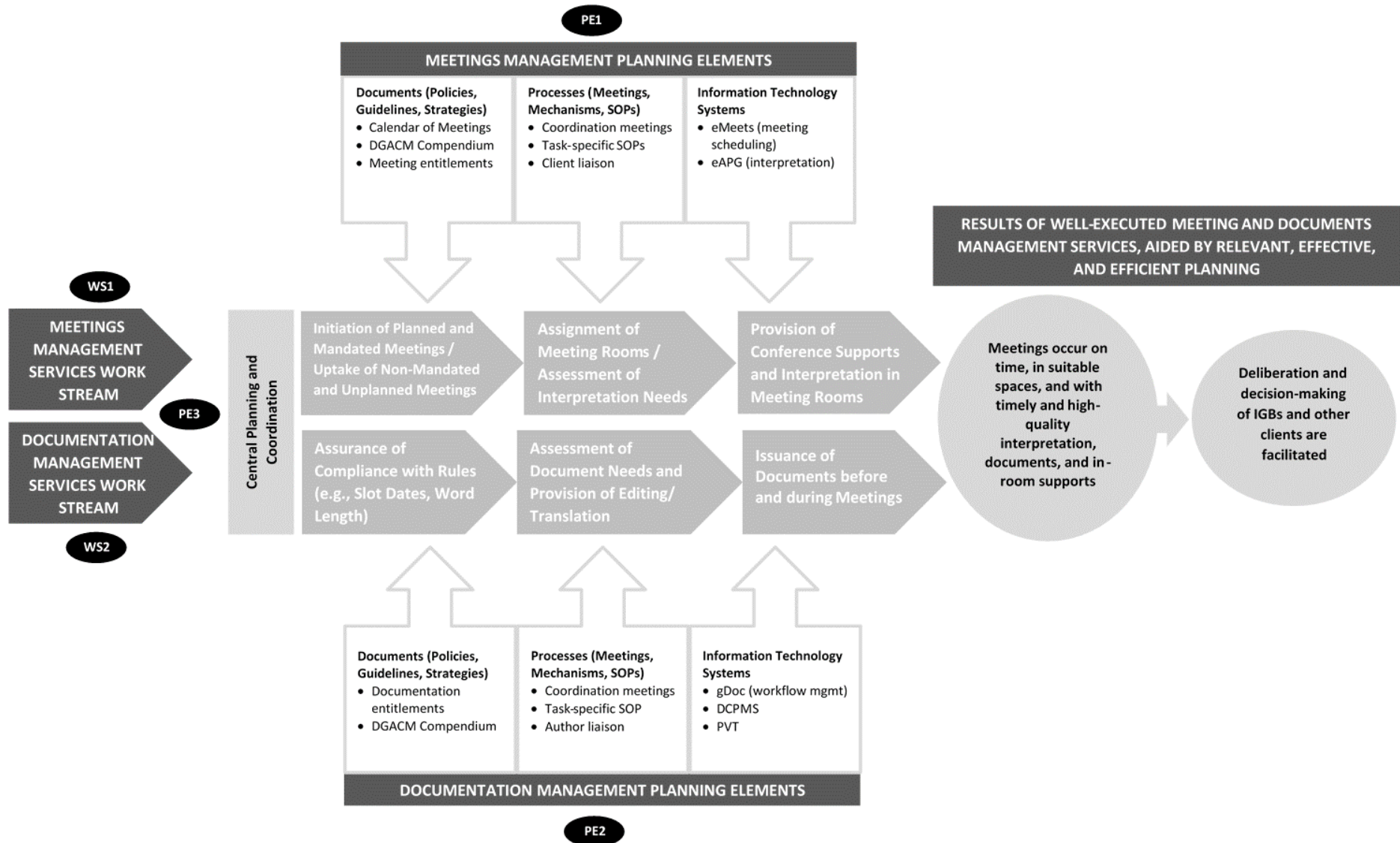
16. The broad milestones within these workstreams are illustrated by the two horizontal bands of activities proceeding from left to right in the centre of the diagram²², culminating at the far right in the end results jointly targeted by both workstreams. The planning elements intended to help effectively and efficiently deliver these two workstreams at various phases are depicted by the two clusters of boxes emanating vertically from top and bottom, labelled PE1 and PE2, respectively. These two sources of influence include the various documents, processes, and information technology systems described in para 14. Label PE3 depicts a third planning element: central planning and coordination, which facilitates on-going interaction between the two workstreams within duty stations and work sharing across the duty stations.

²⁰ For readability and brevity, OIOS-IED collapsed subprogrammes 2 and 4 into the conference-management services workstream in Figure 5 and reconfigured subprogramme 3 as the documentation-management workstream for greater parity of terms. Similarly, subprogramme 1, being a client- and location-specific subprogramme, is subsumed under both workstreams as its outputs and activities are the same as in the other two subprogrammes.

²¹ Planning constitutes one source of influence on results. Other sources of influence include external factors (e.g., clients' late submission of documents and last-minute and unexpected meeting cancellations) and internal factors (e.g., overall performance management by DGACM).

²² These milestones are depicted sequentially, although it is understood that these are not always chronological in nature, but are rather simultaneous or overlapping.

Figure 6: Planning elements contributing to DGACM workstreams and targeted results



17. Before this backdrop, the evaluation answered the following overarching questions:
- a. **Relevance.** How well aligned with client needs, and with each other, were the various elements of the planning system for ensuring timely, effective and efficient delivery of the DGACM programme of work?
 - b. **Effectiveness.** To what extent did the planning system facilitate the timely, effective, efficient delivery of the programme of work?
 - c. **Efficiency.** How successfully did DGACM harness its financial, human and material resources to plan?
 - d. **Cross-cutting issues.** How effectively did DGACM manage (a) key factors affecting its planning, (b) cross-cutting issues of gender and the Sustainable Development Goals (SDGs)?
18. Although 2014-2017 constituted the period under evaluation, OIOS-IED also reviewed data from prior years, as applicable.
19. Key terms discussed in this evaluation report include the following:²³
- **Calendar meetings** – planned meetings of bodies that are required to meet and are part of the official biennial calendar of meetings approved by the General Assembly
 - **Non-calendar meetings** – meetings that are either planned or unplanned, but are not part of the required meetings found in the General Assembly-approved calendar
 - **Document processing and issuance statistics** – the proportion of documents received by DGACM at mandated timeframes, in accordance with General Assembly resolution 47/202 and referred to as “slotted documents”, that are processed and issued within mandated timeframes
 - **Document waivers** – DGACM-approved exceptions to document delivery timeframes and word limits
 - **Entitlements** – pre-determined mandates to conference services, as approved by the intergovernmental body at hand, in the length of time of meeting, languages of translation of official documents and of interpretation, and/or the provision/type/language of meeting record
 - **If available** – scenarios wherein interpretation services are provided to a meeting only if an already scheduled meeting entitled to interpretation services is cancelled, thus freeing up a team of interpreters for the ‘if available’ time or if in-house capacity is idle at that date and time
 - **Meeting away from headquarters** – session of an intergovernmental body or a special conference held away from its established headquarters location, usually

²³ Compendium of administrative policies, practices and procedures of technical secretariat services, protocol and liaison services and conference services, DGACM, 19 May 2017, available upon request to DGACM OUSG.

upon the invitation of a Member State offering to host the meeting in that country (and the approval of the General Assembly, ECOSOC or the Conference of Parties

- **Options** – early commitment from DGACM to offer a contract to an interpreter, which can be actioned (or not) within a week’s notice, normally after a planning meeting the week before the meeting
- **Planned meeting** – meeting included in the original plan and calendar of a duty station
- **Unplanned (or ‘added’) meeting** – meeting not originally included in the projected meetings plan but added to the weekly and/or daily programme of meetings
- **Utilization factor** – percentage of conference services meetings used by organs versus those entitled to.

III. Methodology

20. The evaluation employed a mixed-method approach featuring the following data sources:

- a. **Document reviews:** policies, Compendium of Practices, Pattern of Conferences reports, and many other documents;
- b. **Structured review and analysis:** conference service data, resource data, IT tools;
- c. **Summative inventory, analysis and mapping of planning systems** of the various planning elements globally and at each duty station;
- d. **Case studies:** review of 64 randomly selected calendar and non-calendar meetings and related conference-servicing data;
- e. **Direct observations** of internal planning meetings (20) and select meetings serviced (8);
- f. **Interviews and focus group discussions:** 152 semi-structured interviews of staff and management and 51 interviews with the top substantive/technical secretariat clients at UNOG, UNON and UNOV based on the volume of conference services used (as recorded in eMeets); and
- g. **Surveys:** web-based surveys of a random sample of DGACM staff²⁴ and the 20 top clients at each duty station.²⁵

21. The evaluation faced one limitation: the staff survey’s low response rate. OIOS-IED addressed this limitation by triangulating survey data with other sources of evidence and undertaking non-respondent analysis to ensure the respondent profile’s representativeness of the population.

²⁴ 17 per cent response rate

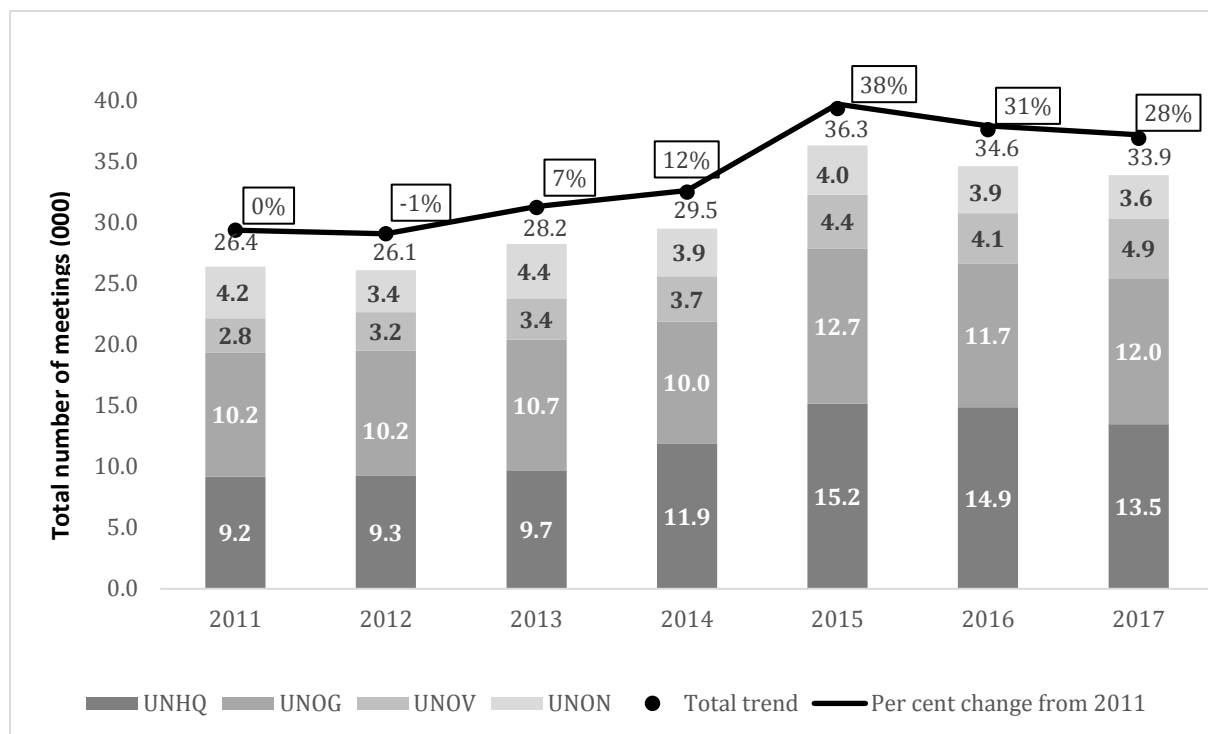
²⁵ 69 per cent response rate

IV. Evaluation Results

A. Growing demand for conference-management services, coupled with declining budgets, reinforced the need for robust planning within DGACM

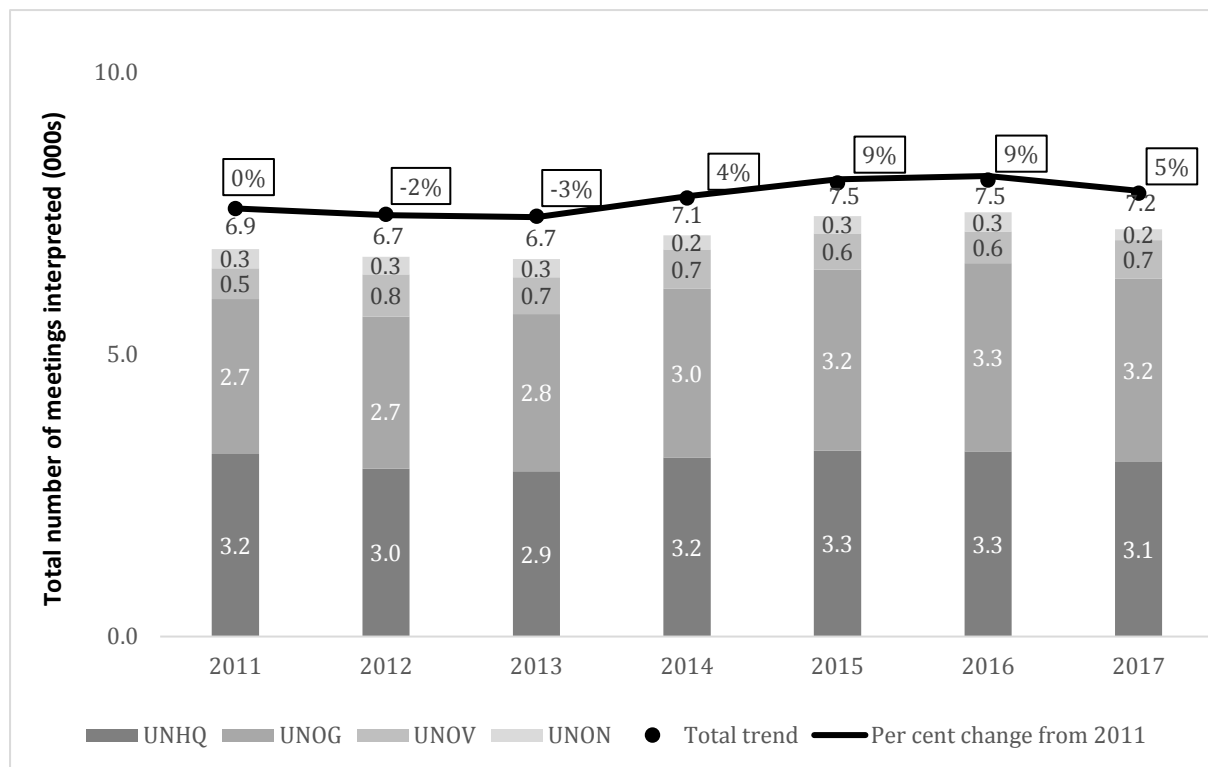
22. From 2011 to 2015, the global volume of DGACM-serviced meetings (including those with interpretation) increased annually, as did the number of words translated, with a slight decrease on these indicators in 2016 and 2017, though still above 2011 levels. These trends are depicted in Figures 7, 8, and 9. Many clients acknowledged this increased demand, and the additional work volume it placed on DGACM.

Figure 7: Total number of meetings serviced, in thousands, 2011-2017



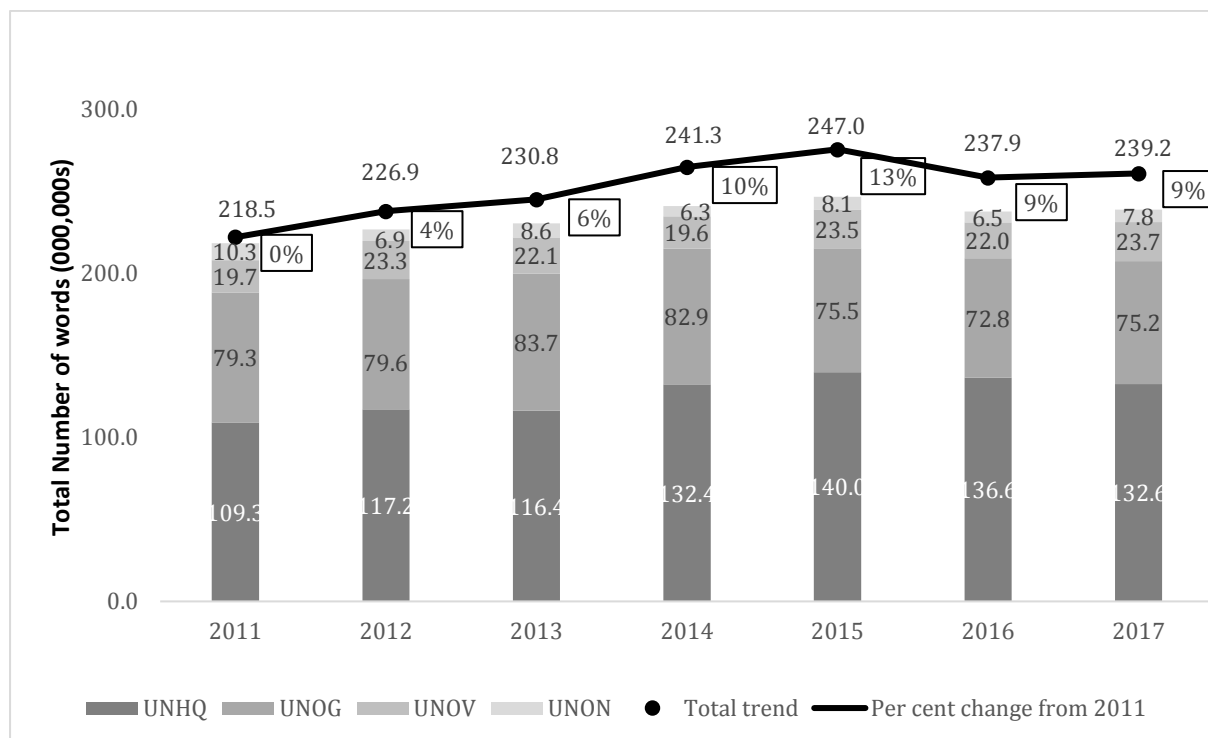
Source: OIOS-IED compilation of data from the Conference Management Report, 2016, p.2, and 2017 data provided by DGACM

Figure 8: Number of meetings serviced with interpretation, in thousands, 2011-2017



Source: OIOS-IED compilation from the Conference Management Report, 2016, p.2, and 2017 data provided by DGACM

Figure 9: Number of words received for translation, in millions, 2011-2017

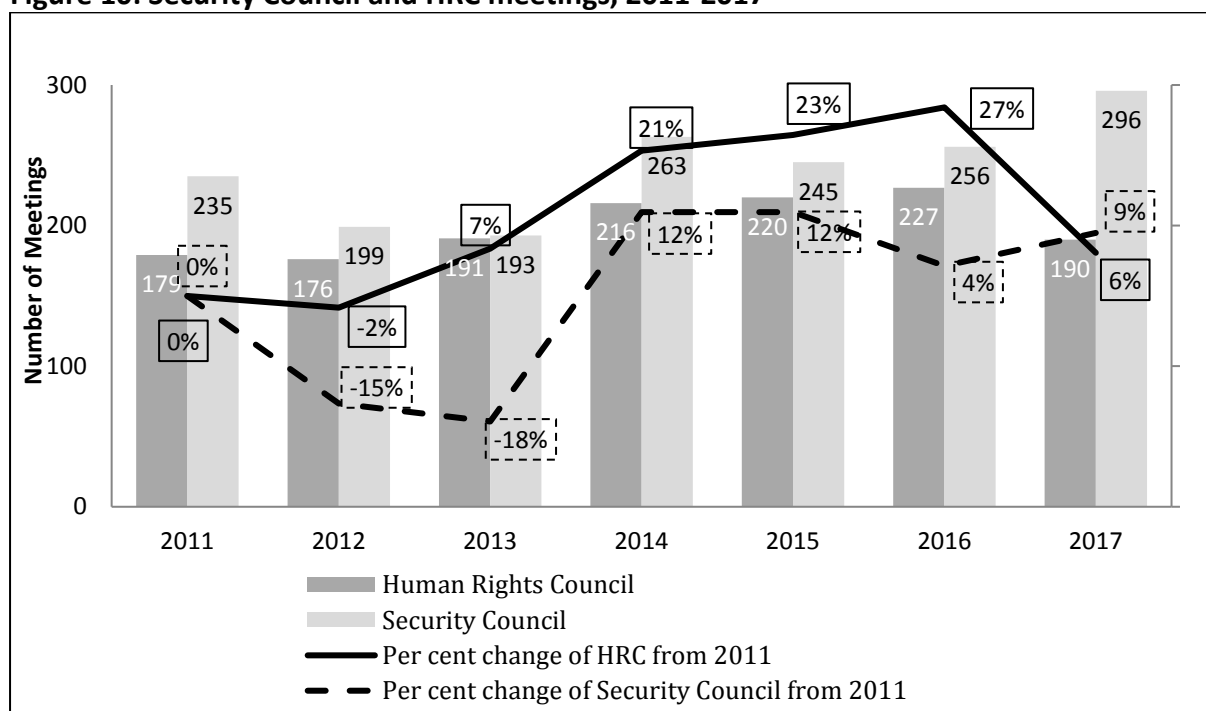


Source: OIOS-IED compilation of data from the Conference Management Report, 2016, p.2, and 2017 data provided by DGACM

23. As Figure 4 illustrates, the total number of non-calendar meetings grew significantly in all duty stations from 2011 to 2017, as did their proportion of total meetings. This included increased demand for unplanned meetings. For example:

- Syria talks at UNOG, wherein 560 meetings had been programmed but 853 meetings were held (January 2014 - June 2017)²⁶;
- Special events on United Nations premises, whereby at UNHQ, the total number of hours for such events surged from 71 (2014) to 202 (2015) and 555 (2016)²⁷; and
- Mandated calendar bodies of the Security Council and Human Rights Council (HRC), whose meetings and documentation entitlements are unrestricted, making planning particularly difficult.²⁸ (See Figure 10).

Figure 10: Security Council and HRC meetings, 2011-2017



Source: OIOS-IED compilation of data from Security Council Affairs Division and UNOG Division of Conference Management

24. Growth in non-calendar events was absorbed by DGACM largely within existing resources, according to documentary evidence²⁹ and staff interviews.

²⁶ eMeets report “Meeting Statistics of United Nations Organs for Calendar and Non-Calendar Meetings”

²⁷ Conference Management Report, 2016, para 12

²⁸ See for example, UN Security Council Provisional Rules of Procedure (S/96/Rev.7), Rule 1. Available at: <http://www.un.org/en/sc/about/rules/chapter1.shtml>

²⁹ Conference Management Report, 2016, para 3

25. Amid this trend of growing demand amid declining resources, the complexities of conference management also rose, primarily in three ways:

- a. Growth of **“lost minutes” resulting from cancelled mandated body meetings**, i.e., from 105,395 (2013) to 125,084 (2016).³⁰ According to interviewees, cancellations were often last-minute, resulting in unutilized meeting facilities and interpretation teams – and thus wasted resources, or high transaction costs in having to reassign facilities and interpreters to avoid such waste.
- b. Increased number of **meetings entailing politically sensitive material**, such as those of the HRC and Security Council (see Figure 10), with a corresponding need to build these bodies’ specific needs into planning processes (e.g., by developing a cadre of staff conversant with these bodies’ needs, and having standby capacity for sessions called on short notice).
- c. Acceleration of **delegates’ pace of speech**³¹, with negative ramifications on interpreters’ ability to function effectively under these conditions, and a corresponding need to plan for rotation of interpreters assigned to some sessions.

26. DGACM documents highlighted its strategy of “strengthening advance planning.”³² Nearly all client and staff interviewees observed that the Department’s commitment to planning was essential to its ability to manage its work in the face of the aforementioned challenges. (See Result C).

B. DGACM possesses multiple planning systems in order to meet the distinct needs of its various workstreams and locations; however, not all of these systems were adequately harmonized, preventing the generation and use of globally comparable data for Department-wide strategic decision-making

27. Although DGACM is uniform in its objectives across all duty stations, a mapping of DGACM planning elements (see paras 14-16, 21d) revealed that it does not in fact possess a single, unified planning system, but rather separate and distinct systems in its four duty stations. In some cases, such variability was rooted in the different operational context of each location (e.g., client needs, types of work, funding source). In other cases, however, potential areas of harmonization were unexploited. This section, organised according to the workstreams demarcated in Figure 5, speaks to this variable degree of harmonization.

a. Central planning and coordination

28. As illustrated in Figure 5, the Department’s main conference management workstreams – i.e., meetings management and documentation management – come together

³⁰ A/72/116, p. 20-21

³¹ DGACM analysis of Security Council verbatim records revealed that the number of words spoken per hour increased from 4,249 (2005) to 5,874 (2010) to 6,721 (2016).

³² A/72/116, para 4

in the central planning and coordination of conference services³³ at each duty station. This service works across subprogrammes at the duty station level to help plan and manage the work for documentation and meetings, as observed at weekly planning meetings. However, at both local and global levels there were no clear examples of how the two work streams were being coordinated strategically to help manage the documents and meetings workload. Planning interaction across the function at this level occurred mostly through annual coordination meetings, global senior management meetings, the use of eMeets, compilation of the calendar of conferences, and assessment of programme budget implications. Documentation management was the least-harmonized function globally, owing to two distinct IT systems being employed at the duty stations. (See para 32).

b. Meetings management

29. All DGACM duty stations were scheduling meetings in eMeets, prioritizing calendar meetings and provisionally forecasting non-calendar meetings based on previous years' trends. Universal use of eMeets technically standardized this aspect of the meetings-management workstream. Globally, eMeets also lacked an interface with the documentation service IT applications described in Figure 6. Comprehensive document entitlement information for each meeting was therefore not viewable in eMeets, preventing a transparent, comprehensive overview of clients' entitlements. Department-wide, this lack of interface hindered the ability to plan for both documentation and meetings. Another challenge in eMeets was the lack of interface with Umoja, which caused inefficiencies in cost recoveries by creating additional steps to the many manual ones involved in billing for XB services; UNON and UNOV staff interviewees added that this gap delayed invoicing for meetings and documentation services. There were plans for an interface between eMeets and Umoja through Umoja Extension 2.

30. With eAPG, interpretation planning was likewise harmonized across duty stations, but eAPG was not used consistently or to its full potential. Its features include interpreter staffing forecasts and planned work assignments, collection of utilization statistics, interpreter productivity data, and recruitment management of freelance interpreters. Not all of these features were used in all duty stations, however, limiting the ability to have a global roster of freelance interpreters, facilitate interpreter loans and work-sharing, and improve data collection of utilization statistics. Greater harmonization of eAPG usage across locations would enable DGACM to manage interpretation services globally, e.g., when managing meetings away from headquarters, if all were using the eAPG in a harmonized manner. DGACM acknowledged these issues, indicating that enhancements of eAPG were planned.

c. Documentation management

31. Documentation management constituted the least-harmonized function³⁴ within the Department, owing to two distinct systems being employed: DCPMS at UNON and UNOV, and

³³ A/71/6 (Prog.1), p.6

³⁴ Documentation management was aiming to increase harmonization with the rollout of gDoc 2.0, to be implemented at all duty stations and globally standardized.

gDoc at UNHQ and UNOG. A lack of harmonization in the following two areas made it challenging to plan globally, hindered work sharing, and limited the ability to collect documents statistics efficiently for accurate global reporting:

- **Forecasting:** Methodologies for documentation forecasting³⁵ varied, with duty stations using their respective IT applications (e.g., the gDoc planning module and DCPMS planning module) to create forecasts, in addition to using an array of supplementary information created manually to reorganize the data (e.g., spreadsheets, running task lists). Staff interviewees noted concerns about the accuracy of forecasted client submission dates and word totals, which hindered planning. DGACM undertook efforts to ensure that forecasts were as accurate as possible, but many submissions could not be fully predicted – especially those not originating outside Secretariat, e.g., from Member States.
- **Prioritization:** Differences in documentation demands were the main reason duty stations had their own approaches to documents prioritization³⁶, making a harmonized approach to planning more challenging. Each duty station had a unique set of clients, and thus based document prioritization on these clients' specific mandated entitlements. In addition, documentation volumes varied across locations, with higher demand at UNHQ and UNOG. UNOG addressed prioritization through a prioritization key for coding all incoming documents, with the PVT application being used as a tool for managing the coded documents pipeline. UNHQ planned for slotted documents followed by unplanned urgent requests. Lack of documentation prioritization standards thus resulted in bottlenecks, making it more difficult for staff to meet rushed demands both on time and at the desired level of quality. Prioritization standards would provide documentation management a clear process by which to add documents to its workload and make the additions less ad hoc in nature, lessening strain and allowing for documents to be added at optimal periods. DGACM had taken steps to harmonize documentation business practices as part of the preparation of gDoc 2.0, including addressing the prioritization of documents.³⁷

32. As the foregoing gaps attest, however, DGACM has not fully exploited opportunities for systems harmonization in key areas, with implications for its ability to plan – and thus achieve maximum effectiveness and efficiency both within and across duty stations and workstreams. At a broader level, the lack of linkage in IT systems limited the Department's ability to monitor and evaluate its own work and to feed this information back into planning processes and thus improve them, and to manage overall departmental performance. Harmonized planning processes would improve coherence within the documentation management workstream, allow for the global management of interpretation resources and provide the Department with the comparable data needed to globally manage meetings.

³⁵ Documentation forecasting refers to the prediction of the volume, content and timing of the Department's documentation workload for editing, translation production and delivery.

³⁶ Documents prioritization refers to the method for establishing importance and delivery timeframe to incoming documentation.

³⁷ gDoc outcome document, October 2017

33. While DGACM made progress in its monitoring and evaluation practice in recent years with an evaluation policy and work plan as well as a monitoring plan to guide these two functions across duty stations, it had not created a deliberate global monitoring and evaluation framework for helping it to use global performance data to examine its achievement across duty stations and for senior managers to make evidence-based decisions on risks affecting the Department as a whole. (See para 46). The only tool enabling global analysis of performance data was gData, which provided the main repository of conference service data and was not operational as further harmonization of data was underway. However, these data were not harmonized in accordance with Departmental Steering Group-approved methodologies in real-time, nor were they linked to the IT applications, rendering their utility limited. gData was migrating to a new platform, SAP HANA, which was intended improve the linkages to other applications and make data reporting more stable.

C. Despite inadequate harmonization of planning systems, each duty station delivered its programme of work effectively; however, there were signs of strain on their ability to continue doing so

34. DGACM data indicated that each duty station delivered on its programme of work and met its mandated performance targets, as presented in the Strategic Framework and provided to the COC annually. This data showed a trajectory of positive performance for all conference services (i.e., meetings management, including interpretation, and documentation). The most recent data on the Department's key performance indicators, articulated in the Strategic Framework, indicated that DGACM had achieved a 98 per cent implementation rate on 1,630 mandated outputs in 2014-2015.³⁸

35. As reported annually to the COC, DGACM delivered on client needs for mandated meetings. This included 100 per cent of those programmed with interpretation since 2014. The Department also demonstrated a positive trajectory on delivering translations of pre-session documents submitted by clients on time and within word limits. Delivery on time was highest at UNHQ, followed by UNOG, which improved dramatically owing to reforms in prioritizing work (see para 32). Analysis of DGACM reports, confirmed by case study data, showed that lower issuance compliance at UNON and UNOV was due mainly to resources needed to respond to high-priority documents, including those not submitted within word limits or on time. Late issuance of affected documents was negotiated with clients. Figure 11 presents performance data for 2014-2017.

³⁸ Approved expected accomplishments and indicators of achievement are found in A/68/6 (Sect.2)

Figure 11: DGACM Key Performance Data, 2014-2017

Performance Indicators	Overall				UNHQ				UNOG				UNOV				UNON			
	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017
Meetings management indicators (%)																				
Per cent of total meetings planned and held	95	99	95	96	96	95	92	88	99	100	100	100	81	100	94	94	100	100	96	100
· Meetings with interpretation services	100	100	100	99	100	100	100	98	97	99	100	100	100	100	100	100	100	100	66	100
· Meetings without interpretation services	94	98	94	96	93	93	89	85	100	100	100	100	77	100	92	93	100	100	100	100
Documentation timeliness indicators (%)																				
Pre-session documents issued within mandated timeframe	55	67	79	*	75	81	82	97	40	53	77	91	88	83	79	82	59	65	76	70
Pre-session documents submitted to DGACM by authors on time and within word limits	90	89	92	*	92	91	92	72	88	88	93	90	73	79	86	88	73	65	84	70

Source: OIOS-IED compilation of: DGACM Pattern of Conferences Supplementary Information, A/72/116, A/71/116, A/70/122, and 2017 data provided by DGACM

*awaiting data from DGACM

36. In line with General Assembly resolutions, the Department reported on its ability to issue documents on time,³⁹ submitted by planned deadlines and within established word limits.⁴⁰ However, this statistic does not account for challenges caused by unplanned documentation which had not been prioritized with an agreed submission date (i.e., the slot date) with the documentation management units. DGACM performance reports,⁴¹ confirmed by staff interviews, observations, and case studies of randomly selected meetings (see Figure 12), suggested that these documents were numerous, and were prioritized on a reactive basis, oftentimes requiring a diversion of resources initially committed to planned documents. DGACM worked with clients to improve timeliness of document delivery, but interviewed staff also indicated that more accurate forecasting was needed from clients on the documents issued from these bodies. Clients reported that such precision was not likely forthcoming, as these bodies were not always bound by the same procedural rules as others (e.g., Member State submissions and responses, reports from special rapporteurs, and bodies such as Security Council, 5th Committee, HRC).

Figure 12: Aggregated documents processing results for case studies, 2014-2017*

Duty Station	Pre-session documents	In-session documents	Post-session documents	Documents with slot date	Documents slotted by client on time	Documents Processed by DAGCM on time	Average Documents Issuing compliance rate
UNHQ (n=6)	253	13	5	248	243 (97%)	234 (94%)	91%
UNOG (n=8)	300	125	32	93	87 (94%)	54 (62%)	75%
UNOV (n=9)	127	143	8	62	39 (62%)	21 (54%)	79%
UNON (n=4)	178	223	41	106	58 (55%)	42 (72%)	91%

Source: OIOS-IED analysis of DGACM data; 'n' = number of randomly selected meetings with documentation; *2017 data up to 2 June.

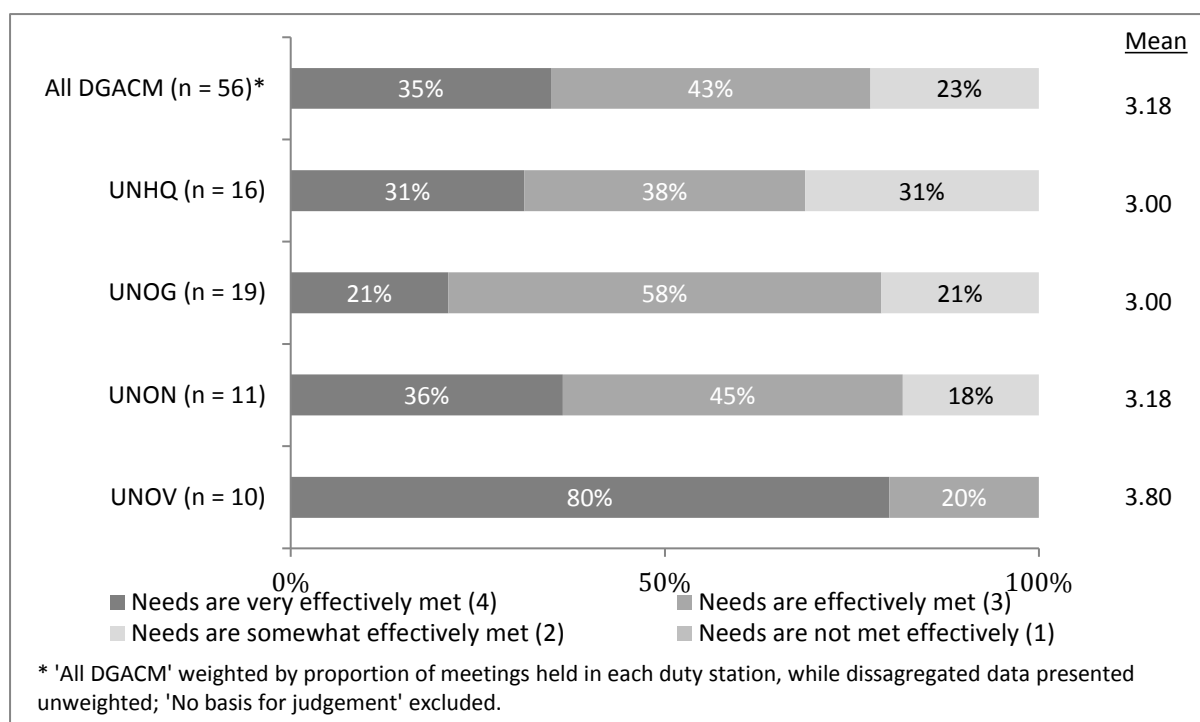
37. DGACM also delivered mostly high-quality results in meetings management, interpretation and documentation, with very few reported instances of low-quality delivery. With respect to meetings management, client survey data conveyed that meetings management needs were largely met (Figures 13 and 14), a positive assessment corroborated in interviews. Clients at UNOV provided the strongest positive assessments in this area. OIOS-IED meeting observations confirmed the largely smooth running of meetings management and high quality of support of meeting services staff. Case studies of calendar and non-calendar meetings showed that services were delivered as planned in all instances, including last-minute additions. Some clients, mostly in UNOG, raised concerns that meetings service staff were not fully accessible, as they were assigned to multiple meetings simultaneously. Some clients in each duty station were also dissatisfied with meeting rooms that were not always modern or customizable enough for their needs.

³⁹ A/RES/59/265, Section III, para. 3; A/RES/47/202, para. 8; A/RES/61/129, para. 47

⁴⁰ DGACM. 1 March 2016. DGACM Steering Group – Workflow Improvement Process Meeting minutes, p. 2-5

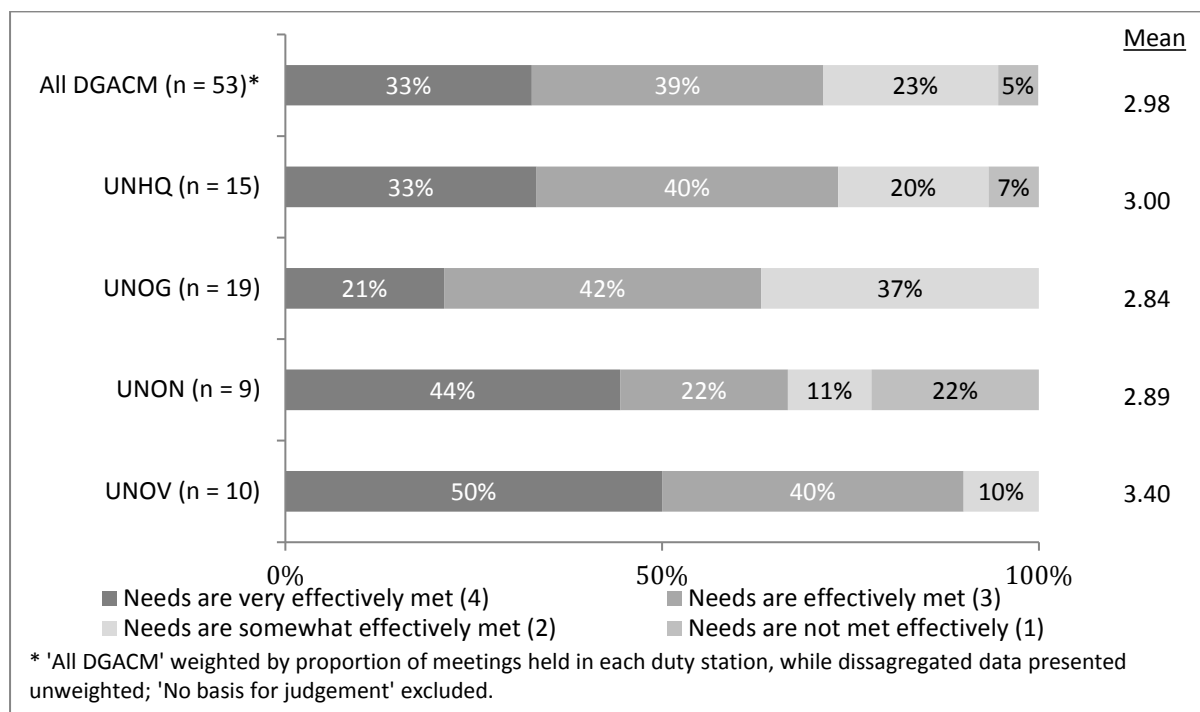
⁴¹ DGACM. Interim Programme Performance Report 2016, https://iseek-newyork.un.org/system/files/ppr_2016_0.pdf

Figure 13: Client perceptions of DGACM effectiveness in meetings management



Source: OIOS-IED survey of DGACM clients

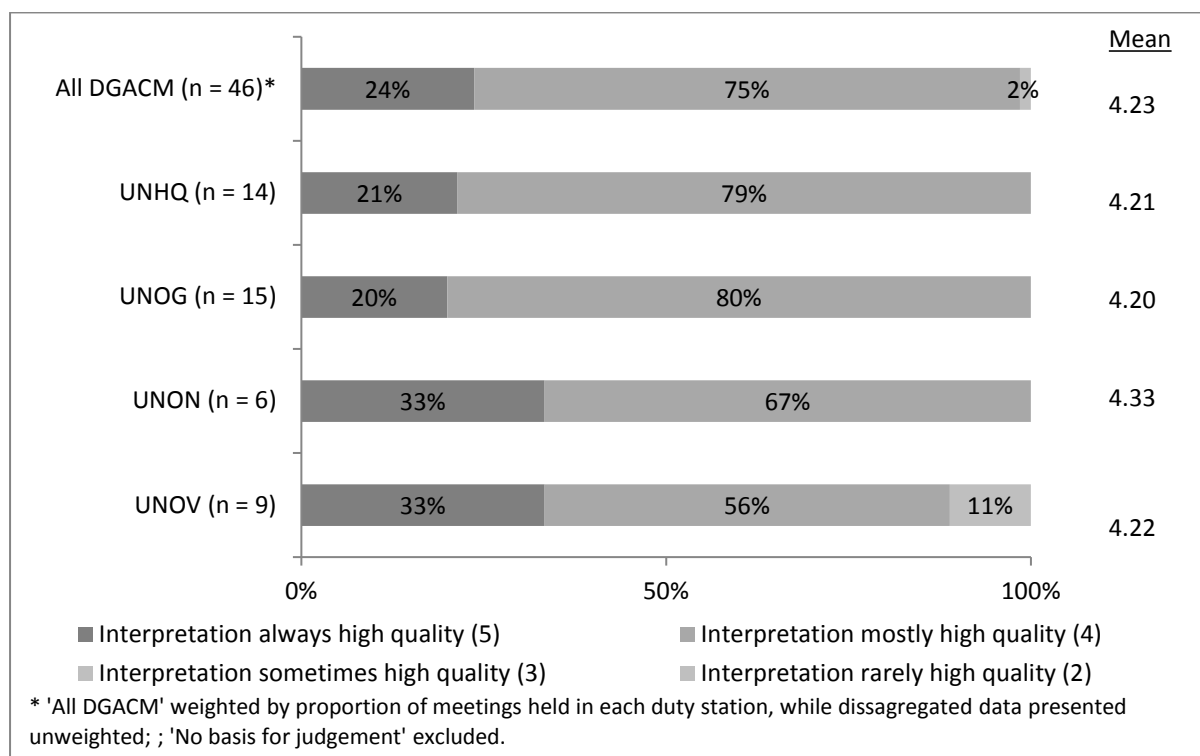
Figure 14: Client perceptions of degree to which meeting room needs were met



Source: OIOS-IED survey of DGACM clients

38. Clients reported receiving quality interpretation services as well, as illustrated by the survey data reported in Figure 15. Moreover, formal feedback from Member States to DGACM on interpretation services was uniformly complimentary. The very few client interviewees who had reported dissatisfaction with quality also noted that DGACM was highly responsive to feedback.

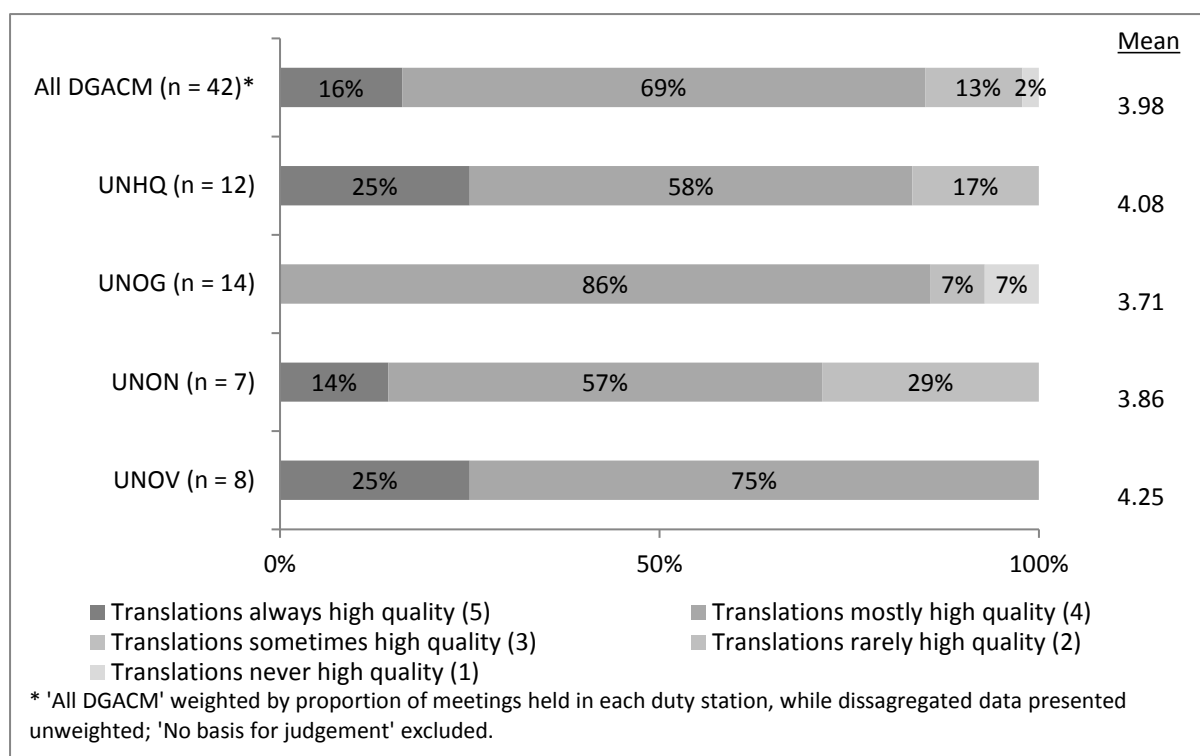
Figure 15: Client perceptions on quality of interpretation services received



Source: OIOS-IED survey of DGACM clients

39. Quality of document processing services, including translations, was mostly high, with some exceptions. Department-wide, document re-issuances and corrigenda represented a small fraction of documents processed (1.15 and 3.70 per cent, respectively, from 2014-2017). Moreover, formal feedback was positive: from 2014-2017, 15 of the 17 letters to DGACM about translation quality were complimentary. As Figure 16 illustrates, surveyed clients corroborated this largely positive feedback, notwithstanding some variation among duty stations (e.g., with UNOV receiving the most positive assessments).

Figure 16: Client perceptions of document translation quality

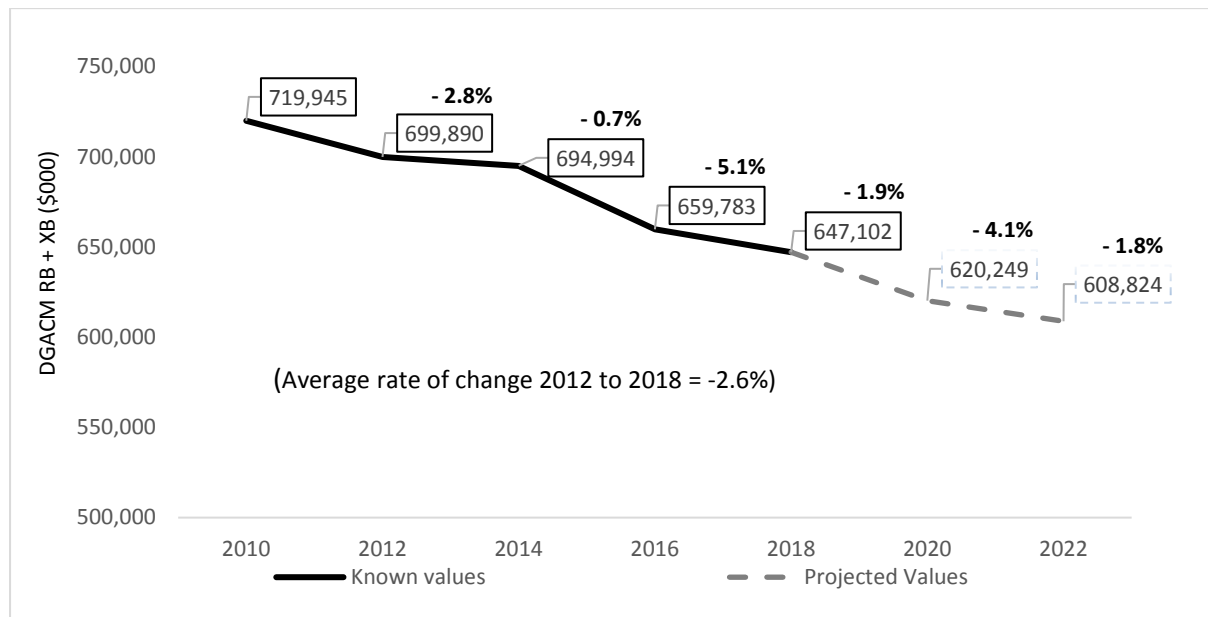


Source: OIOS-IED survey of DGACM clients

40. All told, DGACM not only absorbed growing demand within its declining resources; and it did so without a drop-off in quality. That said, if budget and workload projections continue in line with historical trends,⁴² this trend will likely pose a service delivery risk in the next two biennia. Figure 17 illustrates the projected trend if the current average budget decrease (2.6 per cent annually since 2010-2011) persists.

⁴² Projections were calculated using the patterns of change observed in historical trends in budgeted resources (from 2010-2011 to 2018-2019), and workload (from 2011-2017). The model assumes that past trends are *indicative* rather than *predictive* of the future.

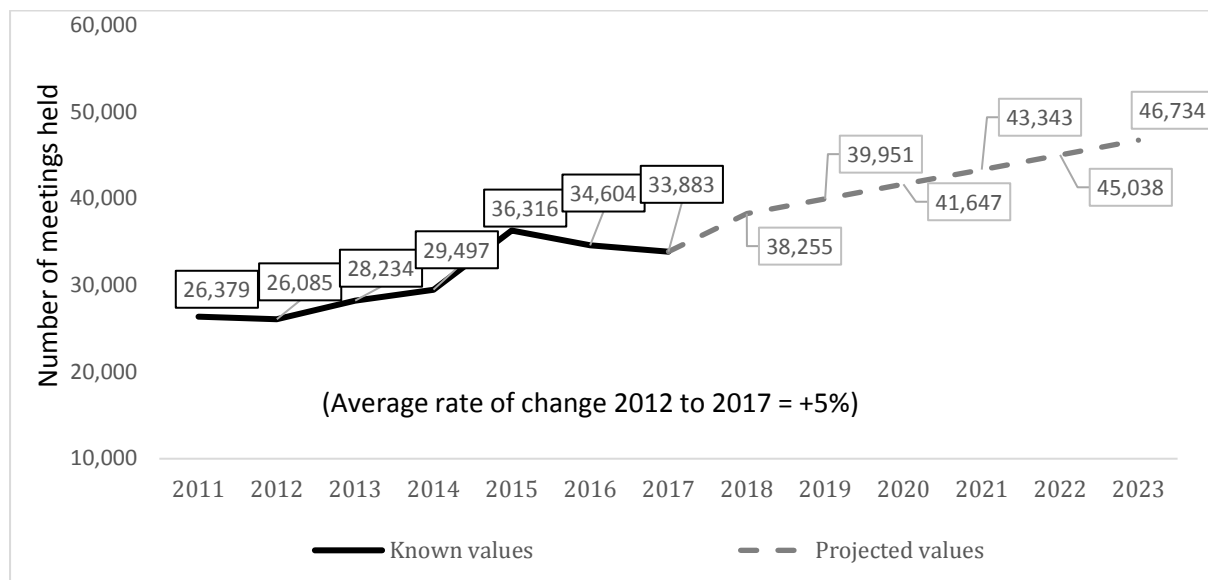
Figure 17: DGACM RB and XB resources, projected to 2022-2023



Source: OIOS-IED compilation of DGACM data

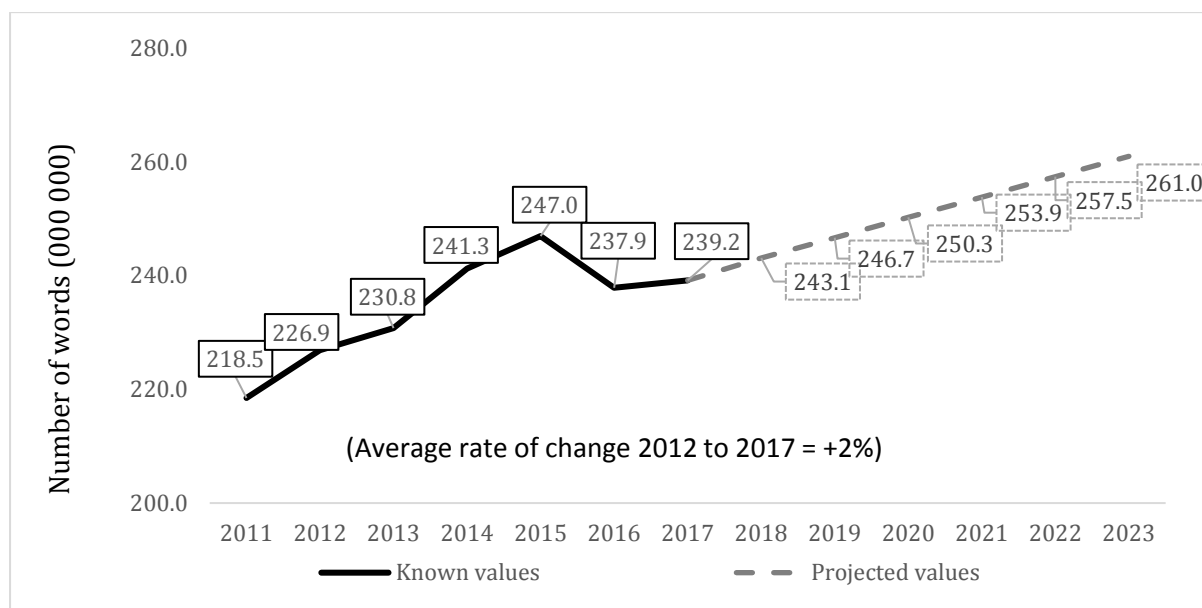
41. Meanwhile, over the same time period, the total number of meetings increased by an average rate of 6.0 per cent a year (Figure 18), and translation workload, has increased at an average rate of 2.4 per cent a year (Figure 19). Projecting these trends forward to the next two biennia illustrates the widening gap between DGACM resources and services delivered.

Figure 18: Total meetings held (including with interpretation), projected to 2022-2023



Source: OIOS-IED compilation of DGACM data

Figure 19: Words received for translation, in millions, projected to 2022-2023

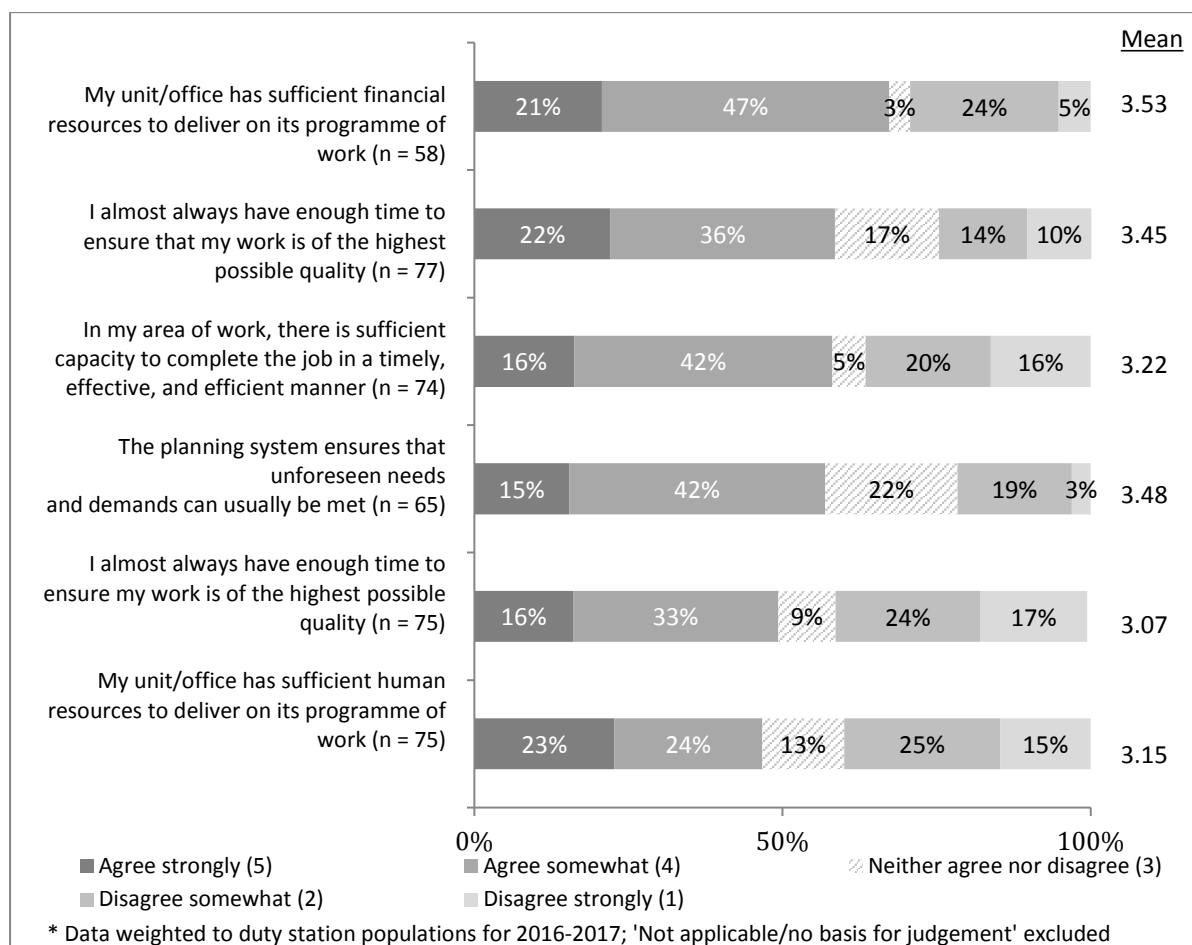


Source: OIOS-IED compilation from DGACM data

42. Client survey and interview feedback attested to the growing toll of this strain in service delivery. Almost all interviewed clients and survey respondents across duty stations (98 per cent) viewed staff as client-service-oriented, but clients in each duty station saw signs that staff were stretched to deliver, noting a growing inflexibility of DGACM in providing conference services – e.g., documents being refused for small deficiencies, rigidity in interpreter scheduling, concerns that ‘if available’ times were less and less available, and less available meeting spaces and meeting services assistants, especially at UNOG and UNHQ. Additionally, 51 per cent of surveyed clients reported unmet needs. That said, clients were generally sympathetic to the constraints DGACM faced.

43. DGACM staff likewise reported strains on their own ability to deliver. As Figure 20 indicates, while a (weak) majority of surveyed DGACM staff were confident of their ability to deliver their work load, significant proportions (22 to 41 per cent) indicated concern about their ability to deliver on commitments at present resource levels. Moreover, interviewed staff felt the increased burden, with some reporting increased stress and need for sick leave.

Figure 20: DGACM staff perceptions on ability to deliver on workload



Source: OIOS-IED survey of DGACM staff

D. While the Department put measures in place to ensure timely and efficient service, external factors influenced its effectiveness, and its ability to mitigate them was limited

44. All data gathered during the evaluation confirmed that, since the General Assembly resolution on IGM⁴³ and the 2009 OIOS-IED evaluation, the Department was working in a more integrated manner, efficiently producing outputs. It additionally worked at addressing factors, internal and external, that challenged its effectiveness – with greater success managing internal factors, over which it exercised greater direct control. Planning was a key tool for addressing its internal and external challenges, not least of all through the leveraging of IT for timely and efficient output delivery. (See Figure 6). IT applications contributed best to efficiency and effectiveness when used by all duty stations, resulting in a common global platform for a departmental overview, allowing for a common reference point for the work and the ability to plan capacity, to meet demands and any contingencies. For example, eMeets provided a common platform for managing meeting requests and services globally.

⁴³ A/RES/57/283B

Meanwhile, gText provided a common platform of language tools, with eLUNA and UNTERM helping save time and enhance accuracy, consistency and quality of translated text. These efficiency gains are now factored into workload capacity planning.

45. Conversely, where common IT applications were not yet available, evidence showed less efficient and effective overall planning. The biggest gap in the Department was the absence of a common global documentation management IT application, i.e., UNHQ and UNOG used gDoc while UNOV and UNON used DCPMS. Given the Department's large volume of documentation, the ability to plan globally to maximize use of resources was key. DGACM acknowledged this gap and was working towards a common application for documentation, gDoc 2.0, under development with an implementation goal of 2018.

46. In addition to the trend of growing demand amid declining resources, other external factors influenced the Department's effectiveness. As with its approach to managing internal factors through, *inter alia*, strong planning systems, DGACM took numerous steps to manage these external factors during the period evaluated. Its ability to mitigate these was limited, however. These factors, and the Department's efforts to manage them, largely fell into the following two areas:

- a. **Growing demand for unplanned and non-mandated conference services, with no commensurate resources.** Results A and C detailed the overall growing demand and reduced budget resources of the Department. DGACM made efforts to manage the unplanned and non-mandated demands for meetings and documentation. For example, in 2017 the DGACM USG sent a Note Verbale on the use of United Nations premises, set forth in ST/AI/416, to Permanent Missions in New York⁴⁴, and shared it for use at other duty stations. Despite this effort, there was no reduction in demand for non-mandated meetings. Moreover, the ST/AI was issued when demands on the use of United Nations premises for conference services were lower than they are today. To manage the increase in unplanned documents, DGACM prioritized mandated documents and refused to accept unplanned documents without reviewing the corresponding mandate.
- b. **Clients' non-adherence to conference services commitments.** As a service provider, DGACM relied on clients to provide all necessary inputs according to timeframes, and to use the conferences resources according to plans, so that workload forecasts remained accurate and resources could be allocated efficiently. As Result A notes, however, **meeting cancellations** continued to rise, despite DGACM working closely with the secretariats of calendar bodies to meet their conference service commitments, e.g., by discussing with clients' refinements to their programmes of work so as to minimize cancellations.⁴⁵ Similarly, DGACM sought to manage **deadline non-compliance**. Twice annually, for planning purposes, DGACM sent a memorandum to author entities, stressing that it is mandated to implement the rules and regulations related to the submission,

⁴⁴ 20 February 2017

⁴⁵ A/72/116, para 12

issuance and length of documents. Additionally, the documentation management sections at each duty station were in on-going contact with clients in advance of slot dates. As a motivator and an accountability measure, DGACM also reported annually to the COC on author department compliance rates with submission deadlines for slotted documents, which have remained low during the evaluation period – 70 per cent (2016), 73 per cent (2015), 70 per cent (2014).⁴⁶ Compliance rates were also included in USG compacts. Finally, DGACM actively limited the granting of *waivers for documents* issued for deadline extension or word limits of reports. UNOG no longer grants waivers; UNHQ tightened control over this process, directing requests to the DGACM ASG in 2017; UNOV and UNON did not need to take action, owing to lower document volume.

E. DGACM developed and was implementing a strong gender policy, and was supporting the Sustainable Development Goals and 2030 Agenda in both direct and indirect ways, but it had not yet systematically identified its departmental approach to the SDGs or how it would measure its contribution to them

47. Though not directly linked to the day-to-day operational aspects of planning discussed elsewhere in this report, cross-cutting issues were a focus of the evaluation as they too entail a planning dimension: planning to ensure that major policy initiatives of the Organisation are implemented in a forward-looking, responsive manner. In this vein, DGACM addressed the cross-cutting issue of gender through its Action Plan on Gender Equality and the Empowerment of Women and related efforts. This plan set out objectives, activities to achieve them, their expected impact and a time frame for implementation with on-going monitoring with attention to the plan by the USG as well as other senior managers. Indeed, 88 per cent of surveyed staff agreed that the Department takes gender concerns seriously in their duty station.

48. With respect to the SDGs and 2030 Agenda, DGACM indirectly supported all of the SDGs addressed by various intergovernmental bodies (and other clients) during the period evaluated, by virtue of its successful delivery of conference management services to these meetings, many of which explicitly addressed the SDGs. The gender-related actions described in para 48 are also consistent with SDG 5 – achieve gender equality and empower all women and girls. The Department had also taken actions consistent with SDG 12 – responsible consumption and production – through initiatives such as PaperSmart⁴⁷ and ePublishing. Though positive, these actions were not undertaken with a specific view to the SDGs and the Department had not systematically reviewed its programme of work to determine ways in which it would address the SDGs in explicit ways. Moreover, as the SDGs and 2030 Agenda not only require departments to identify their proposed contributions to individual SDGs, but rather also to measure their contributions, there was no evidence of a deliberate plan by DGACM to monitor and evaluate its contributions. (See para 34).

⁴⁶ Supplementary Information for A/71/116, page 76 (2014 and 2015) and A/72/116, page 47 (2016)

⁴⁷ <https://papersmart.unmeetings.org/en/>

V. Conclusion

49. In the face of rising demand and declining resources, planning constituted a vital tool for ensuring the effective and efficient delivery of the DGACM programme of work. Planning will take on added urgency if these trends continue. Although DGACM undertook significant steps to manage the internal and external challenges to its programme of work since the last OIOS-IED evaluation in 2009, there remained opportunities for further harmonization of key aspects of its planning systems, and for continued management of external factors despite its limited control over these.

VI. Recommendations

50. OIOS-IED made four important recommendations to DGACM, all of which DGACM accepted.

Recommendation 1 (Results B, D)

51. In order to plan and manage its work in an effective, globally integrated manner, DGACM should ensure that existing IT applications and resources, any enhancements to these applications, and any future applications, are informed by:

- A consultative, transparent, client-focused and needs-based feedback mechanism that ensures that these applications maintain their enterprise systems-based approach (and thus facilitate the collection and analysis of data against standardized key performance indicators at a global level), while also accommodating services that are only provided in a particular duty station (see Recommendation 2);
- The results of any reviews and corresponding agreements to harmonize workflows across duty stations;
- Functional linkages to ensure the necessary programmatic and/or technical synergies across applications and interfaces (e.g., linking eMeets with gDoc 2.0); and
- A clear and systematic roll-out plan that includes an iterative beta-testing and revision process, as well as training of and support to users.

Indicators: Feedback mechanism and roll-out plans established and implemented; results of harmonization reviews and agreements incorporated

Recommendation 2 (Results A-C)

52. DGACM should strengthen its monitoring and evaluation function through revision and implementation of its policy, in tandem with the implementation of the Secretary-General reforms contained in A/72/492, para. 61, as they evolve. This revision should, at minimum:

- Detail the frequency, approach, and assigned roles and responsibilities for developing strategic monitoring and evaluation plans, and the governance arrangements for reviewing and finalizing these plans at senior management level;

- Identify the overall approach to determining the level of evaluative effort required for various duty stations, workstreams, and specific policies and initiatives (e.g., lesson learning sessions, after-action reviews, assessments, surveys, management reviews, or evaluations);
- Articulate specific focal point responsibilities within each duty station to ensure sufficient monitoring and evaluation coverage in all four locations, in consultation with the respective Directors-General;
- Stipulate the governance arrangements for ensuring a sufficient degree of independence of the self-evaluation function, adequate resourcing of evaluation, and incorporation of evaluation results in programmatic decision-making; and
- Articulate the ways in which monitoring data will be systematically used to inform programme planning and decision-making globally and within individual duty stations.

Indicators: Policy containing these elements revised and implemented

Recommendation 3 (Results A-D)

53. DGACM should strengthen its ability to plan for capacity, quality and contingencies by presenting to the COC for consideration the factors identified in this evaluation with corresponding proposed solutions.

Indicators: Presentation made to the COC

Recommendation 4 (Result E)

54. DGACM, through and internal and external consultations it deems necessary, should articulate a plan indicating how its business operations might explicitly support any relevant SDGs. The plan should contain, at minimum:

- the specific SDGs it intends to support for a set strategic planning period, e.g., SDG 12 - Responsible consumption and production, and any others, through its business practices;
- the concrete ways in which it intends to contribute to these SDGs through existing and/or additional actions or initiatives;
- how it will monitor its contributions (see Recommendation 2);
- how it will roll out the plan internally to ensure maximum departmental awareness of the overarching plan and the specific roles and responsibilities assigned, and thus to ensure the plan's ultimate success.

Indicators: Consultations undertaken; SDG plan developed and implemented

Annex I – DGACM Management Response Letter

In this Annex, OIOS presents below the full text of comments received from DGACM on the report of the Office of Internal Oversight Services on the evaluation of the Department for General Assembly and Conference Management (DGACM). This practice has been instituted in line with General Assembly resolution 64/263, following the recommendation of the Independent Audit Advisory Committee.




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TO: Mr. (Eddie) Yee Woo Guo, Director
A: Inspection and Evaluation Division
Office of Internal Oversight Services

DATE 15 March 2018

THROUGH:
S/C DE:

FROM: 
DE: Movses Abelian, Assistant Secretary-General for
General Assembly and Conference Management

SUBJECT: **Response to the draft report of the Office of Internal Oversight Services**
OBJET: **on the evaluation of the Department for General Assembly and**
Conference Management

1. This is in reference to your memo of 1 March 2018 (IED-18-00016) addressed to Under-Secretary-General Catherine Pollard. In your memo, you transmitted the draft report of the Office of Internal Oversight Services (OIOS) on the evaluation of the Department for General Assembly and Conference Management (DGACM) for our review and formal comments.
2. We reviewed the report, and after some bilateral discussions with Mr. Robert McCouch, Chief of Section, and Ms. Emily Hampton-Manley, including on the recommendations and some discrepancy with data, we are pleased to inform you that we agree with the report and have accepted the recommendations. For recommendation 4, we have specified that this will only apply to SDG 12, which we communicated to the OIOS-IED team. Attached is the Recommendation Action Plan Template with DGACM's response to the recommendations.
3. I would like to take this opportunity to thank Mr. McCouch and the rest of the team – Ms. Hampton-Manley, Mr. Nicholas Kowbel, and Ms. Maria Singer. Their professionalism and teamwork are highly commendable. We are also appreciative that they took the time to try to reflect the varying perspectives, to wade through all the data, and to interact with us to share their conclusions.
4. We look forward to seeing the final report.

Annex II – DGACM Management Response and Action Plan

Report of the Office of Internal Oversight Services on the Evaluation of the Department for General Assembly and Conference Management

OIOS-IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>Recommendation 1 (Results B, D)</p> <p>In order to plan and manage its work in an effective, globally integrated manner, DGACM should ensure that existing IT applications and resources, any enhancements to these applications, and any future applications, are informed by:</p> <ul style="list-style-type: none"> • A consultative, transparent, client-focused and needs-based feedback mechanism that ensures that these applications maintain their enterprise systems-based approach (and thus facilitate the collection and analysis of data against standardized key performance indicators at a global level), while also accommodating services that are only provided in a 	<p><u>DGACM accepts this recommendation.</u></p> <ol style="list-style-type: none"> 1. Feedback mechanisms will be established and implemented in connection with any future roll-out plans; outcomes of ongoing harmonization reviews and resulting agreements will be incorporated into the respective systems logics. 2. Functional linkages between gSystems, as appropriate, will be established or streamlined. 	<p>Systems boards for gDoc, gText, gData and gMeets/eAPG (Directors of DD/NY, CPCD/NY and MPD/NY).</p> <p>Systems boards for gDoc, gText, gData and gMeets/eAPG (Directors of DD/NY, CPCD/NY and MPD/NY).</p>	<p>December 2018</p> <p>December 2019</p>

OIOS-IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>particular duty station (see Recommendation 2);</p> <ul style="list-style-type: none"> • The results of any reviews and corresponding agreements to harmonize workflows across duty stations; • Functional linkages to ensure the necessary programmatic and/or technical synergies across applications and interfaces (e.g., linking eMeets with gDoc 2.0); and • A clear and systematic roll-out plan that includes an iterative beta-testing and revision process, as well as training of and support to users. <p><i>Indicators:</i> Feedback mechanism and roll-out plans established and implemented; results of harmonization reviews and agreements incorporated.</p>			
<p>Recommendation 2 (Results A-C)</p> <p>DGACM should strengthen its monitoring and evaluation function, through revision and implementation of its policy, in tandem with the implementation of the Secretary-General reforms contained in A/72/492, para. 61,</p>	<p><u>DGACM accepts this recommendation.</u></p> <p>DGACM will strengthen its monitoring and evaluation function, through revision and implementation of its policy in the context of the United Nations rules and regulations and in</p>		

OIOS-IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>as this evolves. This revision should, at minimum:</p> <ul style="list-style-type: none"> • Detail the frequency, approach, and assigned roles and responsibilities for developing strategic monitoring and evaluation plans, and the governance arrangements for reviewing and finalizing these plans at senior management level; • Identify the overall approach to determining the level of evaluative effort required for various duty stations, workstreams, and specific policies and initiatives (e.g., lesson learning sessions, after-action reviews, assessments, surveys, management reviews, or evaluations); • Articulate specific focal point responsibilities within each duty station to ensure sufficient monitoring and evaluation coverage in all four locations, in consultation with the respective Directors-General; • Stipulate the governance arrangements for ensuring a sufficient degree of independence of 	<p>accordance with the United Nations Evaluation Group’s (UNEG) norms and standards, highlighted in UNEG/FN/Norms (2005), and UNEG/FN/Standards (2005).</p> <p>DGACM will conduct two self-evaluations on the following subjects:</p> <ol style="list-style-type: none"> 1. Provision of services to non-calendar meetings; 2. Capacity planning: a comparison of workload estimates against actual submissions for slotted and non-slotted docs, and an evaluation of how Service Chiefs were able to plan and implement capacity by using temporary assistance for meetings, contractual and internal capacity. <ul style="list-style-type: none"> - The possibility to work on additional common self- evaluation is being discussed among duty stations, as it would be useful to coordinate efforts on evaluation on at least one topic. - The main system used to gather data to be evaluated is gData dashboard. - A departmental risk registry will also continue to be regularly updated to follow the corporate Enterprise Risk Management plan. - The DGACM Evaluation Policy will be updated. 	<p>CPCD/NY</p>	<p>December 2018</p>

OIOS-IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>the self-evaluation function, adequate resourcing of evaluation, and incorporation of evaluation results in programmatic decision-making; and</p> <ul style="list-style-type: none"> • Articulate the ways in which monitoring data will be systematically used to inform programme planning and decision-making globally and within individual duty stations. <p><i>Indicators:</i> Policy containing these elements revised and implemented</p>	<p>Focal points will be identified in each duty station along with their related responsibilities and actions with regard to monitoring and evaluation.</p>	<p>CPCD/NY CPCS/Geneva CMS/Vienna DCS/Nairobi</p>	<p>December 2018</p>
<p>Recommendation 3 (Results A-D)</p> <p>DGACM should strengthen its ability to plan for capacity, quality and contingencies by presenting to the COC for consideration the factors identified in</p>	<p><u>DGACM accepts this recommendation.</u></p> <p>The list of issues to be brought to the attention of the Committee on Conferences on behalf of all duty stations will be prepared and presented in the report</p>	<p>CPCD/NY</p>	<p>September 2018</p>

OIOS-IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>this evaluation with corresponding proposed solutions.</p> <p><i>Indicators:</i> Presentation made to the COC</p>	<p>of the Secretary-General on the pattern of conferences.</p>		
<p>Recommendation 4 (Result E) DGACM, through and internal and external consultations it deems necessary, should articulate a plan indicating how its business operations might explicitly support any relevant SDGs. The plan should contain, at minimum:</p> <ul style="list-style-type: none"> • the specific SDGs it intends to support for a set strategic planning period, e.g., SDG 12 - Responsible consumption and production, and any others, through its business practices; • the concrete ways in which it intends to contribute to these SDGs through existing and/or additional actions or initiatives; • how it will monitor its contributions (see Recommendation 2); • how it will roll out the plan internally to ensure maximum 	<p><u>DGACM accepts this recommendation for SDG 12 only.</u></p> <p>For SDG 12 only, DGACM will:</p> <ul style="list-style-type: none"> • Ensure ISO certification of the reproduction, printing production of DGACM/NY, use of material, technology, environmental friendly solutions. This will be monitored by the regular audits that are part of the ISO system. • Bring about further and more general use of the papersmart, print-on-demand concepts. This will be pursued by actively promoting these to the intergovernmental and expert bodies and Secretariat entities. This will be monitored internally and reported to the oversight bodies when requested. • Promote dissemination of UN publications in electronic form using ePub technologies. This will be monitored internally and reported to the oversight bodies when requested. 	<p>MPD/NY</p>	<p>December 2020</p> <p>December 2018</p>

OIOS-IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>departmental awareness of the overarching plan and the specific roles and responsibilities assigned, and thus to ensure the plan's ultimate success.</p> <p><i>Indicators:</i> Consultations undertaken; SDG plan developed and implemented.</p>			December 2018