



INSPECTION AND EVALUATION DIVISION

EVALUATION REPORT

Report of the Office of Internal Oversight Services on the evaluation of the Division for Social Policy and Development (DSPD):

“DSPD effectively supported intergovernmental bodies and interagency working groups and contributed to internationally agreed development goals, but was challenged by its broad mandate, a prolonged top management vacancy, organisational structure and level of resources”

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INSPECTION AND EVALUATION DIVISION

FUNCTION

“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organisation. 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 Organisation;” (General Assembly [resolution 48/218 B](#)).

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Report of the Office of Internal Oversight Services on the evaluation of the Division for Social Policy and Development (DSPD):

“DSPD effectively supported intergovernmental bodies and interagency working groups and contributed to internationally agreed development goals, but was challenged by its broad mandate, a prolonged top management vacancy, organisational structure and level of resources”

EXECUTIVE SUMMARY

The Inspection and Evaluation Division (IED) of the [Office of Internal Oversight Services \(OIOS\)](#) identified the [Department of Economic and Social Affairs \(DESA\)](#) as a priority programme for evaluation based on a strategic risk assessment carried out in 2008. A DESA-wide report was submitted to the [Committee for Programme and Coordination \(CPC\)](#) pursuant to General Assembly [resolution 64/229](#).¹ As part of that report, separate evaluation reports have been prepared for each of the 10 subprogrammes and the Executive Direction and Management of the Department. This report on the evaluation of the [Division for Social Policy and Development \(DSPD\)](#) is being issued as an internal management report.

In undertaking the evaluation, OIOS examined the relevance, efficiency and effectiveness (including impact) of DSPD. It used a range of quantitative and qualitative methods, including a document review, staff and stakeholder interviews and surveys, field missions, direct observations of intergovernmental meetings, a bibliometric analysis of the usage of DSPD publications and an expert panel review of a sample of key DSPD publications. The evaluation was undertaken in accordance with the norms and standards for evaluation established by the [United Nations Evaluation Group \(UNEG\)](#).

DSPD has performed many of its key functions well. It played a critical role in servicing intergovernmental bodies and expert groups and facilitating interagency working groups and multi-stakeholder events on social development issues. This has resulted in greater international debate and agreement on major social development issues. DSPD also contributed to the achievement of internationally agreed development goals, including the Millennium Development Goals (MDGs), by providing a more holistic and multi-faceted approach to development through its research and analysis, follow-up to international actions plans, and technical cooperation activities. It has significantly advocated a wider definition of poverty that goes beyond income to include social exclusion and inequality.

In fulfilling its functions, the Division has faced several significant challenges to its efficiency and effectiveness. The breadth of DSPD’s work and its current distribution of resources have hindered more substantive engagement with its stakeholders. Opportunities for intra-divisional collaboration have not been fully exploited in a systematic manner and the Division’s segmented organisational structure has reduced effective communication and cooperation. Management challenges have further created some inefficiencies and low staff morale. The Division could make better use of its existing resources, take better advantage of its networks and more effectively leverage its partnerships.

OIOS recommends that DSPD:

- Conduct a workflow analysis; and
- Develop a comprehensive strategy to improve internal and external communication and coordination.

¹ E/AC.51/2011/2.

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Abbreviations

CIMS	Communications and Information Management Service
CPC	Committee for Programme and Coordination
CRPD	Convention on the Rights of Persons with Disabilities
CSDHA	Centre for Social Development and Humanitarian Affairs
CSocD	Commission for Social Development
DESA	Department of Economic and Social Affairs
DIESA	Department of International Economic and Social Affairs
DPCSD	Department for Policy Coordination and Sustainable Development
DSPD	Division for Social Policy and Development
ECOSOC	Economic and Social Council
IED	Inspection and Evaluation Division
IMDIS	Integrated Monitoring and Documentation Information System
MDGs	Millennium Development Goals
NGO	Non-governmental organisation
OIOS	Office of Internal Oversight Services
OUSG	Office of the Under-Secretary-General
PFII	Permanent Forum on Indigenous Issues
PPBME	Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation
PPR	Programme Performance Report
RB	Regular Budget
RWSS	Report on the World Social Situation
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
UNOV	United Nations Office at Vienna
UNRISD	United Nations Research Institute for Social Development
WYR	World Youth Report
XB	Extra-budgetary

I. Introduction

1. The [Inspection and Evaluation Division \(IED\)](#) of the [Office of Internal Oversight Services \(OIOS\)](#) identified the [Department of Economic and Social Affairs \(DESA\)](#) as a priority programme for evaluation based on a strategic risk assessment exercise carried out in 2008. At its forty-ninth session, the Committee for Programme and Coordination (CPC) requested that the evaluation report be presented for consideration at its fifty-first session.² The selection was subsequently formalised by the General Assembly in its [resolution 64/229](#) on programme planning.

2. As part of the evaluation report on DESA as a whole, more detailed assessments of the Department's 10 divisions and offices and its Executive Direction and Management were conducted. This report on DSPD is issued as an internal management report.

3. In accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME), the overall objective of the evaluation was to determine, as systematically and objectively as possible, the relevance, efficiency and effectiveness (including impact) of DSPD's programme of work.³

4. This evaluation considered DSPD's Strategic Framework and budget for the 2010-2011 biennium as the primary benchmark against which to measure its performance and also reviewed data from the past three biennia. The evaluation did not include an assessment of Development Account management or projects.

5. The final report incorporates revisions based on comments received from DSPD in conjunction with an ongoing dialogue in the report drafting process. DSPD's final comments are appended in full, as per General Assembly [resolution 64/263](#).

6. OIOS expresses its strong appreciation for the collaboration and cooperation offered by DSPD management and staff in the undertaking of this evaluation.

II. Methodology

7. In conducting this evaluation, OIOS utilised a combination of qualitative and quantitative methods, drawing on data from the following sources:

- i. A document analysis of key programme and subprogramme documents, including DSPD's Strategic Framework and other programme and project documents; service delivery records; monitoring and reporting information from the Integrated Monitoring and Documentation Information System (IMDIS); General Assembly resolutions; and prior evaluations, studies and audit reports;

² A/64/16, para. 41; E/AC.51/2011/2.

³ ST/SGB/2000/8, Regulation 7.1.

- ii. Twenty-eight interviews of DSPD staff including all DSPD managers, a stratified random sample of other staff to ensure representation of post-levels and a purposeful sample of other staff to ensure representation of each of the substantive subdivisions;⁴
- iii. Thirty-eight interviews of DSPD stakeholders (including permanent representatives, government officials, civil society organisations, academics, and staff and management from the United Nations system), conducted in New York, during field missions and over the telephone;
- iv. Field missions to Thailand, Cambodia, Ethiopia, Kenya, Malawi and South Africa;⁵
- v. A web-based survey of all DSPD management and staff as part of a larger survey of all DESA staff;⁶
- vi. A web-based survey of a non-random sample of DSPD stakeholders;⁷
- vii. Observations of meetings of the Permanent Forum on Indigenous Issues (PFII) and the Commission for Social Development (CSocD);⁸
- viii. An independent expert panel review of the quality and usage of a non-random sample of two DSPD key publications, namely, the Report on the World Social Situation (RWSS) and the World Youth Report (WYR);⁹ and
- ix. A bibliometric analysis on the usage of the same two publications, website traffic data, publication download data and the dissemination practices of the two publications.¹⁰

8. The evaluation was undertaken in accordance with the evaluation norms and standards established by the United Nations Evaluation Group (UNEG). The evaluation results were derived from a combination of documentary, testimonial, observational and analytical evidence. Data were triangulated to strengthen the robustness of the evaluation. Individual citations have been used as illustrative of wider testimony of multiple stakeholders, where applicable.

⁴ Stratified random samples of DESA staff were drawn to ensure representation of staff at all levels and a confidence interval of 90 percent.

⁵ Countries were chosen for field missions based on a mapping of DESA's stakeholders, capacity development and technical assistance projects, and the divisions' engagement at the regional and country levels.

⁶ The survey was sent to 48 DSPD staff members and 26 responded, yielding a 54 per cent response rate.

⁷ Fifty-five out of 273 DSPD stakeholders responded, yielding a 20 per cent response rate.

⁸ Sessions of the PFII were observed during April 2010 and sessions of the CSocD were observed during February 2011.

⁹ The panel consisted of three independent academic researchers with economic and social matter expertise covering a broad range of regional specialisation and topics. The publications were selected in consultation with DESA as representative of the key work of the Department and its divisions/offices. For DSPD, these were the RWSS (2010) and the WYR (2007).

¹⁰ Bibliometric data from DESA's Communications and Information Management Service (CIMS) were triangulated with interview, survey and expert panel data for information on the visibility of and usage by DSPD's target audience of its publications.

9. At the request of the UNEG Task Force on Human Rights and Gender Equality, the evaluation participated in the pilot of a handbook currently being developed to assist evaluators in incorporating human rights and gender equality into evaluations.

10. The evaluation had three main limitations. First, due to the relatively low response rates achieved in the stakeholder survey, the results cannot be generalised to represent the views of DSPD's stakeholders as a whole. Second, the expert panel review included only two DSPD publications and although these were recommended by DSPD as representing its key publications, the small sample size limited the extent to which conclusions of the review can be generalised to the universe of all DSPD publications. Lastly, the bibliometric analysis permitted only limited comparability of the bibliometric data from one type of publication to another and noted the inherent difficulties of capturing these types of publications through conventional index citation. To address these limitations, OIOS triangulated data from multiple sources to support the results.

III. Background

11. **Historical context.** From 1974 to 1993, the Social Development Division and the Division for the Advancement of Women comprised the Centre for Social Development and Humanitarian Affairs (CSDHA) within the Department of International Economic and Social Affairs (DIESA). Since 1979, CSDHA was based in Vienna and eventually became part of the United Nations Office at Vienna (UNOV). The Social Development Division was further comprised of the Social Integration and Welfare Branch, the Social Groups Branch and the Crime Prevention and Criminal Justice Branch. The Crime Prevention and Criminal Justice Branch remained in Vienna while the other two were transferred to New York in 1993 and restructured to form the Division for Social Policy and Development within the Department for Policy Coordination and Sustainable Development (DPCSD). DPCSD was merged with two other departments in 1998, creating the current Department of Economic and Social Affairs.

12. **Organisation.** The Division is headed by a Director who is accountable to the Under-Secretary-General of DESA. It consists of the:

- (a) Office of the Director, including the Technical Cooperation Unit and the Non-Governmental Organizations Unit;
- (b) Social Perspective on Development Branch, which primarily handles the work relating to the RWSS, poverty and employment in follow-up to the World Summit for Social Development;
- (c) Social Integration Branch, which primarily handles the work relating to social inclusion and youth, older persons and family;
- (d) secretariat for the Convention on the Rights of Persons with Disabilities (CRPD), which services and supports the Conference of State Parties to the CRPD; and
- (e) secretariat of the Permanent Forum on Indigenous Issues (PFII), which services and supports the United Nations PFII.

13. The main intergovernmental body serviced by the Division is the CSocD.¹¹ Following the World Summit for Social Development in Copenhagen in 1995, the Economic and Social Council (ECOSOC) reconsidered the mandate, membership and periodicity of the CSocD in its resolution 1996/7. At the same time, a secretariat for the CSocD was created within the Division. The CSocD is a functional commission consisting of 46 members elected by ECOSOC. Since the World Summit for Social Development, the CSocD has been responsible for, *inter alia*, the follow-up and implementation of the Copenhagen Declaration and Programme of Action. It meets once a year in New York.

14. **Mandate and programme of work.** For the 2010-2011 biennium, the overall objective of DSPD is “[t]o strengthen international cooperation, raise awareness about the importance of social development and enhance national capacity with particular attention to poverty eradication, employment generation and social integration, especially with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples.”¹² The Division has three expected accomplishments and six indicators of achievement as set forth in Annex 1.

15. The Department’s ST/SGB states that the core functions of the Division are:

- “(a) Monitoring national and global social trends through the collection, collation, analysis and interpretation of quantitative and qualitative data;
- (b) Assessing the implications of these trends for societies and the world, and for social, economic and political strategy and policy, particularly of new issues which might require a policy response;
- (c) Developing policies and programmes aimed at contributing towards the goals and objectives agreed to at the World Summit for Social Development, including the eradication of poverty, promotion of full employment and strengthening of social integration;
- (d) Evaluating the effectiveness of public policy interventions aimed at social goals;
- (e) Facilitating the negotiation of agreed positions, resolutions, international standards and norms through the Commission for Social Development, the Economic and Social Council, the General Assembly or other intergovernmental forums, notably the special session of the General Assembly in 2000;
- (f) Supporting and facilitating United Nations system-wide cooperation and programme coordination on social issues;
- (g) Promoting the exchange of information and ideas by the facilitation of dialogue among Governments about goals, strategies, policies and programmes, and encouraging such dialogue between Governments and civil society;

¹¹ The Social Commission was established by ECOSOC in its resolutions 10 (II) of 21 June 1946. The mandate of the Commission was revitalised and its name was changed to the Commission for Social Development by ECOSOC in its resolution 1139 (XLI) of 29 July 1966.

¹² A/64/4 (Sect. 9).

- (h) Advocating recognition of special needs, such as those of the poor or unemployed, and of groups requiring specific support, such as the disabled, older persons, youth, indigenous people and ethnic minorities;
- (i) Providing advisory services to Governments on request about social policies and programmes aimed at contributing to development.”¹³

16. The programme of work mandated for the 2010-2011 biennium included a total of 364 outputs scheduled for implementation, representing 12 per cent of the total outputs for the Department. See Annex 2 for additional details.

17. **Resources.** DSPD’s proposed programme budget for the 2010-2011 biennium was USD 20,146,200 million, comprised of USD 17,750,200 million in regular budget (RB) and USD 2,396,000 million in extra-budgetary (XB) resources. For 2010-2011, the Division proposed 61 established posts, 60 of which to be supported by RB (40 Professional and 20 General Service).¹⁴ For the 2010-2011 biennium, DSPD’s financial resources were estimated to be 10.5 per cent of the total RB and 1.8 per cent of the total XB financial resources available to DESA. The Division’s human resources were estimated to be 11 per cent of the total RB and .03 per cent of the total XB available to DESA.¹⁵ The evolution of the Division’s financial and human resources is presented in Table 1 below. Overall, the resource levels have not changed significantly.

Table 1. DSPD Human and Financial Resources¹⁶

Resources (thousands of United States dollars)

Category	2010-2011		2008-2009		2006-2007	
	Before recosting	Posts	Before recosting	Posts	Before recosting	Posts
RB						
Post	16 426.8	60	15 037.6	60	13 982.6	61
Non-post	1 323.4	—	1 289.4	—	1 313.7	—
Subtotal	17 750.2	60	16 327.0	60	15 296.3	61
XB	2 396.0	1	2 853.0	3	2 711.0	—
Total	20 146.2	61	19 180.0	63	18 007.3	61

IV. Results

- A. **DSPD was effective in servicing intergovernmental bodies and expert groups, facilitating interagency working groups on social development issues, and increasing awareness of social development issues**

The Division provided critical normative and policy support to various intergovernmental bodies and expert groups, resulting in enhanced international agreements on social development issues

¹³ ST/SGB/1997/9.

¹⁴ A/64/6 (Sect. 9).

¹⁵ Ibid.

¹⁶ A/64/6 (Sect. 9), A/62/6 (Sect. 9) and A/60/6 (Sect. 9).

18. The Division added value to the intergovernmental process by supporting Member States and providing a forum for its stakeholders through its servicing of the Third Committee of the General Assembly, the CSocD, the PFII, the CRPD and the Open-ended working group on Ageing for the purpose of strengthening the protection of the human rights of older persons. It facilitated meetings, prepared reports, and organised side events. Through these activities, the Division brought together in one place numerous stakeholders including Member States, other United Nations entities, non-governmental organisations (NGOs) and academia to exchange information and negotiate differing perspectives on social development issues with the overall objective of progressing on international agreements. For example, at the 49th session of the CSocD, stakeholders followed up to the World Summit for Social Development and the 24th special session of the General Assembly on poverty eradication. This included a review of plans and programmes of action pertaining to the situation of social groups and the emerging issue of social protection.¹⁷

19. The Division's outputs and work months showed the importance of its work in the intergovernmental process through its substantive servicing of meetings and parliamentary documentation. For 2010-2011, the majority of DSPD's outputs were in substantive servicing of meetings (192 outputs representing 53 per cent of 364) and parliamentary documentation (98 outputs representing 27 per cent of 364). Moreover, in the category of parliamentary documentation, DSPD's 98 outputs accounted for almost 26 per cent of the total 2010-2011 DESA-wide outputs in this category. Additionally, for 2008-2009, DSPD's 198 work months contribution to the substantive servicing of meetings represented 23 per cent of DESA's work months in this category.¹⁸ Its substantial contributions to DESA's total outputs and work months in supporting the intergovernmental process were reflected in the percentages of the totals. See Annex 2 for additional details.

20. The Division also facilitated debate and agreement on resolutions on major social issues on the agenda of the United Nations intergovernmental processes. It measured this by the percentage of its proposed recommendations used in the formulation of resolutions, decisions and agreed conclusions.¹⁹ For 2010, DSPD reported that 68 out of 94 of its recommendations (72 per cent) were utilised in the formulation of resolutions. Successes in this regard included the General Assembly resolution proclaiming 2008-2017 as the Second Decade for the Eradication of Poverty, and in the recommendations made in the CRPD and the World Programme of Action Concerning Disabled Persons. Stakeholders' comments also demonstrated the Division's advocacy role and work in the adoption of the Declaration on the Rights of Indigenous Peoples and in the CRPD.²⁰ The latter is characterised as the first comprehensive human rights treaty of the 21st century.

¹⁷ World Programme of Action concerning Disabled Persons; World Programme of Action for Youth; Madrid International Plan of Action on Ageing, 2002; and family issues, policies and programmes.

¹⁸ As work months are not available for the 2010-2011 biennium, they were assessed for the 2008-2009 biennium.

¹⁹ The Division had an interim measurement of 72 per cent on 31 December 2010 with a target of 94 per cent by the end of the biennium, and baseline of 92 per cent. To arrive at this percentage, DSPD assessed the number of recommendations in its reports submitted to the CSocD and Third Committee sessions that were used in the formulation of resolutions.

²⁰ Since the adoption of the Declaration by the General Assembly on 17 September 2007 by a majority of 144 states in favour, the four states (Australia, Canada, New Zealand and the United States) who voted against at the time of adoption have since reversed their positions and now endorse the Declaration. As of 9 March 2011, the CRDP had 147 signatories and 99 ratifications.

21. The Division worked towards its expected accomplishments of strengthening the capacity of Member States and civil society to develop and implement social programmes and policies as evidenced by an increased number of social policy measures taken by countries, with the support of DSPD through its advocacy work, to promote poverty eradication, employment generation, social protection, social spending and social integration. In this respect, the Division had an interim enumeration of 243 measures on 31 December 2010 with a target of 220 by the end of the biennium and a baseline of 120.²¹ This figure represented the number of signatories and ratifications of the CRPD, such as the most recent ratifications from Togo, Romania, and the European Union.

22. The Division also was effective in increasing civil society engagement in intergovernmental processes and expert group meetings. As of 31 December 2010, utilisation of the online-registration system to attend these sessions allowed 661 NGO participants to pre-register for the CSocD, an increase from the 502 NGO participants reported in the 2008-2009 Programme Performance Report (PPR).²² Additionally, as of 31 December 2010, 2100 participants for the PFII, an expert and advisory body to ECOSOC, and 323 NGO participants for the Conference of State Parties to the CRPD were pre-registered online to attend these sessions.²³ The Division also briefed civil society organisations on issues arising from the intergovernmental processes and expert group meetings related to social development.

23. Stakeholders surveyed and interviewed also rated the Division's support to the intergovernmental process positively. They reported that DSPD provided a platform for other United Nations entities, NGOs and advocates to congregate around a shared agenda and exchange different viewpoints. Overall, 84 per cent of stakeholder survey respondents rated the current performance of DSPD as excellent or good. More specifically, 82 per cent were very satisfied or satisfied with DSPD's substantive support to the intergovernmental meetings that they attended. Additionally, OIOS observed during sessions of the PFII, participants commenting on the secretariat's excellent support and on the PFII being an important forum for bringing together indigenous peoples and governments. Eighty-two per cent of stakeholder survey respondents also strongly agreed or agreed that DSPD filled a unique niche, not served by any other entity in the United Nations system.

24. While noting the value added by DSPD in servicing intergovernmental bodies and expert groups, staff and stakeholders also identified areas where it could improve its performance. One example related to the PFII, which, does not rely on an established constituency and provides opportunities for governments and NGOs to dialogue through panels and side-events. Some Member States commented that they wanted DSPD to facilitate a more interactive dialogue between governments and NGOs during the Forum's sessions. Additionally, in its dissemination practice document, the Division itself suggested that it consider making brief presentations of its recent publications during the sessions of the CSocD and Third Committee to better promote its work.

²¹ IMDIS data.

²² A/65/70. According to the 2008-2009 PPR, utilisation of the online pre-registration system allowed to pre-register 2932 participants for the PFII and 217 for the Conference of State Parties to the CRPD. As the PFII and Conference of State Parties to the CRPD have not taken place yet for the current biennium, it is premature to compare numbers for these two events.

²³ It is composed of sixteen members selected in their personal capacity and serving as independent experts.

The Division added value by facilitating interagency working groups and multi-stakeholder events

25. The Division also added value by facilitating and/or co-chairing interagency liaison frameworks, including the United Nations Development Group (UNDG) meetings on indigenous and disabilities issues, the interagency support groups for the CRPD and on indigenous issues, the interagency network on youth development, and the Management Committee on the Plan of Action of the UNDG Guidelines on Indigenous Peoples' Issues. Through these interagency frameworks, the Division increased awareness of social development issues by facilitating communication and coordination among United Nations entities on social development issues. Of those stakeholders having an opinion in the survey, 79 per cent were very satisfied or satisfied with the collaboration and partnerships for the United Nations development agenda between DSPD and its stakeholders.

26. Stakeholders commented in interviews that the Division played a coordinating role in bringing together multiple entities sharing an agenda to discuss and progress social development issues. The Division measured the number of programmes in the United Nations system devoted to social development issues; for 31 December 2010, DSPD recorded 25 entities participating in the Interagency Support Group for the CRPD.²⁴ This measurement, however, did not fully reflect the number of entities participating in interagency working groups because the Division supported several additional interagency working groups. To better capture the work of the Division, the baselines and targets of this performance indicator need to reflect all of the interagency frameworks that DSPD facilitates and the Division needs to report on the whole number.

27. One of the Division's further expected accomplishments is achieving better understanding and awareness by governments, civil society and the private sector of social development issues, which it measures by the number of multi-stakeholder events on issues relating to social development. In this respect, quantitative indicators demonstrated that the Division supported 104 events as of 31 December 2010, nearing its target of 110 programmes by the end of the 2010-2011 biennium.²⁵ The Division reported that during the 48th session of the CSocD, there were 22 side events related to social development issues, and 83 side events during the ninth session of the PFII relating to indigenous issues. These figures, however, did not fully reflect the number of multi-stakeholder events because the Division supported events beyond those held at these sessions. The measurements need to report on the range of events that the Division supports.

28. Additionally, DSPD's work plan, its weekly newsletters, and the information provided by stakeholders demonstrated that it had organised, participated in and co-sponsored numerous multi-stakeholder events, many of which involved other United Nations entities such as Regional Commissions, the United Nations Research Institute for Social Development (UNRISD) and the World Bank, as well as NGOs and Member States.²⁶

²⁴ According to IMDIS data, the Division had an interim measurement of 25 programmes on 31 December 2010 with a target of 12 programmes by the end of the biennium and a baseline of 10 programmes.

²⁵ IMDIS data.

²⁶ Some examples of events that the Division has supported in the 2010-2011 biennium include: (a) a co-sponsored forum on Disability with the World Bank, the Global Partnership for Disability and Development and the Leonard Cheshire Disability, focusing on mainstreaming disability in the Millennium Development Goals held in Buenos

Overall, DSPD's reports and online information were of high quality and appreciated by stakeholders

29. The Division's publications covered a range of themes as broad as its mandate, and they were generally assessed to be of high quality by stakeholders and an independent expert panel. Of those stakeholders surveyed with an opinion, 76 per cent were very satisfied or satisfied with the quality of DSPD's publications. Many recognised their importance for key activities in their work. According to these stakeholders, the publications provided a framework to develop social policies and programmes, presented regional differences and best practices, and informed them on various subjects.

30. Although overall stakeholders provided positive feedback on the Division's publications, suggested areas of improvement included improving the format of publications, reducing the overall number of reports, and increasing their availability in different languages. DSPD commented that the translation costs of preparing reports in multiple languages may not be feasible given the current financial constraints. See Annex 3 for the results from stakeholders who were asked to rate twelve key publications of the Division. In general, DSPD reports received more favourable ratings for being comprehensive, reliable and policy-relevant and less favourable ratings for being academically rigorous, distinctive and presented in a user-friendly format.

31. Furthermore, an expert panel reviewed two of DSPD's flagship publications – the RWSS 2010 and the WYR 2007 – and deemed them to be of good quality.²⁷ Further to the World Summit for Social Development, the RWSS affirmed the need for national development strategies to shift towards more equity-oriented policies. By identifying the limitations of commonly used measures of poverty and proposing how they could be improved, the panel concluded that this publication broke “new ground in the field of poverty measurement” and provided “a guide to how policy focused research should be done.”²⁸ Regarding the WYR, the panel concluded that it provided a well-communicated synthesis and overview of the world's youth. They suggested, however, that the report would benefit from a clearer explanation of its methodology (e.g., the specific contributions of youth organisations and representatives to the report) and from identifying the shortcomings of the available data.

32. Additionally, of those stakeholders having an opinion in the survey, 77 per cent were very satisfied or satisfied with the quality of the Division's website. The Division also measured visits to and downloads from its website to gauge improved and timely access to United Nations research and analysis information. Its interim measurement of 2.8 million visits to and

Aires; (b) participation in the UNDG Working Group on Programming Issues where the Guidance Note on Including the Rights of Persons with Disabilities at the Country Level was presented by the Interagency Support Group for the CRPD; (c) a panel discussion on Mainstreaming Disability in Development for Poverty Eradication in conjunction with the 49th session of the CSocD in cooperation with the Special Rapporteur on Disability and sponsored by Finland, Germany, Norway, the World Bank and the Global Partnership for Disability and Development; and (d) a MDG Summit partnership event with UNRISD.

²⁷ The panel consisted of three independent academic researchers with economic and social matter expertise covering a broad range of regional specialisation and topics. The publications were selected in consultation with DESA as representative of the key work of the Department and its divisions/offices.

²⁸ DESA Publications: Expert Panel Review, 29 December 2010, pages 28-29.

downloads from its website as an indicator of achievement surpassed its target of 2.6 million.²⁹ Without additional reporting on these figures, such as how the information from the website was used and by whom, the linkage was not clear between this measurement and the expected accomplishment of better understanding and awareness by governments, civil society and the private sector of issues of social development. Additional qualitative reporting would be needed on how the information from the website helped which stakeholders to better understand issues of social development.

33. In addition to its outreach through its website, many of DSPD's subdivisions also increased their communications by distributing e-newsletters. Innovations included the Programme on Youth using social media to engage youth in its work. The Division was, however, aware of the need for improvement in this respect and considered brief presentations on its publications during the sessions of the CSocD and the Third Committee, side events at the CSocD and Third Committee and observances of International Days to more effectively highlight its reports' findings.

B. The Division performed a critical role in supporting the achievement of the internationally agreed development goals by putting the spotlight on the needs of different social groups, including some not specifically mentioned in the MDGs

The Division provided an integrated and multi-faceted approach to social development issues and its research and analysis, action plans and technical cooperation activities reflected the heterogeneity of social groups

34. Although key DSPD constituencies such as indigenous people, older persons, and people with disabilities are not specifically mentioned in the MDGs, DSPD added value to the target-based approach of the MDGs by emphasising the importance of inclusive and equitable development to ensure that these vulnerable groups were not overlooked. Thus, the Division focused on the importance of having effective social policies and programmes and promoted inclusive and equitable development. For example, at this year's CSocD, Member States, United Nations entities and NGOs, through the Division's facilitation and reports, discussed issues related to the importance of social protection and promoting social integration for countries to achieve development. Indeed, stakeholders surveyed noted that DSPD was the main entity that focused on the values adopted at the World Summit for Social Development, also emphasising that the Copenhagen Declaration and the Programme of Action served as a counterpoint to the MDG framework.

35. Stakeholder perceptions were positive regarding the value that DSPD brought to supporting the MDGs in general. Of those stakeholders having an opinion in the survey, 81 per cent strongly agreed or agreed that the work of DSPD effectively contributed to the achievement of internationally agreed development goals, including the MDGs. Similarly, 74 per cent of staff rated as excellent or good the alignment of activities and functions of the Division with internationally agreed development goals, including the MDGs. Eighty per cent of stakeholder survey respondents strongly agreed or agreed that the work of DSPD was significant for their key development activities.

²⁹ IMDIS data; in addition, according to CIMS, RWSS 2010 had 208,506 downloads in 2010 and WYR 2007 had 78,437 downloads.

36. As a further support to achievement of the MDGs, the Division provided technical cooperation to facilitate the implementation of global conference outcomes at the country level. During the 2010-2011 biennium it conducted technical cooperation activities in 7 countries.³⁰ It assisted Member States in drafting national policies and plans of actions and undertook training to strengthen their capacity for formulating and implementing national policies on ageing, disabilities and indigenous peoples.³¹ Additionally, as one of the Division's expected accomplishments, DSPD strengthened the capacity of Member States and civil society to develop and implement social programmes and policies at the national and community levels by training national personnel to implement them. The Division had trained 210 national personnel as of 31 December 2010, with a target of 300 trained personnel by the end of the biennium.³²

37. DSPD, however, has conducted limited follow-up to its trainings and achieved mixed results. To date, the Division has not collected sufficient information to assess the full impact of its technical cooperation and how the personnel utilised the training received to develop and implement social programmes at the national and local levels. In addition, reporting on any follow up that has been done would be a more meaningful measurement of the Division's impact on strengthening the capacity of Member States and of civil society to develop and implement social programmes and policies.

The Division incorporated a gender-based and human rights approach into some of its work

38. The Division was engaged with human rights issues through its work on indigenous peoples, persons with disabilities and older persons. Staff and stakeholders commented that the Division was inherently linked with a rights-based approach due to its focus on social integration and social groups. The Division stressed the importance of a people-centred approach and the need to give voice to the affected people throughout the process. Examples included the support its work provided to the participation of indigenous people at the annual sessions and the youth delegates at the CSocD and the General Assembly. Additionally, the Division worked with Member States in the Third Committee to pass a resolution and establish a working group for the purpose of strengthening the protection of the human rights of older persons.³³

³⁰ These included Belarus, Cameroon, Moldova, Trinidad and Tobago, Tajikistan, Guyana and Cambodia.

³¹ Examples of technical cooperation conducted by DSPD in the current biennium included: (a) the Focal Point on Ageing convening stakeholders in Cameroon to draft a policy and plan of action on ageing and assisting with an implementation plan to be finalised by the Ministry of Social Affairs; (b) in collaboration with the Ministry of Labour and Social Affairs of Moldova and the United Nations Population Fund's country office, the Technical Cooperation Unit conducting an international training and policy workshop in Moldova to strengthen the capacity to formulate and implement a national policy on ageing; (c) assisting the Centre for Strategic Research of the Office of the President of the Republic of Tajikistan in its presentation of the results of the National Survey on Ageing to ultimately lead to the drafting of a National Strategy on Ageing; and (e) facilitating a training course on Indigenous Peoples' issues with staff of the United Nations Country Teams in Guyana and Cambodia.

³² IMDIS data. This figure was based on the number of participants at a national workshop to review and validate the National Policy on Ageing in Cameroon, a national workshop on ageing and pension reform in Belarus, participants at a workshop on data collection methodologies for ageing policy in Moldova, participants at the Subregional Meeting and Capacity Development Workshop on Implementation of the CRPD in Trinidad and Tobago, among others.

³³ A/RES/65/182.

39. The Division also proactively incorporated a gender-based approach into its work, not only in its reports but in its advocacy and tools.³⁴ In this regard, the expert panel commended the WYR 2007 as it emphasised “the gendered differentiation of constraints on youth” and discussed the rights of girls and young women.³⁵

C. The broad scope of substantive areas addressed by DSPD, along with limited resources, challenged the Division’s effectiveness

The broad scope of themes and the current distribution of resources presented challenges to deeper substantive involvement and engagement with stakeholders

40. The Division covered a broad range of thematic areas with 61 posts (See Annex 4 for selected activities, documents and instruments that it undertook). The Division’s Social Perspective on Development Branch covered issues ranging from poverty, employment, cooperatives, microfinance and social dimensions of the New Partnership for Africa’s Development. The Social Integration Branch handled social groups’ issues including family, youth and older persons. In addition, the Division also served as the secretariat for entities handling issues of persons with disabilities and indigenous people and provided support to NGOs and governments through its technical cooperation work. The Division’s work encompassed supporting the sessions of intergovernmental bodies and expert groups, producing numerous reports, supporting multi-stakeholder events, facilitating interagency working groups, distributing newsletters, among other functions. In addition, the Division’s support for 11 international days and two international years also demonstrated its engagement and advocacy of a wide range of social development issues in the international arena.³⁶ In many cases, only 2-3 staff were responsible for a wide range of activities.

41. Approximately half of the 38 stakeholder interviewees recommended that the Division needed to have more human and financial resources to carry out its numerous mandated activities in a meaningful way. Stakeholders offered examples of the large amount of work undertaken by DSPD staff. These included two staff members responsible for registering and coordinating all NGO involvement in the numerous intergovernmental and expert bodies serviced by the Division, and two staff members for handling all duties related to the UN Programme on Ageing. Two staff who worked on the theme of older persons were responsible for servicing and supporting the Open-ended working group on Ageing for the purpose of strengthening the protection of the human rights of older persons, preparing documents related to the Follow-up to

³⁴ Examples include: (a) Disability Rights, Gender, and Development: A Resource Tool for Action, written by the Wellesley Centers for Women, in collaboration with the secretariat for the CRPD and the United Nations Population Fund to promote in theory and practice the interrelated rights among the CRPD, the Convention on the Elimination of All Forms of Discrimination Against Women, and the Convention on the Rights of the Child and build capacity to use the normative frameworks of these conventions; and (b) coordination of a side-event to the Commission on the Status of Women in collaboration with the United Nations Alliance of Civilizations and International Organization for Migration on “PLURAL+ screening” and a panel discussion on gender representation in youth-produced media.

³⁵ DESA Publications: Expert Panel Review, 29 December 2010, pages 30 and 31.

³⁶ The international days supported by DSPD are: World Day of Social Justice, International Day of Families, International Day of Cooperatives, International Day of Indigenous People, International Youth Day, International Day of Older Persons, International Day for the Eradication of Poverty, International Day of Persons with Disabilities, International Human Solidarity Day, World Autism Awareness Day and International Widows Day. International years include International Year of Youth (2010-2011) and International Year of Cooperatives (2012).

the Second World Assembly on Ageing and the Review and appraisal of the Madrid International Plan of Action on Ageing, organising the International Day of Older Persons, distributing an e-newsletter, conducting technical cooperation projects, supporting multi-stakeholder events, and interacting with United Nations entities, NGOs, and other stakeholders. One stakeholder commented that they wanted more interaction with the UN Programme on Ageing and wanted DSPD to be more of a catalyst; however, he acknowledged that his organisation has over ten people while DSPD had only one person dealing with the same issue. The lack of resources also clearly emerged as the most frequently cited concern in the Division staff survey.

42. Moreover, in the current biennium, the Division has had to undertake unplanned work without a corresponding increase in resources. For example, in connection with the International Year of Youth from August 2010-2011, the Division has had to prepare and execute a wide range of additional activities, from organising briefing sessions and side events, to servicing consultations and publishing additional reports.³⁷ Stakeholders commented that it was burdensome to expect the Programme on Youth to implement the International Year of Youth with the current funding and capacity. Similarly, in connection with the UN Programme on Ageing supporting the Open-ended working group on Ageing for the purpose of strengthening the protection of the human rights of older persons, as established by a General Assembly resolution in 2010, two staff members have had to undertake numerous additional activities in preparation for the forthcoming first working session of April 2011.³⁸ Stakeholders commented that it was an “overwhelming” task for two staff members to coordinate the work undertaken by this subdivision even before this additional responsibility. Finally, the Division’s mandates have expanded to include the production of additional reports such as the “Follow-up to the Millennium Summit: Legal Empowerment of the Poor and Eradication of Poverty” and the “New Global Human Order.”³⁹ The drafting of these reports was not part of DSPD’s approved biennium work programme and has not been accompanied by additional resource allocations to support and facilitate their completion.

43. In addition, these challenges were compounded by the perception held by staff and stakeholders that, in general, social issues ranked lower in priority than economic issues.⁴⁰ A DSPD manager commented, “Social issues are way down on the agenda, [there is] constant

³⁷ A sample of these activities include: (a) briefing sessions and side events to inform Member States, the United Nations system and civil society on issues related to youth in the lead up to the High-level Meeting on youth; (b) servicing eleven informal consultations of the General Assembly in preparation of a High-level Meeting on youth; (c) developing and maintaining an International Year of Youth website; and (d) working on co-publications such as “Youth with Disabilities” with the United Nations Children’s Fund, the United Nations Educational, Scientific and Cultural Organization and Leonard Cheshire Disability and the “Activities Kit: a Guide to Celebrating the International Year of Youth” with the World Association of Girl Guides and Girl Scouts and the World Organization of the Scout Movement.

³⁸ A/RES/65/182. A sample of additional activities include: (a) coordinating its work with colleagues from other departments in preparation for the organisational and working sessions of the Working Group; (b) drafting a statement for an Assistant Secretary-General in preparation for the organisational session of the Working Group and a provisional agenda; (c) preparing a tentative programme of work for the first working session; (d) drafting modalities of participation of non-governmental organisations; and (e) setting up a website.

³⁹ See A/RES/64/215 and A/RES/65/120, respectively.

⁴⁰ Additionally, some commented that social issues had lower priority not only in the agenda within the Organisation, but also at the country level wherein for example, the ministries handling social affairs received less precedence compared to the ministries handling finance and trade.

frustration to get the attention and resources in the Organisation, but also at the country level. Social affairs ministries are less pre-eminent.”

44. While stakeholders acknowledged that they understood why DSPD could not be more engaged with the substantive matters, they expected more involvement from DSPD. Stakeholder interviewees commented that although they valued the fora that DSPD provided by facilitating meetings, they wanted meetings to extend beyond information sharing or “tour de table.” They expected DSPD to take more of a leading role for further collaboration. For example, some commented that the interagency network on youth should facilitate more input from civil society organisations and go beyond functioning as a platform to exchange information. Others wanted more collaboration between different sectors rather than having separate units within DSPD dealing primarily with a particular theme.

45. Notwithstanding the resources and mandate limitations described above, 68 per cent of DSPD staff somewhat disagreed or strongly disagreed that DSPD utilised its staff and financial resources in the most efficient manner. Similarly, a 2009 inspection conducted by IED of DESA’s human resource and management practices found that half of DSPD staff strongly or somewhat disagreed that the allocation of tasks was fair and equitable, while 52 per cent strongly or somewhat disagreed that there was little duplication of work within the Division.⁴¹ Stakeholder survey and interview comments suggested that DSPD needed to make fuller use of its existing resources, to take better advantage of its networks, and to leverage its partnerships with other United Nations entities to help with resource constraints. Stakeholder interviewees commented that one of DSPD’s strongest assets was its networks and their use needed to be maximised particularly in times of resource constraints. In its dissemination practice document, the Division suggested developing closer collaboration with civil society organisations to help connect with a wider audience.

D. The Division’s organisational structure, management and vacancies presented further impediments to its work

DSPD’s segmented structure reduced effectiveness of communication and cooperation within the Division

46. The Division’s structure, consisting of two branches, two units and two secretariats, presented challenges to its work. Each of these subdivisions handled different substantive matters and the Social Integration Branch was further divided into staff responsible for different social groups. According to DSPD management, the fragmentation of the Division’s work was partly driven by the segmented needs of the different constituencies it served. To address this, it made efforts to organise events such as expert group meetings that would incorporate more than one constituency (for example, youth and family); however, DSPD remarked that these efforts were not fully embraced by the respective constituencies. At the same time, staff commented in interviews that the Division could be fostering further collaboration, particularly across the two branches and also within the Social Integration Branch. Some stakeholder interviewees also suggested that the Division could improve by further incorporating multiple constituencies into its work.

⁴¹ IED-09-007, 30 November 2009.

47. In general, DSPD staff interviewed and surveyed were of the opinion that the current organisational structure of the Division was an impediment to overall efficiency of the Division. Staff commented on the lack of awareness and interaction among subdivisions with some interviewees commenting that the Division consisted of “silos” and “has created a culture of I’m on my own, I don’t share.” Moreover, almost half (46 per cent) of staff surveyed strongly or somewhat disagreed with the comment that the organisational structure of the Division facilitated its work, and 42 per cent of staff strongly or somewhat disagreed that the Division had an internally shared vision of the best way to implement its objectives.

48. Staff interviewed remarked that the current structure did not facilitate collaboration between the various components. Staff also rated the communication between the Division and partners within and outside the United Nations system as being more effective than the internal communication in the Division.⁴² They stated that although interpersonal relationships on an individual and informal basis were effective overall, the interaction between the different subdivisions did not occur on a systematic or frequent basis. Some staff suggested using the existing human resources with more flexibility in line with the priorities of the work of the Division and considering each subdivision’s peaks and down times. They commented that the structure, however, did not facilitate more movement across the subdivisions.

49. The Division has made efforts to enhance internal communications. One tool that helped staff members become more aware of each others’ work was the Division’s contribution to a weekly DESA-wide newsletter. The Office of the Director compiled submissions by the various subdivisions on a weekly basis, which were circulated to the entire Division. In 2011, DSPD also implemented a Division-wide work plan monitoring tool for programme management that provided an overview of the Division’s work while also indicating details such as the responsible staff and timelines. Nevertheless, staff interviewees commented that there could be more frequent Divisional and subdivisional meetings, and increased intra-divisional communication.

The prolonged vacancy of the Division’s Director and high vacancy rates created some inefficiencies and low staff morale

50. The Division has not had a Director since June/July 2008. In the interim, officers-in-charge, acting Directors, and one Assistant Secretary-General have been appointed as overseers of the Division. These temporary heads were appointed by the Office of the Under-Secretary-General (OUSG) on an ad-hoc and short-term basis to ensure the continuation of the functionality of the Division. The unanticipated delay in selecting a Director led to multiple short-term reappointments of the senior management of the Division which created challenges on multiple fronts. Critical strategic decisions were put on hold. Additionally, the absence of a Director also meant that the Division could not be represented at the Director level at high-level meetings and conferences such as the 49th Session of the CSocD. Finally, this prolonged vacancy has also negatively affected staff morale and led some stakeholders to infer that social issues occupy a relatively lower importance among the issues on DESA’s agenda.

⁴² 64 per cent strongly or somewhat agreed that internal communication in the Division was effective overall and 36 per cent strongly or somewhat disagreed whereas 86 per cent of staff strongly or somewhat agreed that communication between the Division and partners within and outside the United Nations system was effective overall and 14 per cent strongly or somewhat disagreed.

51. The Division's leadership was also perceived to be weak. In a 2009 inspection conducted by IED of DESA's human resource and management practices, 39 per cent of staff rated the overall staff morale in the Division as excellent or good, 26 per cent rated it as fair and 35 per cent rated it as poor or very poor.⁴³ In the same inspection, only 39 per cent rated the overall management of the Division as excellent or good, and 22 per cent rated it as fair. These perceptions have remained stable. DSPD staff surveyed by OIOS in 2010 commented that one of the Division's greatest challenges was the lack of effective management and strong leadership.

52. The Division was also challenged by high vacancy rates.⁴⁴ At the beginning of 2010, 15 Professional level posts (or 36 per cent of the total 42 Professional posts) and one General Service post (5 per cent of a total of 19) were vacant. Moreover, all positions at the D-level were vacant for various periods during the year. The Division filled most of these vacancies on a temporary basis and made considerable efforts to fill the vacancies permanently.⁴⁵ Overall, the high vacancy rate in 2010 had a serious impact on the workload of the Division particularly with respect to the D-level positions. By the end of the year, the Division's efforts had succeeded in bringing the vacancy rate considerably down and reported having reduced the vacancies to four Professional posts and two General Service posts. Recruitment delays were due in part to systemic limitations resulting from the transition from Galaxy to Inspira.

53. In addition to the challenges related to high vacancy rates, some staff were also concerned with staff selection and promotion and the perceived lack of transparency in the staff selection decisions. This was expressed in staff interviews and also in the 2009 inspection conducted by IED, where the majority of staff strongly or somewhat disagreed that in the Division decisions on staff selection were made in a transparent manner.⁴⁶ Additionally approximately half strongly or somewhat disagreed that staff selection had resulted in the competencies and skills required for the implementation of the work programme.⁴⁷

The Division did not consistently measure the impact of its work or share good practices and lessons learned

54. The Division spent significant resources on research and analysis and its publications. Other than measuring the percentage of proposed recommendations used in the formulation of resolutions and the number of visits to and downloads from the Division's website, however, it did not have mechanisms that systematically measured the impact of its publications. In this regard, the Board of Auditors recently recommended that "DESA plan for mandatory documents aimed at the general public be the subject of an evaluation of results," via readership surveys and by drawing up indicators of achievement for its publications.⁴⁸

⁴³ IED-09-007, 30 November 2009; 23 out of 50 DSPD staff responded to the survey.

⁴⁴ DSPD stated that the reasons included slow finalisation of selection of candidates, 4 staff leaving the Division, 3 staff on maternity leave and 3 others on extended sick leave without pay.

⁴⁵ Significant amounts of time were spent on filling vacant posts on a temporary basis. For example, in 2010, the Division posted 16 Temporary Vacancy Announcements, received 156 applications, and conducted 33 interviews to successfully place 10 staff.

⁴⁶ 62 per cent strongly or somewhat disagreed and 38 per cent strongly or somewhat agreed that decisions on staff selection were made in a transparent manner.

⁴⁷ 52 per cent strongly or somewhat disagreed and 48 per cent strongly or somewhat agreed that staff selection had resulted in the competencies and skills required for the implementation of the work programme.

⁴⁸ Board of Auditors, Management Letter on the audit of the Communication and Publishing Policy of DESA, 31 March 2010.

55. In addition, the Division did not systematically share good practices and lessons learned. The absence of knowledge sharing was reflected in the 2009 inspection of DESA's human resource and management practices; a majority of staff surveyed disagreed that the Division had a system in place to share and retain knowledge and institutional memory or that lessons learned were effectively captured and shared with staff, and almost half disagreed that critical work processes in the Division were documented well.⁴⁹ Staff interviewees also commented that the Division did not have an effective system for information sharing. Without good practices and lessons learned being systematically shared, the Division faces an increased risk of the loss of institutional knowledge which negatively affects efficiency and effectiveness as more time has to be spent on similar tasks and opportunities to improve upon past performance are not maximised.

V. Conclusion

56. DSPD has played a critical role in promoting the broad objectives adopted at the World Summit for Social Development and supporting the Copenhagen Declaration and Programme of Action. Its work has been based on the rationale that economic policies that emphasise only income-based targets cannot be sufficient for development and that meeting them would not necessarily imply a poverty-free country. Consequently, the Division's work has approached poverty using a wider definition that incorporates other factors such as deprivation, social exclusion and lack of participation. It has accomplished its objectives by servicing several intergovernmental and expert bodies, facilitating interagency groups, providing technical assistance to Member States and producing high quality and pertinent publications and guidelines.

57. Within DESA, the Division has provided a social perspective on development and has worked to ensure that vulnerable groups are not left behind. Its focus on groups not specifically mentioned in the MDGs has added an important complementary dimension to the internationally agreed development goals. Consequently, the Division has provided a more holistic and multi-faceted view of development that focused on people-centred policies.

58. Nevertheless, DSPD has been challenged by its broad mandate, a prolonged leadership void, an inefficient organisational structure and limited resources. In 2009, at the request of a prior Acting Director, an internal report entitled "A New vision for DSPD: Staff Perspectives for 2009 and Beyond" was written with the consultation of DSPD staff in order to improve the work of the Division.⁵⁰ Some of the issues, challenges and recommendations identified in that internal report were also raised in this evaluation and continue to be of concern.

⁴⁹ 68 percent of DSPD staff strongly or somewhat disagreed that there was a system in place to share and retain knowledge and institutional memory; 52 per cent strongly or somewhat disagreed that lessons learned were effectively captured and shared with staff.; and 43 per cent of staff strongly or somewhat disagreed that critical work processes in the Division were documented well.

⁵⁰ At the request of a prior Acting Director, starting in the fall of 2008, some of the Division's staff undertook a review of the Division's work to identify ways of improvement and in September 2009 they submitted a report, "A New vision for DSPD: Staff Perspectives for 2009 and Beyond," to senior management of the Division and the Department. The methodologies used for the report included requesting all staff members to submit individual views; four consultation and brainstorming staff meetings; inputs solicited from Chiefs of subdivisions; and circulation of the draft document to all staff. The document identified issues, challenges and recommendations in three broad areas of synergy, visibility and niche.

59. First, DSPD needs a clearer prioritisation and more focused strategy in its work given its numerous and increasing mandates and current level of resources. More flexibility in the use of its staff to work on different themes rather than being overly limited by silos with limited interaction between themes and subdivisions will yield internal synergies. Priorities need to respond to changes in the intensity and rhythm of the work cycle and greater flexibility will permit the Division to better respond to requests for additional work or reports. Additionally, the Division needs to tap into its rich network and more fully leverage its partnerships with United Nations entities and NGOs. With its limited resources, it will be all the more critical for the Division to collaborate further with its stakeholders.

60. In addition, the next cycle of strategic planning presents a good opportunity for the Division to enhance its Strategic Framework including developing indicators of achievement that better measure its impact and expected accomplishments. The DESA ST/SGB, currently being revised, also needs to better reflect the current scope of DSPD's work.

61. Second, the Division has been affected by not having a Director for almost three years. In the interim, it has functioned with a series of officers-in-charge, acting Directors and an Assistant Secretary-General overseeing its work. Consequently, staff members have had to function with reduced planning and without long-term priorities, and have lacked a mechanism for promoting internal synergies. Externally, the Division has, on occasions, lacked a voice and visibility in addressing numerous, cross-cutting and vital social subjects. The newly appointed Director will have to move decisively to address accumulated organisational slack and morale deficits.

62. Third, the Division still faces challenges as a result of its high vacancy rates in 2010. These had adversely impacted the workload of the staff and although the vacancy rate has declined considerably following the Division's concerted efforts, challenges still remain as the vacancies have largely been filled with temporary appointments.

63. The Division's work, partnerships and networks remain its strongest facets. It will be critical that the new Director builds on these strengths with a better use of DSPD staff to further the broad social themes falling under DSPD's mandate. The sustained effectiveness of the Division is critical to the work of the United Nations because it provides a human-centred perspective on development and gives voice to the underrepresented. If these perspectives are not considered and addressed within the larger development agenda, there is a significant risk that internationally agreed upon development goals will not be achieved.

VI. Recommendations

Recommendation 1: (see paras. 40 to 55)

64. **The Division should conduct a workflow analysis.** This analysis should assess its financial and human resource needs, taking into account increases in mandated and non-mandated activities undertaken by the Division, including administrative tasks, co-sponsoring or co-organising side events, preparing talking points and speeches, etc. It should also include an assessment of the current organisational structure and staffing arrangements to identify ways in which to make better use of existing resources to improve work efficiencies and achieve desired results.

Recommendation 2: (see paras. 40 to 55)

65. **The Division should develop a comprehensive strategy to improve its internal and external communication and coordination.** This strategy should ensure that linkages are strengthened within the Division by coordinating work planning in cross-cutting thematic areas and maximise synergies within the Division, including establishing stronger mechanisms to facilitate cross-subdivisional information sharing and lessons learning mechanisms. The strategy should also identify ways to leverage its external networks and partnerships for further collaboration in areas such as technical cooperation, seeking substantive expertise for intellectual products and events, and conducting targeted outreach, and put into place and maintain mechanisms that obtain regular feedback from its stakeholders on its work, including feedback on its intellectual products.

Annex I

DSPD's Programme of work for the biennium 2010-2011⁵¹

<p>Objective: To strengthen international cooperation, raise awareness about the importance of social development and enhance national capacity with particular attention to poverty eradication, employment generation and social integration, especially with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples.</p>	
Expected accomplishments	Indicators of achievement
(a) International debate and agreements facilitated on major social development issues on the agendas of the United Nations intergovernmental processes	(a) (i) Percentage of proposed recommendations used in the formulation of resolutions, decisions and agreed conclusions
	<i>Performance measures:</i> 2006-2007: 90 per cent Estimate 2008-2009: 92 per cent Target 2010-2011: 94 per cent
	(ii) Increased number of programmes in the United Nations system devoted to social development issues
	<i>Performance measures:</i> 2006-2007: 5 programmes Estimate 2008-2009: 10 programmes Target 2010-2011: 12 programmes
(b) Strengthened capacity of Member States and of civil society to develop and implement social programmes and policies	(b) (i) Increased number of national personnel trained to implement social policies at the national and community levels
	<i>Performance measures:</i> 2006-2007: 120 national personnel Estimate 2008-2009: 250 national personnel Target 2010-2011: 300 national personnel
	(ii) Increased number of social policy measures taken by countries, with the support of the Division for Social Policy and Development, to promote poverty eradication, employment generation, social protection, social spending and social integration
	<i>Performance measures:</i> 2006-2007: 45 measures Estimate 2008-2009: 120 measures Target 2010-2011: 220 measures
(c) Better understanding and awareness by Governments, civil society and the private sector of issues of social development	(c) (i) Improved and timely access to United Nations research and analysis information
	<i>Performance measures:</i> 2006-2007: 2.4 million visits to and downloads from website Estimate 2008-2009: 2.5 million visits to and downloads from website Target 2010-2011: 2.6 million visits to and downloads from website
	(ii) Increased number of multi-stakeholder events on issues relating to social development
	<i>Performance measures:</i> 2006-2007: 104 events Estimate 2008-2009: 108 events Target 2010-2011: 110 events
<p>External factors: The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that Governments and other stakeholders collaborate with the subprogramme in undertaking the proposed programme of activities.</p>	

⁵¹ A/64/6 (Sect. 9).

Annex II

DSPD's outputs and work months⁵²

Category of outputs	DSPD outputs 2010-2011	DSPD outputs 2008-2009	DSPD outputs 2006-2007	DSPD work months 2008-2009	DSPD work months 2006-2007
Substantive servicing of meetings	192	184	244	198	90
Parliamentary documentation	98	126	102	178.5	107
Expert groups, rapporteurs, depository services	14	14	17	69	102
Recurrent publications	3	2	1	70	12
Non-recurrent publications	5	7	14	65	52
Other substantive activities	46	14	63	62.5	57
Advisory services	2	1	2	48	96
Training courses, seminars and workshops	4	13	0	19.5	
Fellowships and grants	0	0	0	0	0
Field projects	0	0	0	0	0
Total	364	361	443	710.5	516

2010-2011 Category of outputs	DSPD outputs	DESA outputs	% of DSPD outputs	% of DESA outputs	% DSPD/ DESA
Substantive servicing of meetings	192	1351	53%	45%	14%
Parliamentary documentation	98	384	27%	13%	26%
Expert groups, rapporteurs, depository services	14	103	4%	3%	14%
Recurrent publications	3	384	1%	13%	1%
Non-recurrent publications	5	103	1%	3%	5%
Other substantive activities	46	502	13%	17%	9%
Advisory services	2	67	>1%	2%	3%
Training courses, seminars and workshops	4	23	1%	1%	17%
Fellowships and grants	0	2	0%	0%	0%
Field projects	0	66	0%	2%	0%
Total	364	2985			12%

⁵² IMDIS data.

2008-2009 Category of outputs	DSPD work months	DESA work months	% spent by DSPD	% spent by DESA	% DSPD/ DESA
Substantive servicing of meetings	198	871.8	28%	15%	23%
Parliamentary documentation	178.5	1033.4	25%	18%	17%
Expert groups, rapporteurs, depository services	69	647.7	10%	11%	11%
Recurrent publications	70	1228.5	10%	21%	6%
Non-recurrent publications	65	432	9%	7%	15%
Other substantive activities	62.5	967	9%	17%	6%
Advisory services	48	255	7%	4%	19%
Training courses, seminars and workshops	19.5	215.8	3%	4%	9%
Fellowships and grants	0	19	0%	0%	0%
Field projects	0	104	0%	2%	0%
Total	710.5	5774.2			12%

2006-2007 Category of outputs	DSPD work months	DESA work months	% spent by DSPD	% spent by DESA	% DSPD/ DESA
Substantive servicing of meetings	90	875.8	17%	14%	10%
Parliamentary documentation	107	1284	21%	20%	8%
Expert groups, rapporteurs, depository services	102	583.6	20%	9%	17%
Recurrent publications	12	1236	2%	20%	1%
Non-recurrent publications	52	407.5	10%	6%	13%
Other substantive activities	57	995.8	11%	16%	6%
Advisory services	96	435	19%	7%	22%
Training courses, seminars and workshops	0	166.5	0%	3%	0%
Fellowships and grants	0	70	0%	1%	0%
Field projects	0	251	0%	4%	0%
Total	516	6305.2			8%

Annex III

Survey results on DSPD's publications

Have you used this in the past 5 years? The number who responded "Yes"/the number who responded "No"

If you have used this publication in the past 5 years, do you think it is: The number who responded "Yes," e.g. "Yes," it is "comprehensive" out of the total who responded "Yes" to "Have you used this in the past 5 years?"

Publication	Yes/No	Comprehensive	Reliable	Current (up-to-date)	Academically rigorous	Independent	Policy-relevant	Distinctive (unique)	User-friendly (format)
Disability Gender and development: Advancement of the rights of women with disabilities (2008)	23/24	13/23	13/23	6/23	5/23	6/23	9/23	5/23	5/23
Handbook for Parliamentarians on the Convention on the Rights of Persons with Disabilities and its Optional Protocol (2007)	17/27	5/17	7/17	2/17	2/17	1/17	4/17	2/17	3/17
Report on the World Social Situation Rethinking Poverty (2010)	21/23	8/21	10/21	4/21	4/21	4/21	7/21	5/21	3/21
The Employment Imperative (2007)	2/37	2/2	0	0	0	0	0	0	0
The State of the World's Indigenous Peoples (2009)	16/23	7/16	7/16	4/16	2/16	4/16	3/16	4/16	3/16
World Youth Report: Young people's transition to adulthood: Progress and challenges (2007)	19/23	11/19	9/19	6/19	5/19	4/19	9/19	7/19	4/19
Comprehensive study on the impact of the converging world crises on social development (A/65/174) (2010)	18/25	6/18	9/18	3/18	0	4/18	8/18	1/18	3/18
Follow Up to the Second World Assembly on Ageing: comprehensive overview: Report of the Secretary-General (A/65/157) (2010)	22/21	10/22	9/22	6/22	2/22	5/22	10/22	5/22	8/22
Keeping the promise: realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond: Report of the Secretary-General (A/65/173) (2010)	23/21	14/23	12/23	9/23	5/23	7/23	11/23	8/23	7/23
Note on ongoing priorities and themes submitted by the Secretariat of the United Nations Permanent Forum on Indigenous Issues (E/C.19/2010/16) (2010)	12/29	7/12	6/12	4/12	1/12	4/12	5/12	2/12	2/12
Promoting social integration: Report of the Secretary-General (E/CN.5/2009/2) (2008)	19/23	10/19	11/19	5/19	3/19	4/19	8/19	4/19	4/19
Quinquennial Review and Appraisal of the implementation of the World Programme of Action concerning Persons with Disabilities: Report of the Secretary-General (A/63/183) (2008)	12/29	4/12	3/12	2/12	1/12	1/12	1/12	2/12	2/12

Annex IV

Selected activities, documents and instruments undertaken by the Division and approximate number of Professional staff as of 13 January 2011

Subdivision	Thematic area	Approx. no. of staff	Selected activities, documents and instruments
Office of Director	Cross-cutting	3 P	-Supports administrative work (human resources, budget and work programme planning, monitoring and reporting and information technology) of the Division; coordinates inputs into responses to requests from the OUSG, Office of the Secretary-General and others -Weekly Division newsletter to the OUSG
Technical Cooperation Unit	Cross-cutting	3 P	-Technical assistance to Member States to help them build national capacity
Non-Governmental Organizations Unit	Cross-cutting	2 P	-Registers NGO representatives attending major meetings organised by the Division
Secretariat for the Convention on the Rights of Persons with Disabilities	Persons with disabilities	6 P	-UN Programme on Disability -Services Conference of State Parties to the CRPD -Co-chair of Interagency support group for the CRPD -Status of the CRPD and its Optional Protocol -Grants programme under the Voluntary Fund on Disability -Implementation of the World Programme of Action concerning Disabled Persons -Supports the Special Rapporteur on Disability -Supports the monitoring of the implementation of the Standard Rules -International Day of Persons with Disabilities -Enable website (6 languages), e-newsletter
Secretariat of the Permanent Forum on Indigenous Issues	Indigenous peoples	6 P	-Services PFII -Status of the Declaration on the Rights of Indigenous Peoples -Implementation of the objectives of the Second International Decade of the World's Indigenous Peoples -Trust Fund for the Second International Decade of the World's Indigenous Peoples -State of the World of Indigenous Peoples -International Day of Indigenous People -Newsletter

Subdivision	Thematic area	Approx. no. of staff	Selected activities, documents and instruments
Social Integration Branch			
	Family	1 P	-UN Programme on Family -Follow-up to the tenth anniversary of the International Year of the Family
	Youth	4 P	-UN Programme on Youth -Chair of the United Nations interagency network on youth development -World Programme of Action for Youth -Guide for Youth Delegates to the General Assembly -World Youth Report -International Year of Youth -International Youth Day -Youth Flash e-newsletter
	Older persons	3 P	-UN Programme on Ageing -Open-ended working group on Ageing for the purpose of strengthening the protection of the human rights of older persons -Review and appraisal of the Madrid International Plan of Action on Ageing -Follow-up to the Second World Assembly on Ageing -International Day of Older Persons -United Nations Network on Ageing e-newsletter
	Peacebuilding	1 P	-UN Programme on Conflict Resolution -UN Programme on Peacebuilding
Social Perspective on Development Branch			
	Poverty	9 P	-Report on the World Social Situation -Implementation of the Second United Nations Decade for the Eradication of Poverty -International Day for the Eradication of Poverty
	Employment		-Youth Employment Network with ILO and the World Bank
	Cooperatives		-International Year of Cooperatives -International Day of Cooperatives -Cooperative Focus e-newsletter
	Microfinance		-Microcredit
	NEPAD		-Report on the Social dimensions of the New Partnership for Africa's Development

Annex V

In this Annex, OIOS presents the full text of comments received from DSPD on the draft evaluation of the Division for Social Policy and Development (DSPD). This practice has been instituted as per General Assembly [resolution 64/263](#) following the recommendation of the [Independent Audit Advisory Committee \(IAAC\)](#). The comments from DSPD on the draft OIOS report have been incorporated as appropriate into this final report.

Comments from DSPD on the draft report:

United Nations  Nations Unies
INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: Mr. Yee Woo Guo
A: Acting Director
Inspection and Evaluation Division
Office of Internal Oversight Services

DATE: 18 May 2011

REFERENCE: DESA-11/00811

THROUGH:

S/C DE:

FROM: Juwang Zhu
DE: Chief
Office of the Under-Secretary-General
Department of Economic and Social Affairs

SUBJECT: Draft report of OIOS on the Division for Social Policy and Development

OBJET:

1. I refer to your memo of 10 May 2011 addressed to Mr. Sha Zukang, Under-Secretary-General for Economic and Social Affairs, transmitting the final draft report of OIOS on the Division for Social Policy and Development (DSPD) and inviting comments on the final draft.
2. DSPD expresses its appreciation for the evaluation and has requested the Office of Under-Secretary-General to transmit its comments (attached herewith) on the final draft.
3. On behalf of Mr. Sha Zukang, I would like to take this opportunity to thank IED/OIOS colleagues for your evaluation of DSPD/DESA.
4. We will follow up on the results of the evaluation and the recommendations.

Thank you.

cc: Ms. Carman L. Lapointe
Mr. Byung-Kun Min
Mr. Rahul Sur
Ms. Daniela Bas
Mr. Jean-Pierre Gonnot
Ms. Karoline Schmid
Ms. Ursula Germann

DSPD wishes to express its appreciation for the report and would like to thank the OIOS team for the excellent work accomplished.

DSPD would have two minor comments to the final report:

1. Page 16, paragraph 15 (c) should read as follows to adequately reflect the overarching mandate of the Division:

‘Developing policies and programmes aimed at contributing towards the goals and objectives agreed to at the World Summit for Social Development and other internationally agreed instruments, including the eradication of poverty, promotion of full employment and strengthening of social integration.’

2. Page 16, paragraph 15 (h) should read as follows to reflect adequately on the social groups the work of the Division is focusing on:

(h) Advocating recognition of special needs, such as people living in poverty or the unemployed, and of groups requiring specific support, such as persons with disabilities, older persons, youth and indigenous peoples-