



**Chief Executives Board
for Coordination**CEB/2025/HLCM/
19 September 2025

**HLCM Digital Technology Network (DTN)
Cybersecurity Community of Practice (CCOP)****Terms of Reference****1. Background**

Recognizing the increasing importance of information security to achieving the mandates of their organizations, in 2011 the ICT Network (DTN) of the High-level Committee on Management (HLCM) agreed to establish an Information Security Special Interest Group (UNISSIG) dedicated to the critical area of information security. In 2024, the DTN agreed to rename the group as the Cybersecurity Community of Practice (CCOP) to better reflect the group's focus and align to the overall UN's collaborative, inclusive, and practice-oriented approach to knowledge sharing.

2. Primary Objective

The CCOP is the principal mechanism within the UN system for the promotion of inter-agency cooperation and collaboration on information security-related matters. Its primary objective is the optimization of information security within its member organizations. This objective is pursued through the continuous and collective assessment of the UN system's exposure to (internal and external) threats and sharing experiences and solutions. The aim is to strengthen risk reduction efforts across all organizational levels, with particular emphasis on strategic and operational decision-making

Member organizations recognize that the effective protection of UN system information assets provides a platform of trust between all stakeholders and thus requires a holistic approach to information security and data protection. The CCOP, therefore, addresses the management of organizational risk associated with the confidentiality, integrity, availability, and reliability of member organizations' information assets.

A coordinated and consistent approach to information security management within the UN system is furthered by the CCOP through its commitment to sharing knowledge, experiences and solutions, and the implementation of joint projects. Executive Sessions of the CCOP present an opportunity for the group to review the priority and progress of action items appearing on its work-plan.

The commitment to sharing of knowledge also applies to the cross-pollination of information security related discussions with other CEB Communities and Task Forces, such as, but not limited to, the Inter-Agency Security Management Network (IASMN), the Finance and Budget Network (FBN), the Data Protection Officer network and the HLCM Task Force on GenAI. The development of close ties with these groups ensures a cohesive and centralized approach to information security within all organizational activities.

3. Structure

The structure of the CCOP reflects the need to (a) develop and then deliver the work-plan and (b) organize periodic community events that help further inter-agency coordination and collaboration:

- Management Committee: 2 co-Chairs plus Secretary;
- Symposium Committee: time-bound and symposium planning related tasks;
- Membership: Executive Sessions provide the formal platform for CISO decision-making;
- Working Groups: time-bound project groups with a delegated Lead Organization.

The Management Committee of the CCOP is formed of the two elected co-Chairs together with the Secretary. Co-Chairs are elected from the Membership of the CCOP and serve a two-year term. Co-Chairs are elected on an annual basis, with one position being vacated each year, thus ensuring continuity of experience and service in the management of the CCOP. These elections take place as part of an Executive Session during the annual CCOP Symposium, at which time candidacies are elicited from the members. The duly elected co-Chair is then submitted to the DTN by the CCOP Secretary for their formal review and confirmation.

The DTN Secretary functions ex-officio as the CCOP Secretary. Responsibilities include the provision of regular reports and, when required, the escalation of issues, follow-up for actions assigned to lead organizations of working groups, and the facilitation of correspondence to and from CEB bodies, including the DTN, HLCM, HLCP & IASMN.

4. Membership

Membership of the CCOP is restricted to Chief Information Security Officers (CISOs, or equivalent position) from CEB member organizations. See Annex for a complete membership listing.

- Membership is managed by organization (Members/Observers) – as opposed to individuals;
- The CISO of each Member/Observer acts as (main) representative of their organization;
- Additional representatives may be invited by their main representative to attend meetings, however, such invitations must be cleared with the co-Chairs to avoid overloading the meeting facilities.

Member Organizations appoint representatives to the CCOP based on their information security-related position and responsibilities. The CISO function is defined here as one embodying the following responsibilities:

- Information security governance;
- Information security strategy formulation;
- Information risk management;
- Information security architecture development;
- Information security operations;
- Information assessment and testing, and compliance.

The core membership basis can be extended to include representatives from related or affiliate organizations by the Management Committee in consultation with the CCOP membership. These organizations and their representatives serve to support and leverage the expertise of non-CEB member organizations, attending in an Observer capacity.

5. Working Methods

The working methods of the CCOP are diverse, encompassing participation in the Symposium, collaboration within designated Working Groups, as well as ad-hoc activities convened by the

Management Committee. Participants and their respective agencies are encouraged to consider the minimum time commitments required for effective engagement in the CCOP.

All meeting participants are expected to exercise the utmost discretion and therefore should exercise good judgment regarding disclosure of any information that may be considered sensitive, or that risk violating their agency confidentiality and security policies.

CCOP members will represent their respective agency in a manner commensurate with their agency's ICT governing body's instructions and convey CCOP recommendations to their respective agency's ICT governing body, either directly or using appropriate hierarchical reporting mechanisms. Participation at meetings assumes the understanding that highly sensitive information will not be shared outside the group unless expressly agreed by the group.

Meetings will be governed by the Chatham House Rule – i.e. “participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed”. The Management Committee will provide an overview of proceedings and topics raised that can be shared with the ICT Directors of member agencies.

The CCOP Management Committee is responsible for leading the management of annual symposiums (including the selection of a host and location for annual symposiums, the selection of topics and invitation of speakers); the management of CCOP's membership and appointment of Symposium Committee members; updating the CCOP work-plan; and the overall reporting process, which includes reporting to the DTN.

Lead Organizations volunteer to manage projects appearing on the CCOP work-plan. They are in turn responsible for managing their respective Working Groups; reporting to the Management Committee on the progress and ultimately for the delivery of outputs as defined in the project's terms of reference.

6. Meeting Frequency

CCOP Symposiums are annual gatherings that bring together UN system CISOs to further exchanges on topical information security related issues and to identify opportunities for increased collaboration.

Since symposiums include external speakers and on occasion, participants from other (non-CEB) organizations, one day of the agenda is to be conducted within the format of an Executive Session. Attendance at Executive Sessions excludes external speakers but includes the group's wider membership: CISOs from CEB organizations and Observer organizations. Voting rights at Executive Sessions are limited to the CCOP core membership: CISO representatives of CEB member organizations.

The organization of working group meetings and the timely reporting of status updates (to the Management Committee) remains the responsibility of Lead Agencies. Coordination of this internal reporting function is supported by the CCOP Secretary.

A second virtual Symposium-style meeting may be convened mid-year, as deemed of value by the Management Committee, with the primary aim to monitor and report on the various efforts of the working groups; and to share relevant incident/activity information between the members.

Working group leads are expected to have a kickoff meeting, and documented summary and plan for their assignments completed by mid-year or declare their inability to fulfil their group's assignment to the Co-Chairs

Interaction and information sharing within the CCOP (and other interested groups such as the DTN GenAI CoP) shall be maintained through utilizing a shared space within the CEB collaboration environment. This space shall be managed by the CCOP Secretary.

7. Reporting and Accountability

The CCOP receives direction from, and reports to the DTN. Under the guidance of HLCM, priorities and initiatives of the CCOP are subject to plenary review by the CCOP's formal membership during Executive Sessions.

Priorities expressed and commitments made by the CCOP are to be reflected on an updated work-plan, which serves as the principal instrument of internal coordination and reporting to the DTN. Decisions made on priorities (and the establishment of working groups required to pursue them) are founded on the principle of opt-in, opt-out. Each working group is assigned a Lead Organization, responsible for its membership and delivery against the work-plan.

Annex***CCOP Membership¹***

CCOP membership is restricted to the CISO function from CEB member organizations:

FAO	FOOD AND AGRICULTURE ORGANIZATION
IAEA	INTERNATIONAL ATOMIC ENERGY AGENCY
ICAO	INTERNATIONAL CIVIL AVIATION ORGANIZATION
IFAD	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
ILO	INTERNATIONAL LABOR OFFICE
IMF	INTERNATIONAL MONETARY FUND
IMO	INTERNATIONAL MARITIME ORGANIZATION
IOM	INTERNATIONAL ORGANIZATION FOR MIGRATION
ITU	INTERNATIONAL TELECOMMUNICATIONS UNION
UNAIDS	JOINT UNITED NATIONS PROGRAMME ON HIV/AIDS
UN Women	UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN
UN	UNITED NATIONS
UN-HABITAT	UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME (UN-HABITAT)
UNCTAD	UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT
UNDP	UNITED NATIONS DEVELOPMENT PROGRAMME
UNEP	UNITED NATIONS ENVIRONMENT PROGRAMME
UNESCO	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
UNFPA	UNITED NATIONS POPULATION FUND
UNHCR	UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
UNICEF	UNITED NATIONS CHILDREN'S FUND
UNIDO	UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
UNODC	UNITED NATIONS OFFICE ON DRUGS AND CRIME
UNOPS	UNITED NATIONS OFFICE FOR PROJECT SERVICES
UNRWA	UNITED NATIONS RELIEF AND WORKS AGENCY FOR PALESTINE REFUGEES
UNWTO	WORLD TOURISM ORGANIZATION (UNWTO)
UPU	UNIVERSAL POSTAL UNION
WB	WORLD BANK GROUP
WFP	WORLD FOOD PROGRAMME
WHO	WORLD HEALTH ORGANIZATION
WIPO	WORLD INTELLECTUAL PROPERTY ORGANIZATION
WMO	WORLD METEOROLOGICAL ORGANIZATION
WTO	WORLD TRADE ORGANIZATION

Observer Organizations

The participation of non-CEB member organizations (as non-voting Observers within the plenary and Executive Sessions), currently extends to include (CISO) representatives from the following organizations:

ADB	ASIAN DEVELOPMENT BANK
CERN	CENTRE EUROPÉEN POUR LA RECHERCHE NUCLEAIRE
EBRD	EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT
EIB	EUROPEAN INVESTMENT BANK
ESM	EUROPEAN STABILITY MECHANISM
IADB	INTER-AMERICAN DEVELOPMENT BANK
ICC-CPI	INTERNATIONAL CRIMINAL COURT

¹ The current list of members and observers is maintained in the CCOP Teams area; the list presented here is up to date as at August 2025

CCOP Terms of Reference - 2025

ICJ	INTERNATIONAL COURT OF JUSTICE
ICT-ILO	INTERNATIONAL TRAINING CENTRE OF THE ILO
ITC	INTERNATIONAL TRADE CENTER
OECD	ORGANSATION FOR ECONOMIC CO-OPERATION & DEVELOPMENT
OPCW	ORGANISATION FOR THE PROHIBITION OF CHEMICAL WEAPONS
OSCE	ORGANIZATION FOR SECURITY AND CO-OPERATION IN EUROPE
PAHO	PAN AMERICAN HEALTH ORGANIZATION
TGF	THE GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS AND MALARIA
UNFPA	UN POPULATION FUND
UNICC	UNITED NATIONS INTERNATIONAL COMPUTER CENTER
UNJSPF	UN JOINT STAFF PENSION FUND
UNJSPF	UN JOINT STAFF PENSION FUND
UNU	UN UNIVERSITY