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Digital & Technology Network (DTN) - Meeting Summary UNEP Nairobi, 27 – 29 November 2023

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Executive Summary

The 2023 DTN fall session was hosted by UNEP at their headquarters in Nairobi, between 27 and 29 November. The meeting was well attended (87 participants; 43 in-person, 44 connecting remotely) by CIOs and Digital Transformation representatives. The meeting was opened by UNON Director General Zainab Hawa Bangura and UNEP Executive Director Inger Andersen and chaired by Bernardo Mariano (CITO, UN) and Shirin Hamid (CIO, IMF).

The three-day meeting tackled a broad spectrum of inter-related technical and digital topics, including a coherent response to the opportunities and risks presented by Generative AI; the financing, scaling and sustaining of innovations; collaboration in the development of open-source solutions, cybersecurity, business transformation, common back-office operations, mutual recognition, UN private cloud and updates from all DTN sub-groups. Discussions were outcome focused, addressing the need to make headway in a collaborative manner on all fronts to effect cost savings, gain efficiencies and maximize business impact.

Overall, the meeting highlighted the importance of technology in driving economic transformation and innovation in Africa. It emphasized the need for collaboration, data interoperability, and trust-building to ensure a safe and inclusive digital future that benefits all. Discussions gave focus to the development of tangible outputs, including the introduction of a Generative AI toolkit, revised guidance addressing the expanding scope of AI applications, an innovation mainstreaming framework based on DTN member contributions and the introduction of cybersecurity protocols for sensitive meetings. Bangkok was identified as the next session venue, hosted by OICT, with an interim virtual meeting to be organized to help facilitate coordination with DTN sub-groups.

Introduction

UNON Director General, Zainab Hawa Bangura, highlighted the UN complex in Africa as a crucial hub for global entities. She discussed its diverse projects and entities, showcasing the extensive scope of operations within the UN system, emphasizing challenges in establishing unified back-office arrangements and stressed collaboration amidst structural complexities. Drawing from her experience in Health and Foreign Affairs ministries, she stressed alignment, reduced duplication, and streamlined processes for efficient service delivery. She underscored the importance of shared standards, common policies, and interoperability to enhance efficiency within the UN family. Collaboration was seen as crucial and supported by personal anecdotes, to achieve unified approaches and effective solutions in overcoming challenges.

UNEP Executive Director, Inger Andersen, highlighted Nairobi's emergence as an environmental hub and Africa's growing prowess in digital skills and startups. She emphasized Kenya's success in mobile money technology and stressed the significance of digital technology in addressing climate change, biodiversity loss, and pollution. Andersen underscored the need for digital solutions to drive positive change, especially in achieving sustainable development goals, addressing global challenges, and tackling digital exclusion and gender disparities. She focused on digital transformation in UNOPS activities, promoting digital ecosystems, literacy, and sustainability. Additionally, she highlighted the potential of digital tools in decarbonization, waste reduction, and circular economy creation. Andersen advocated for responsible Al practices, urging regulatory frameworks, ethical standards, and governance models. Grateful for collaborative efforts, she encouraged active participation in shaping ethical Al frameworks within the UN. She concluded by emphasizing digital technology's transformative impact on efficiency, sustainability, and equity, urging collective efforts for a more modern, sustainable, and impactful UN 2.0.

DTN Chair Bernardo Mariano concluded by highlighting recent UN advancements in AI. He emphasized the need to harness the UN system's collective expertise to navigate AI complexities and contribute to digital transformation aligned with UN values and the UN 2.0 vision. Mentioning the establishment of the Secretary General's High-level Advisory Body on AI, Mr. Mariano highlighted AI's potential as an SDG enabler, while acknowledging its uneven global benefits distribution and emphasized industry accountability for Generative AI's powerful yet potentially harmful consequences, particularly on democracy. He referred to the CEB's intention to create a comprehensive UN framework for knowledge-sharing, potentially establishing a generative AI platform and consolidating technical capacities under the HLCM umbrella. Mr. Mariano posited the establishment of a DTN fund to scale innovations, aiming to empower the network for maximum business impact.

Exponential IT

Tom Zehren from InfoTech Research Group discussed the transformative impact of generative AI on IT leadership, presenting "Exponential IT" as a solution to adapt and evolve. He highlighted technology's rapid evolution, defining three phases: computerization, digitalization, and the current phase of "autonormalization" powered by AI and autonomous tech. Zehren stressed the risk of IT organizations falling behind this exponential curve and urged a shift to proactive business leadership by redesigning service and business models. He detailed nine critical IT areas, offering strategic advice and actionable methodologies in strategy, finance, security, data analytics, and project management to guide IT leaders in adapting to the dynamic technological landscape.

Discussion revolved around IT's evolving role, advocating for a strategic shift from infrastructure management to innovation. Key points included redefining the CIO's role, adapting operating models, focusing on change management and capability building, valuing data as an asset, balancing operations with innovation, and using automation in project management. The main message emphasized IT's crucial role in organizational transformation through innovation, data-centric strategies, and alignment with evolving technology trends.

Business Transformation

Co-Chair Shirin Hamid introduced a plenary discussion on the establishment and evolution of transformation offices within organizations due to challenges faced in executing large-scale programs. It was explained that Business Transformation offices were formed due to failures in large-scale transformation programs, especially when IT departments weren't equipped to handle the management and delivery. The need for proper governance and oversight became evident, leading to the establishment of these offices to manage transformation initiatives. Various observations made during this plenary item included:

- <u>Issues in Transformation Initiatives</u>: Factors contributing to the failure of these programs included poor planning, inadequate program management, lack of understanding business needs, and attempting too many changes simultaneously, especially during organizational restructuring or a pandemic.
- <u>Defining Transformation</u>: Transformation initiatives were defined as projects exceeding \$15 million or having substantial effects on business processes or change management across the organization.
- Role of CIOs and IT Departments: The role of CIOs evolved to focus on orchestrating, rather than controlling, technology implementations. Collaboration with business units became critical, moving towards outcome-based objectives and leveraging technology strategically. The emphasis was on

- supporting the business in its transformation journey, providing insights, and enhancing digital capabilities.
- <u>Importance of Understanding Business</u>: There was a consensus that IT departments often have a better understanding of processes than the business context. Bridging this gap became crucial for successful transformation, as business leaders lacked a comprehensive understanding of how transformation affects their operations.
- <u>Evolution of Digital Initiatives</u>: The conversation highlighted the need for ongoing learning, adapting to newer technologies, such as generative AI and evolving from traditional dashboard-based analytics to more interactive, user-friendly solutions.
- <u>Leadership's Role in Transformation</u>: Clarity of purpose, skill density over process density, course
 correction over perfection, self-directed teams, and innovation at the point of action were identified
 as critical principles for successful transformations. Leaders were urged to create an environment
 conducive to problem-solving rather than being problem solvers themselves.
- Orchestrating Transformation: The role of CIOs and IT leaders was viewed as an orchestrator, working closely with various departments, ensuring coherence in technology initiatives, and facilitating the use of technology for growth and strategic positioning within the organization.

In summary, the discussion emphasized collaboration between IT and business units, the need for IT to understanding business needs, to adopt newer technologies, while promoting an orchestrator role for CIOs, rather than being solely in control of technology implementations.

Digital Transformation

Showcases

Representatives from UNICEF, UNDP, UNEP and UNHCR were invited to present and showcase successful digital transformation initiatives in operational and programmatic contexts.

Geoffrey Okao (UNICEF) introduced a new initiative of UNICEF called the Digital Center of Excellence, aiming to bridge the gap between technology and children's rights and well-being. Based in Nairobi, this initiative aims to coordinate digital programming and connections across various departments. The organization found numerous decentralized projects addressing local issues with technology but lacked coordination and scalability. And started cataloging these initiatives under the Technology for Development (TIFFORD) umbrella to understand their scope, costs, and impact. The goal is to optimize resources, identify successful models, align with Sustainable Development Goals (SDGs), and possibly collaborate with other organizations for greater efficiency.

Sylvain St-Pierre (UNDP) and Gayan Peiris (UNDP) presented UNDP's vision for leveraging digital technology as an empowering force for people and the planet, providing an overview of programmatic and operational fronts, aiming to enable digital transformation internally and externally. Mr. St-Pierre emphasized the importance of building digital fitness among employees, fostering conversations, and advocating for digital initiatives across the organization. Participants were briefed on UNDP's global digital native journey, implementing a new core management system named Quantum, composed of Oracle, Cloud, Salesforce, and ServiceNow. He outlined the system's benefits, including financial control, risk management, and its role in integrating with data platforms for Al-driven insights. Mr. Peiris introduced the Digital Development Framework, focusing on digital inclusion and human rights at the core of their operations, with over 250 digital projects in various countries, spanning multiple sectors including health, transportation, and climate, supporting these projects through technology selection, policy advisory, and country office setups.

Mr. Peiris elaborated on the Digital X Solutions catalog, offering mature solutions in different areas, supported by seed funding for deployment in over 20 countries, highlighting UNDP's involvement in the Digital Public Goods Alliance, contributing open-source technology systems including I Verify and a carbon trading system. The presentation delved into their support for countries, including strategy-setting tools, digital standards, thematic digital guides, joint facilities for digital capacity building, and a digital public infrastructure playbook. He stressed their efforts in data governance, AI readiness assessment, and knowledge sharing through a digital community of practice. Conclusions addressed future plans involving job classification for digital roles, vendor collaborations, and fostering a digital advocates network to stay informed about ground-level happenings and share stories within the digital community of practice.

Irene Mwoga (UNEP) presented their unit's role in digital transformation, outlining three key functions: delivering digital tools and services, enabling others to use data and tech, and influencing sustainability norms. Their focus includes leveraging data for monitoring planetary health, fostering digital sustainability partnerships, and promoting digital literacy for national SDGs. Mwoga highlighted various UNEP projects like the Involvement Situation Room, Digital Accessibility Learning Path, Methane Emissions Observatory, Biodiversity Lab, and the Air Platform Tool. She discussed risks such as data quality and Al concerns but highlighted opportunities through partnerships with digital companies and alliances like the Data for Environmental Alliance. Lessons emphasized partnerships, relevant use cases, scalability, and interoperability for driving transformation on a larger scale.

Mike Walton (UNHCR) presented on the importance of information integrity and combating online hate speech and misinformation. He discussed efforts in creating trusted information sources for communities they work with, primarily through digital channels like WhatsApp and Telegram. He emphasized the need for safe online spaces and ethical use of technology while providing critical services to refugees, such as asylum information and resettlement advice. Mr. Walton shared success stories and plans to further engage with communities and expand services beyond information dissemination to two-way engagement and service provision, aiming for digital inclusion to assist in rebuilding lives.

Culture

Sunil Gupta (CTBTO) led a discussion on experiences dealing with resistance to change, particularly within IT transitioning technologies. He stressed the importance of understanding team attitudes toward change before implementing strategies, using change management programs and leader training. In plenary, discussion touched on essential leadership qualities, shifting communication styles, and focusing on effective actions. The key takeaway was the necessity of discussing leadership and sharing best practices for fostering a conducive culture. Discussions underlined the significance of leadership, teamwork, tailored strategies, and effective communication in navigating challenges, fostering a positive culture, and driving successful change within organizations:

- <u>Understanding and Managing Culture</u>: The importance of comprehending and effectively managing organizational culture, especially in the context of leadership and team dynamics, was a central theme. The alignment of culture with strategies and its impact on project success and transformations was highlighted.
- <u>Leadership's Role in Cultivating Culture</u>: Leadership was emphasized as a crucial factor in shaping
 and fostering a positive organizational culture. The significance of core values, behaviors, and
 principles, alongside the role of trust and empowerment, was stressed in creating conducive work
 environments.

- <u>Challenges in Implementing Change</u>: The sessions addressed the challenges faced in implementing change within organizations, particularly in relation to resistance from team members, skill gaps, and budget constraints. Strategies to manage these challenges were discussed, including tailored approaches, motivation, and addressing structural impediments.
- <u>Focus on Teamwork and Empowerment</u>: Throughout the presentation and discussions, the importance of teamwork, empathy, and creating an enabling environment for staff emerged as critical factors in overcoming resistance to change and fostering a positive working environment.
- <u>Transitioning Communication and Actions</u>: Transitioning from reactive to responsive communication styles, focusing on doing things right, and aligning actions with the right priorities were highlighted as essential strategies in navigating change and driving positive cultural shifts.

Propeller: From Strategy To Action

Yoon Barker (UN) presented Propeller, a program designed for business transformation through a methodology that guides organizations from ideation to sustainable implementation. Emphasizing the journey from innovative ideas to sustainability, she highlighted a five-step methodology with tools and techniques tested through projects and engagements. The aim is to bridge the gap between global vision strategies and local implementation, fostering a human-centered, consultative, and inclusive approach. Offering a range of courses like Camino in data science and engaging with diverse partners, including academia and private sector, Propeller tailors its support to suit the unique needs of each client or partner, from providing resources to deeply engaging in the transformation journey. The cost and level of involvement are flexible and dependent on the organization's specific requirements and timing.

Partnerships

Partnerships play a pivotal role in digital transformation by enabling organizations to leverage complementary strengths, resources, and expertise. They foster innovation, accelerate the adoption of new technologies, and enhance competitiveness in the digital landscape. In recognition of this, DTN was invited to consider opportunities and resources that serve to facilitate a faster and more successful digital transformation journey for their organization.

Dino Cataldo Dell'Accio (UNJSPF) presented on the outcomes of the Internet Governance Forum; Fui Meng Liew (UNICEF) presented on the UNICEF Digital Center of Excellence & Partnerships; Mike Walton (UNHCR) presented on partnership in shared value projects; and Yoon Barker (UN) presented UN Secretariat's Propeller initiative, raising awareness of business transformation services enabling UN 2.0 Quintet of Change.

Internet Governance Forum

Dino Cataldo Dell'Accio (UNJSPF) discussed engagement prospects accessible to DTN within the expansive multi-stakeholder platform of the Internet Governance Forum (IGF). Highlighting the IGF's inclusive nature, the annual event features diverse thematic tracks and collaborative working groups, fostering an environment for information exchange and cooperation. Emphasizing the multi-stakeholder approach involving representatives from various sectors, including tech leaders, NGOs, academia, and smaller enterprises, the presentation underscored the significance of annual events that encompass themes like Al, digital divides, and sustainability, catering to a wide spectrum of interests. Notably, it spotlighted specific working groups like the Blockchain Assurance Standardization, aligning directly with Organization6's goals,

addressing concerns around solution reliability and certification. Key objectives outlined encompass exploring IGF opportunities for collaboration and expertise-sharing in digital transformation, fostering enhanced involvement in aligned thematic areas, and seeking suggestions to bolster contributions to IGF initiatives.

The conclusion reinforced the interconnectedness of the digital landscape and the merits of active engagement within the IGF. Recommendations stressed proactive identification and engagement with pertinent working groups, advocating for increased participation in IGF events to glean insights, exchange experiences, and contribute to broader discussions on digital transformation. Encouragement was extended to solicit input from DTN stakeholders to discern interest areas and prioritize participation in specific IGF thematic tracks. Proposed next steps involve in-depth internal deliberations within Organization6 to pinpoint relevant thematic focuses or working groups, devising a roadmap for heightened involvement in forthcoming IGF events, and formulating a strategy for relaying outcomes, knowledge gained, and potential initiatives arising from IGF engagements back to DTN stakeholders.

Digital Centre of Excellence

Fui Meng Liew (UNICEF) presented UNICEF's Digital Center of Excellence and the potential for collaboration. Ms. Liew acknowledged the shift in ICT's role from managing enterprise systems to extensive collaboration with the program division, reflecting the increasing demand for digital innovations within UNICEF. Despite this evolution, funding mechanisms within the organization remain largely unchanged, with a predominant focus on program delivery. The Digital Center of Excellence's structure, global presence, and proximity to regional offices were highlighted, aiming to create momentum within the larger UN system by addressing demands for enhanced scalability and sustainability.

The presentation outlined three core pillars of the center's work: product management, ICT for Development tools and guidance, and partnership, advocacy, and communications. Ms. Liew emphasized the team's efforts in diverse digital initiatives, including messaging platforms and parenting programs, leveraging partnerships for resource mobilization and Member State engagement. The presentation concluded with areas for potential collaboration with UN agencies, focusing on scalability solutions, data capacity building programs, and joint guidance document development. The subsequent discussion touched upon governance structures, the evaluation of ICT's impact on program outcomes, and the distinction between innovation and scaling efforts within UNICEF.

Global Refugee Forum

Mike Walton (UNHCR) highlighted the upcoming Global Refugee Forum and the focus on connectivity for refugees as a crucial pillar of the digital strategy. Emphasizing the challenges faced by forcibly displaced individuals in accessing technology, Mr. Walton stressed the need for collaboration among diverse stakeholders, including private sector entities, governments, academia, and UNHCR. The aim is to improve connectivity and access to devices for refugees to facilitate education, training, and service access. Mr. Walton also encouraged aligning digital solutions with the SDGs, particularly highlighting the impact of connectivity on SDG #5 and #9, and raised questions about collaboration, seeking mechanisms to bridge the gap between ICT and programmatic efforts within different agencies. The subsequent discussion delved into the potential for joint initiatives, cross-agency collaboration, and leveraging existing forums to enhance coordination and align efforts across different areas of focus.

Breakouts

Participants (local and remote) engaged in a workshop structured to reflect on past experiences and plan future actions using the "stop, start, continue" approach. This method involved smaller groups brainstorming ideas on practices to halt, initiate, or maintain based on lessons learned. Discussions centered on collaboration, fostering team trust, and improving existing practices. Moreover, there was a specific focus on ICT job profiling to standardize roles, attract diverse talent, and ensure representation in emerging fields. The session aimed to gather diverse perspectives and encourage collaboration for forthcoming initiatives within the UN's digital transformation community. Noteworthy projects discussed encompassed digital identity verification for refugees in Lebanon, a low code/no code automation initiative, a platform connecting women farmers to financial systems, and an Al-driven statistical data dissemination platform. Emphasis was placed on the significance of collaboration and knowledge exchange to maximize the impact of these initiatives, both in physical gatherings and online settings.

In the plenary discussion that followed, members delved into various aspects of digital initiatives, spanning security, governance, inter-entity collaboration, project management challenges, ensuring security measures across multiple projects, platform standardization, data security, and avoiding redundancies. Concerns were voiced about enabling initiatives without robust control, posing potential security threats, and the importance of successful project outcomes. Participants stressed the need to prevent fragmentation, consolidate systems for efficiency, collaborate effectively with external partners while acknowledging associated risks, and foster communities of practice for streamlined digital transformation. Discussions highlighted the significance of establishing common criteria for digital assurance. Ultimately, the discussion underscored the necessity for enhanced coordination, clearer governance frameworks, improved security protocols, and shared guidelines to effectively oversee the array of digital initiatives.

Generative Artificial Intelligence

High-Level Advisory Body on Artificial Intelligence

UN Secretary-General recently announced the formation of a new High-Level Advisory Body on Artificial Intelligence (AI) to address global risks and opportunities in AI governance. This multidisciplinary and multistakeholder body aims to facilitate a worldwide conversation on AI governance. By the end of 2023, the body will offer initial recommendations on leveraging AI to expedite the achievement of Sustainable Development Goals (SDGs).

As a member of the High Level Panel on AI, Philip Thigo raised awareness and understanding of the focus and priorities of the Advisory Board's mission and aims highlighted the importance of reimagining Africa's tech landscape, specifically in Kenya, positioning it as a distinctive tech ecosystem and leveraging technology for bottom-up economic transformation across Africa and addressing the digital divide while utilizing tech for innovation in critical sectors like water and agriculture.

Discussions delved into the challenges of trust in governments and personal economic concerns. The concept of "TECHPLOMACY" emerged, stressing the importance of creating a secure and inclusive digital future aligned with the Sustainable Development Goals (SDGs). Kenya was praised for its advanced tech environment, boasting a robust startup ecosystem dedicated to problem-solving in sectors such as water, agriculture, and healthcare. Plans were unveiled to establish an institute for emerging technologies and invest in skills and infrastructure to ensure broader access to technology. Various participants highlighted issues such as data interoperability, funding models in Africa, ICT sector reform, and the future of globalization in Africa. Suggestions included the need for development data interoperability, ICT sector

reform to establish data governance frameworks, and acknowledging the high rate of women entrepreneurship in Sub-Saharan Africa as pivotal for future developments.

Leapfrogging Potential in Africa

Tholang Mathopa, a South African, specializes in AI and Intelligent Automation and is the founder of Leriba AI, a startup that harnesses cutting-edge Deep Learning AI to process documents. Ms. Mathopa's journey founding Leriba AI aimed to transform unstructured data into structured information. Motivated by gender imbalances in tech, notably the lack of female presence in boardrooms, she established Leriba AI and launched the One Million Women in Intelligent Automation initiative. This endeavor seeks to empower women in emerging tech, stressing their pivotal role in AI development. Recognizing challenges like limited infrastructure, Ms. Mathopa proposed creating intelligent automation hubs in rural areas to bridge the digital gap. Her program has successfully trained numerous women, opening doors to jobs and entrepreneurship. Tholang highlighted the significance of gender diversity in AI, discussing societal impacts and the necessity for African-focused tech solutions. Her ambitious goal is to reach 100 million women by 2030, aligning with Sustainable Development Goals and targeting gender equality and economic growth. Discussion revolved around reshaping traditional mindsets, tailoring technology to African contexts, addressing educational barriers, and collaborating with male leaders to drive change.

Gartner on the Evolution of AI

Pieter den Hamer (Gartner Group) covered the evolution of AI tools, their widespread applications, strategies for identifying AI use cases, risk management, and the importance of organizational readiness in embracing AI technologies. He initiated the discussion by exploring the evolution of AI, emphasizing generative AI's role within the broader AI landscape. He highlighted the democratization of AI through foundation models and the diverse array of AI tools beyond machine learning. This part focused on the global adoption of AI, revealing Europe's leadership in generative AI adoption. Additionally, it touched on AI's potential future trajectories, considering scenarios like composite AI, symbiotic intelligence, and super intelligence.

The conversation transitioned into the practical applications of AI, particularly the intersection of RPA and AI in hyper-automation. Gartner delved into the pervasive nature of AI applications across various sectors, spanning wildlife protection, medical diagnosis, security, and conversational interactions. Mr. den Hamer categorized AI applications into content generation, process automation, decision intelligence, and conversational interaction, showcasing AI's diverse utility. Mr. den Hamer discussed frameworks like the Gartner PRISM for identifying valuable and feasible AI use cases. He emphasized the critical need for AI governance, addressing compliance, risks, and highlighting sustainability concerns. The conversation then shifted towards evolving organizational maturity in AI adoption and establishing an AI-focused organizational structure and advocated for a balanced portfolio of AI initiatives, stressing the importance of managing risks, fostering learning, and creating dynamic AI portfolios.

Scaling and Sustaining Innovation

Financing ICT

Hans Baritt (UNHCR) introduced the topic of financing ICT and issues emerging in the finance and budget landscape, notably the challenges faced in shared services due to budget constraints. Mr. Baritt discussed trends and solutions, emphasizing the need for economies of scale, good cost accounting, and metrics to

justify increased spending on support functions amidst budget cuts. Emphasis was given to the struggle in gaining organizational buy-in for efficiency measures despite cost-saving arguments, proposing the need for a structured approach. Mr. Baritt explored the Global Shared Services (GSS) Task Team's role in moving ideas to savings and present examples like web buy, HR services, and procurement initiatives.

The ensuing discussion addressed benchmarking IT investments, leveraging partnerships with the private sector for savings, and success factors in common solutions. There's also a call to address significant areas like help desks and ERPs while advocating for attention to microscopic initiatives to increase utilization of existing resources. The dialogue involves various participants sharing experiences, suggestions, and seeking clarification on templates for business cases, private sector partnerships, and collaborations within the UN system. The conversation considered shared services and the challenges involved in implementing them across various UN agencies. There was a focus on the need for efficiency and collaboration, driven by pressure from donors and Member States to demonstrate effectiveness. The discussion also delved into obstacles faced when attempting to share services, such as internal resistance due to self-preservation concerns and ensuring long-term sustainability when outsourcing services to other agencies or the private sector.

Specific attention was given to revisiting the mandate of UNICC, established in 1971, which needs updating to align with current needs, especially in terms of IT services. Legal hurdles, risk assessments, and the need for high-level intervention were highlighted as challenges in moving forward with shared services initiatives. Overall, participants recognized the importance of exploring new models, engaging stakeholders, and finding innovative ways to create services that are not just effective but also enticing for others to adopt. The conversation reflected a keen interest in advancing shared services while addressing the complexities involved in doing so within the UN framework.

Plenary on Scaling and Sustaining Innovation

In a plenary session on scaling and sustaining innovation, gave focus to the success story of the UN Digital ID project, originating from staff-led initiatives like the Digital Solution Bootcamp and Reimagine UN Together. The project's journey highlighted the value of informal collaboration among diverse groups, eventually gaining support from key sponsors and high-level officials, which amplified its visibility and progress.

However, challenges arose regarding sustaining ideas beyond the winning project due to a lack of centralized funding mechanisms. To address this, recommendations were put forward, emphasizing the need for a structured approach involving cross-functional steering committees, dedicated coordination teams, centralized funding mechanisms, and allocated time for nurturing innovative projects systematically.

Participants were urged to consider establishing an initiative resembling "Shark Tank" or "Dragons' Den," enabling various organizations to collaborate in investing and scaling innovative ideas. Discussions revolved around funding, collaboration, governance, proposing a framework, budget allocation for innovation, involving subject matter experts, and emphasizing the importance of political willingness and lessons learned from prior initiatives.

Outcomes

• Future business case development should focus on commonality as opposed to commodity and cost savings, while addressing the risk of not acting collectively to be assigned to UNICC.

In the context of an ICT /innovation scaling up fund and infrastructure:

- DTN Co-Chairs meet with HLCM Co-Chairs to discuss DTN's position on the perceived need to review UNICC's mandate so that it is positioned to meet present and future needs as the preferred implementation mechanism.
- DTN to initiate discussion with other HLCM network Chairs (including Legal and Procurement) to further develop a shared understanding of opportunities and obstacles encountered and identify solutions to allow procuring common ICT services and solutions through UNICC.

Innovation fund framework:

 Framework proposal to be brought to DTN for a scaling up/mainstreaming fund, based on DTN member contributions. Led by UN, UNICEF & UNJSPF.

Common Back-Office Pilot in Nairobi

The conversation addressed the Common Back-Office (CBO) project pilot in Nairobi. Kamran Baig (UNON) and Jayni Thankachen, (UNON) provided the project's history, components, challenges, services provided, infrastructure investments, client onboarding process, and future rollout plans. The network received an update on current CBO ICTS implementation Phase from Leon Osong (UN-HABITAT), ICT WG Chair for an HQ perspective. A plenary discussion included representation from Vimlesh Mattoo (UNSOS), for a field office perspective, & Moussa Sana (WFP) for a regional office perspective.

Speakers discussed the context of the CBO within the reform agenda, its alignment with various reforms, its launch three years ago, the services it offers, the extensive governance structure, investments in infrastructure (specifically Internet and data communications), challenges faced in implementation (such as resistance from different entities), and efforts made to create a seamless client onboarding process. Speakers address the need for long-term sustainability, good governance, and the importance of aligning service rates with volume requirements. The presentation also touches on specific services provided, such as device management, voice and data communications, conferencing facilities, and the development of a Kenya Service Hub for client interaction and ticketing. Overall, it details the progress, challenges, and future plans related to the CBO project.

Discussions served to highlight concerns over potential conflicts among service providers and the challenges encountered while aligning global priorities and local perspectives, emphasizing the need for a middle-ground approach to implementation. Vimlesh Mattoo (UNSOS) discussed field operations in Somalia, emphasizing the crucial support provided from Nairobi, encompassing ICT, HR, and procurement. He highlighted the challenges of balancing operational support while ensuring no impact on their mission mandate, particularly in life-and-death scenarios where prompt ICT services are essential. Discussion delved into global services, hardware procurement, contractual obligations with vendors, and long-term investments, raising concerns about existing hardware en route to missions and the need to find a middle ground for accommodating these investments within the CBO framework, while stressing the importance of aligning common goals without compromising operational agendas.

Moussa Sana (WFP) reflected on technological advancements and challenges faced by WFP, emphasizing the imperative need for two-way communications with beneficiaries, especially in remote areas and refugee camps and the significance of maintaining the same user experience, security, and efficiency while curbing operational costs. He explained the complexity of handling numerous projects linked to emergencies and

capacity building, driving the necessity for revising data governance and literacy and highlighted the importance of informed decisions to swiftly adjust operations to aid remote and hard-to-reach areas, emphasizing the need for resilient IT infrastructure, cybersecurity measures, and integration with national systems like IDs. While Mr. Sana advocated for cloud services hosting call centers per country to comply with data protection policies he underlined the need for a deep focus on connectivity, advanced satellite technology, and infrastructure resilience, citing the example of Sudan's infrastructure loss and the subsequent need for operational continuity even in crises. In summary, Mr. Sana stressed the urgency for borderless operations and robust connectivity to sustain operations, particularly in scenarios involving internet shutdowns or infrastructure destruction, urging a forward-thinking approach to ensure continuous operation under any circumstances.

In plenary, participants shared their perspectives on how different organizations could collaborate on shared services, focusing on technology, cost-effectiveness, quality, and practicality. Several key points emerged:

- <u>Diversity in Service Needs</u>: There's recognition that one size doesn't fit all. Different organizations
 have unique requirements, making it challenging to create a uniform service that suits everyone
 perfectly.
- <u>Cost vs. Quality Balance</u>: Balancing cost savings with service quality is crucial. While cost reduction is essential, it shouldn't compromise the quality of services provided.
- <u>Local vs. Regional vs. Global Service</u>: Discussions touched on the distinction between localized, regional, and global services. It's important to delineate what falls into each category to avoid confusion.
- <u>Volume-Based Cost Savings</u>: There was a mention of potential cost savings with increased volume. The idea is that as more organizations join a shared service, the cost per organization might decrease.
- <u>Pragmatism and Transparency</u>: Many emphasized the need for a pragmatic approach and clarity in defining what services are being provided, their costs, and how they align with an organization's core mandates.
- <u>Long-Term Sustainability</u>: Discussions extended to considering the long-term sustainability of the proposed common back-office services, urging a focus on future technological advancements and adaptability.

The conversation revolved around finding a balance between standardization and customization, ensuring cost-effectiveness without compromising quality, and understanding the specific needs of different organizations while aiming for collaborative solutions in the provision of shared services.

Outcomes

• DTN recommends endorsement of the CBO – ICTS services of UNON, by all UN agencies funds and programmes with offices in UNON to extract benefits of well-run common back-office while mitigate the risks through a transparent governance.

ICT Job Profiling

Norbert Bromme (UN) from OHR introduced the strategic workforce planners' community of practice, emphasizing the relevance of the cybersecurity job profiles and their efforts (undertaken in collaboration with UNISSIG) in revising job profiles to better match current and future job needs.

It was explained that the objective of this job analysis and the transformation into a skills-based approach, focusing on creating job profiles that reflect the current needs and diversity of the UN system. The process involved identifying specialties, responsibilities, and aligning them with UN system behaviors, delineating six levels of job profiles developed and the structure of responsibilities and skills mapped within these profiles.

Discussions addressed the roadmap for additional job profiles, variations in classification among organizations, acceptance of the classifications by HR groups, the role of academic qualifications in job requirements, the threat of Al in hiring processes, challenges in implementing standardized profiles, and considerations for different organizational sizes. And emphasized the importance of inclusivity, the potential benefits of standardized job descriptions, efforts to align classification frameworks, and considerations for different organizational sizes. This discussion highlighted the value of common language and standardized tools across the UN system and encouraging collaboration for future interactions to attract and retain talent.

#Women in Tech

Jeanette Ferguson (UN) presented the UN's #WomenInTech Campaign, which highlights the contributions of women working in technology fields across the UN Secretariat and their impact on the digital transformation of the UN. The campaign, initiated during an International Women's Day session, aims to promote gender parity and inclusion within the UN tech landscape. Spearheaded by CITO Mr. Mariano, the campaign focuses on empowering current women in tech, showcasing their achievements, and inspiring future generations globally. With over 200 profiles submitted and 110 published from 45 entities across 21 duty stations, the initiative highlights diverse technical expertise, including information management, data science, and emerging fields like digital forensics. Backed by the Secretary General's endorsement, the campaign's robust social media presence has garnered significant engagement, amassing 150,000 impressions and 51,000 engagements. The initiative aligns with the UN vision of achieving gender parity by 2028 and seeks wider support to amplify women's voices, urging more submissions, interaction with existing profiles, and promotion across social platforms.

The discussion revolved around addressing gender parity in the tech industry and within organizations, featuring insights from various professionals representing diverse backgrounds. Discussion delved into strategies, obstacles, and initiatives aimed at enhancing gender diversity:

- Acknowledgment of ongoing initiatives and the necessity for clear objectives beyond discussions.
- Identification of barriers such as inadequate IT education for women and the urgency to reform recruitment practices for inclusivity.
- Collaboration with universities to encourage gender diversity in engineering programs.
- Emphasis on mentoring programs, skill development, and post-interview feedback for women candidates.
- Implementation of campaigns, videos, and modified recruitment strategies to amplify female representation.
- Ensuring diversified panel representation and grappling with challenges like resistance and recruitment complexities.
- Creation of programs and certifications, particularly in cybersecurity, to attract more women.
- Concerns expressed about the declining presence of female leaders in IT, particularly exacerbated by the pandemic.

Points raised in plenary underscored the need for comprehensive approaches spanning education, recruitment reforms, mentorship, and skill-building initiatives to attain gender equality in the tech sector. While acknowledging progress, participants stress persistent challenges and advocate for sustained efforts in fostering diversity and inclusivity within the industry and organizations.

Outcomes

- Organizations are encouraged to support and promote #Women in Tech campaign and to play an active mentorship role within their organization.
- Members are encouraged to engage with HR to identify and address obstacles encountered in the recruitment of qualified women.

Communities of Practice

DTN establishes communities of practice to advance the introduction of business solutions over time in key tactical and strategic areas, currently four are maintained: Generative AI (CEB-DTN-GAICOP); Digital Transformation (CEB-DTN-DTCOP); Open-Source Solutions (CEB-DTN-OSSCOP); and Customer Relationship Management (CEB-DTN-CRMCOP). All are hosted on Teams.

Generative AI

Sameer Chauhan (UNICC) discussed the evolution of initiatives related to Gen AI within UN system, emphasizing the journey that commenced in May at DTN. A subsequent and well-attended meeting in June finalized guidance on generative AI for the UN system, gathering input from CIOs and CDOs. This resulted in the establishment of a community of practice, led by UNICC and chaired (functionally) by Mr. Liuzzi, UNICC and co-chaired by Ingrid Reigen (UNAIDS). Discussion focused on five key areas: overseeing the Gen AI guidance document, organizing regular knowledge-sharing meetings with internal and external thought leaders, offering technical guidance on AI initiatives, delving into digital skills and capacity building across technological domains, and aligning all efforts with the overarching goals of UN 2.0.

A plenary discussion on GenAl encompassed a wide-ranging discussion on implementing Al within the organization. A key proposal centered around creating a Prism toolkit that transcends technical aspects, focusing on enhancing data availability and skills. Concerns surfaced regarding the safe deployment of Al tools such as ChatGPT, stressing the importance of information security and making decisions collectively. Insights were shared about an organization's journey with AI, which involved setting up governance committees, conducting awareness campaigns, engaging leadership, and piloting AI projects to ascertain practicality and impact. Another significant point of discussion revolved around revising guidance documents to seamlessly integrate AI into existing tools. Participants expressed apprehension about potential legal implications stemming from Al tools and underscored the need for updated terms and conditions to ensure compliance and safety. Deliberations also touched upon the criticality of robust data management and governance. There were contemplations about establishing either a Community of Practice or a Special Interest Group (SIG) dedicated to overseeing data management and governance. Participants stressed the importance of aligning these initiatives with business objectives and fostering collaboration across diverse technological domains. In conclusion, discussion will continue on these pertinent topics, aiming for strategic Al implementation aligned with organizational objectives while ensuring robust data governance and collaboration.

Outcomes

- In role of custodian, COP embeds other areas (imaging, communications etc) within the scope of GenAl guidance, which is to remain a living document.
- Coordinate with COPs/WGs/SIGs (CRM/ERP/UNISSIG etc) activities/deliverables where AI features.
- COP to focus less on technical and engage with business in the process of promoting knowledge exchange, ideas and showcasing pilots.
- Focus to be placed on sharing and evaluation of AI related business cases, in so doing develop a UN system-wide framework of AI business cases.
- Create an AI toolkit for the UN system wide PRISM. Other tangible outcomes include UN watermarking.
- Promote data availability/skills/sharing, recognized as key components of AI readiness.
- GenAl COP to pursue the approaches and architecture considerations for the introduction of a GenAl model for the UN system.
- Revision of GenAl guidance at next session, to include Al embedded in tools we employ.
- Consider the proposal to change from a COP to a SIG.

Digital Transformation

CEB-DTN-DTCOP Chair Dino Cataldo Dell'Accio (UNJSPF) provided a summary of discussions on digital transformation within the community of practice, Co-chaired by Mike Walton (UNHCR). Mr. Dell'Accio proposed criteria such as alignment with digital transformation enablers, impact, scalability, collaboration, and multi-regional or multi-sectoral aspects to evaluate and present each initiative. During his overview, he highlighted the importance of skills in the digital domain, governance, financing, infrastructure, safety, security, and content as enablers for digital transformation. The UN digital ID initiative was exampled as a system-wide effort supporting digital transformation.

Several action points on digital transformation were identified during the course of the three day meeting, in the context of related discussions, which brought into play the role of DTN to make headway in this area.

Outcomes

- DTN Partnerships: Digital Transformation COP to identify ways to engage and be present in the IGF activities, starting with the field of AI.
- DTN Partnerships: Digital Transformation COP to pursue further opportunities for partnership:
 - o Jointly identify and support solutions for scale (incl. DPGs and DPI).
 - o Joint development of digital and data capacity building programmes.
 - o Joint development/re-use of guidance documents on priority areas.
- Online digital data training for staff to be investigated further by Digital Transformation COP.

CRM

CRMCOP Chair Dino Cataldo Dell'Accio (UNJSPF) put forward the vision for the CRM community of practice as being a center of excellence for CRM within the United Nations System, recognized for its expertise, innovation, and ability to drive and support organizational success through effective and efficient customercentric CRM initiatives and systems. In practice this translates to provide a forum for CRM professionals to pursue of a variety of problems and needs and to ensure long-term sustainability. In its role as a COP, activities will convene CRM professionals, functional representatives, vendors and system integrators and CRM consultants. It was noted that there exists more scope for potential Shared Services, COE and Digital Agency; there is need for a strong communication strategy within SIG and to UN Community and to

Vendors; to consider UNICC central coordination role in Vendor engagement, licensing and common services; and potential for common adoption strategies and the co-development of solutions. DTN was asked to approve the establishment of the CRM – CoP, the definition put forward for the CRM (CoP Vision and Mission) and to take note of the outcome of the CRM – Special Interest Group held at UNESCO in September 2023.

<u>Outcomes</u>

- DTN takes note of establishment of the CRM CoP; -Definition of the CRM -CoP Vision and Mission & -Outcome of the CRM -Special Interest Group held at UNESCO in September 2023
- Functional capability analysis to be undertaken, highlighting (cross-vendor) services being employed across the system.

Open-Source Solutions

OSSCOP Co-Chairs: Omar Mohsine (UN) & Mostafa Elkordy (UNFPA) presented progress in establishing and advancing the Open-Source Solutions community of practice, which enjoys an active participation and interest from across UN system organizations. Results of a recent survey were presented and lay the basis for the prioritization of activities to be pursued by the COP. These included the following:

- Software catalog: build a catalog of open source and potentially open sourceable software in the UN system, categorized in different verticals such as maturity, SDGs impacted and existing support.
- Common policy framework: generate a common set of policies, guidelines and governance frameworks that could then be specialized and overridden to suit the needs of each UN system organization.
- UN Open-source license: draft a UN system-wide compliant license for open-source development that is faithful to the UN Status, immunities and privileges while allowing open participation by the greater world.
- Code hosting platform: maintain a UN system-level open-source code hosting platform, compliant to existing quality, license and security policies, with voluntary participation from system entities.
- Cross organizational capacity building: extend capacity building activities beyond organizational boundaries to break down myths and skepticism surrounding staff involvement in open source use, production and contribution.

Outcomes

- Takes note of OSSCOP's summary of the state of play of OSS in the UN system and proposed priorities and workstreams (software catalog, common policy framework, UN open-source license, code hosting platform, cross-organization capacity building)
- OSS COP to consider augmenting a live catalog with user feedback to help determine applicability of OSS solutions across organizations.
- OSSCOP to coordinate with UNISSIG on security matters across work-streams.

Special Interest Groups

DTN establishes Special Interest Groups to emphasize shared learning, expertise, and collaboration among members within a particular field of expertise. DTN currently maintains two: UN Information Security Special

Interest Group (UNISSIG); Enterprise Resource Planning Special Interest Group (ERPSIG). Both are hosted on Teams.

Cybersecurity

UNISSIG Co-Chairs Sachiko Hasumi (IOM) & Hans de Jong (IAEA) updated the DTN on outcomes of the 10th UNISSIG symposium, hosted by UNICEF and IOM in Valencia between 4 and 6 October. The meeting was well attended, 35 members participated in person from 30 UN system entities. The agenda covered a range of important cybersecurity trends and topics including purple teaming, secure messaging, AI (Artificial Intelligence) in security management, cybersecurity emergency response, ransomware, general security professional skill profiling, data loss prevention (DLP), third-party risk, governance, UNICC cybersecurity fund, UN Digital ID Project, Zero Trust, and a review cybersecurity maturity as a measure of baseline adoption. In addition to desired outcomes from various working groups, two initiatives were highlighted: Minimum Security Baseline | create new WG on the evaluation and extension of the minimum-security baseline; and creating a special interest group on security spending survey addressing risk and resilience.

Outcomes

- DTN approves the common approach of risk management of secure messaging.
- DTN approves the draft proposal on Cybersecurity Protocols for Sensitive Meetings.
- DTN takes note of progress on ransomware & a special interest group on a playbook.
- DTN approves further development of the minimum-security baseline.
- Takes note that next year UNISSIG will be hosted by WTO in Geneva.
- DTN to review engagement and reporting model with UNISSIG so that key outcomes (and particularly products for wider UN system circulation) are adequately reviewed in advance of DTN sessions.
- UNISSIG requested to undertake a review of ransomware insurance (value and impact) as implemented across the system.
- DTN takes note of proposed UNISSIG security spend survey and request cyber insurance to be taken into consideration.

ERP

ERPSIG Co-Chairs Massimiliano Merelli (WFP) & Marthinus Greyling (UNHCR) provided the network with a summary of the 2023 ERPSIG event, which convened ERP Practitioners and Business Leaders from the UN and beyond, hosted by UNESCO in Paris.

The event extended to four days, offering insightful sessions and networking opportunities. Notably, it expanded its scope beyond SAP and Oracle to include Workday, Salesforce, ServiceNow, and Microsoft, showcasing their ERP solutions. Collaborating with the CRM-SIG, the event enhanced interactions and vendor access, delving into specific topics like center of excellence, cloud migration, and SAP Fiori apps. Deloitte presented ERP Study findings and market use cases, steering discussions on the future of ERP. Key takeaways included fostering global connections, engaging discussions led by experts, exploring Al and Cloud advancements, and debating the merits of cloud adoption, a topic that spurred extensive discussion during breakout sessions and will continue in future ERP SIG events, including an individual stream. The next event is slated for June 2024 in NYC, aims to build on these insights and collaborations.

Outcomes

- ERPSIG to document inter-operability of ERPs in UN system.
- DTN took note of progress made at ERPSIG Paris event and requests to continue planning physical event in alignment with CRMSIG, (taking into account considerations for a more streamlined event with CRMSIG). Noted that next ERPSIG will take place in NY in 2024.
- Looks forward to receiving a summary of high-level results of Deloitte ERP study at next DTN session.
- Requests ERPSIG to give consideration for cloud versus non cloud solutions.

Working Groups

DTN establishes Working Groups to pursue short to medium term outcomes within a particular area. currently two working groups are maintained: Cloud and Mutual Recognition. Both are maintained on Teams.

Cloud

Sameer Chauhan (UNICC) presented the findings of the UN Private Cloud working group. It was explained that the UN currently relies on public cloud services for its IT needs, there are limitations and risks associated with this approach, as highlighted in the United Nations Joint Inspection Unit report JIU-/REP/2019/5. The proposed UN System Private Cloud aims to harness the benefits of cloud technology while offering a viable alternative to address these risks. The presented results of a survey recently undertaken, to gather initial thoughts about the subject and validate initial hypothesis and shared a concept paper in advance of the meeting. The survey showed that UNICC is developing a private cloud solution for the UN system and that the UN Secretariat/ Enterprise Data Center is also looking to develop a private cloud solution. UNICC also confirmed that the first node of the UNICC Private Cloud will be ready in January 2024 in Valencia, and was funded by member state funding.

Private cloud was described as a cloud environment in which all cloud infrastructure and computing resources are dedicated to, and accessible by, one entity only. Private cloud combines many of the benefits of cloud computing—including agility, scalability, and ease of service delivery—with the access control, security, and resource customization of on-premises infrastructure. With the term UN System Private Cloud, reference is made to private cloud implementation instances exclusively for the use of the UN family organizations and its authorized users in compliance with the appropriate UN rules and regulations. A phased approach is suggested, starting with Minimal Viable Product (MVP) baseline services, aligned with the information gathered in the survey. In addition, the proposed deployment of a UN System Private Cloud (UNSPC), as developed either by UNICC or by the UN Secretariat/ Enterprise Data Center entails three key principles: sovereignty, UN exclusivity, and environmental alignment. Sovereignty dictates that the UNSPC should operate within UN data centers shielded by UN Privileges and Immunities, ensuring secure and protected operations. UN exclusivity emphasizes that the UNSPC should serve solely for the UN family organizations and their authorized users, maintaining confidentiality and controlled access. Furthermore, aligning with the ethos of UNEP's "Greening the Blue" initiative, the UNPC should embody environmentally conscious practices, supporting sustainability and eco-friendly operations as it evolves.

Ismet Traljic (UN) presented on the financial challenges introduced by Public Cloud Providers, highlighting issues like limited forecasting, scalability concerns, vendor lock-in, blind spots in cost calculations, and the need for specialized skills in managing cloud service costs. It introduces FinOps as a discipline fostering collaboration among various teams for data-driven spending decisions, emphasizing principles such as team collaboration, ownership of cloud usage, centralized FinOps teams, accessible reports, business value-driven decisions, and leveraging the cloud's variable cost model. Additionally, the Gartner Cloud Financial Management (CFM) Framework is presented as an alternative approach to FinOps, emphasizing cross-functional practice implementation rather than a centralized team-driven approach, with a focus beyond tools. One example case showcased a successful reduction of monthly cloud costs by 60% through optimizing cloud service usage and shifting some operations on-premises. This involved reducing cloud data storage size and cutting cloud data processing costs significantly. Lessons learned from this experience include shifting from a "Cloud First" to a "Cloud Smart" strategy, considering optimization post-migration, and the importance of ongoing support and monitoring.

Mr. Traljic highlighted the lack of a formal FinOps team among those managing less than \$1M in Cloud Spending, with responsibilities falling on existing roles, primarily within Engineering, DevOps, or IT. It suggests the formation of a Cloud working group for FinOps implementation, advocating for standardized cost tools, agreed-upon KPIs, and knowledge-sharing mechanisms. Various KPIs related to forecasting, budget management, workload onboarding, and resource utilization efficiency are outlined. These metrics range from Forecast Accuracy Rates for usage and spending to Budget Variance, Cloud Budget Burn Rate, Total Migration Cost Savings, Resource Utilization percentages, and tracking Unused Resources. Overall, the presentation emphasizes the need for collaborative approaches, the adoption of best practices, the importance of ongoing monitoring, and the use of specific KPIs for effective cloud financial management and optimization.

<u>Outcomes</u>

Working Group:

- Prepare Business Case for Cloud Hosting, not limited to Private, to fulfill request from UN Secretariat.
- Common cloud principles to be shared by Cloud CoP, along with criteria for determining best choice and recommendations.
- DTN makes statement of the advantages of cloud which is becoming a norm, clarify that cloud is not achieving cost savings and how to measure them.

UN Private Cloud:

- Prepare in-depth analysis and possibly a POC on how a UN Private cloud can be functional as a
 public cloud Exit Strategy. Explore cost associated with cloud migration from public to private when
 feasible.
- WG clarifies Private Cloud technical architecture principles at next session, as distinguished from data centre. CoP to propose an architecture for a UN Private Cloud for UN system organizations, leveraging capacity of existing UN data centers where possible.
- How to exploit existing UN Capacity.
- Investigate Sovereign Cloud Providers proposals organize a meeting with Lux and learn from lessons.
- Work on common principles such as Cloud SMART.

Cloud Financial Management:

- Rename FinOps to Cloud Financial Management.
- Present to FI network clarification on Cloud cost + management + optimization.

Mutual Recognition

Representing working group lead, Tata Velayo (UN), Soren Thomassen (UNFPA) provided a status update of the Mutual Recognition working group, focusing on the results and analysis of a recent DTN survey undertaken on this topic.

The survey highlighted several key findings and recommendations aimed at enhancing collaboration and efficiency among UN organizations. Firstly, it acknowledged the wealth of existing policies, standards, and best practices within various UN entities, suggesting that redundant efforts can be minimized through greater sharing and utilization of these resources. The study noted a strong culture of collaboration among UN entities, facilitated by mechanisms including Communities of Practice and country-level Working Groups. However, it identifies organizational disparities as the primary barriers to effective collaboration. To address this challenge, the development of a structured framework was recommended. This framework would focus on structured information sharing and establishing clear communication channels, aiming to align diverse entities toward common goals and encourage mutual recognition. Moving forward, the report proposes several actionable steps.

Outcomes

- DTN to continue to advocate for ICT services that are configurable for other UN entities, and the use of MR on procurement exercises.
- DTN to build an inventory of ICT policies, standards, and guidelines for all of UN so each may leverage.
- DTN to encourage all UN entities to adopt a set of fundamental policies, standards, and guidelines (as applicable) to a) increase productivity and efficiencies; b) mitigate risks associated with technology use; c) elevate information security and d) drive digital transformation initiatives.
- DTN to recommend that Legal departments are engaged for adoption of policies.
- Encourages DTN members (not already within the group) to participate in the MR working group.

Next Session

The spring 2024 session will be hosted by UN in Bangkok, 6 & 7 May. The 2024 fall session is to be hosted by FAO in Rome. The following topics are to be added to next DTN session:

- Leadership and Cultural Change.
- Bring together legal, risk management and ethics in plenary/panel format to discuss opportunities, challenges & risks identified during this session.
- Align on use cases on Al.
- Updated GenAl guidance presented by GenAl COP/SIG.
- Session dedicated to data journey across UN.
- ERP reserved one hour at next session (or dedicated virtual session) to present findings of Deloitte study.
- Scaling and sustaining innovation (proposed framework).
- Employee Engagement

Some general observations were made, to be applied in the planning of the next session:

- In general, less 'for information' items (which we could organize separate virtual meetings leading to the next DTN meeting), more 'for decision', and more lead time to consider/approve desired outcomes.
- Inter-sessional virtual meeting to be organized to provide adequate time for DTN to engage with working groups/SIGs/COPs.
- Guidance to be provided to all future presenters, including need to clarify desired outcome (for information, decision, or endorsement).

Attendance

Invited Speakers

- Tholang Mathopa, Leriba Al
- Philip Thigo, Member of Secretary General's High-Level Advisory Body on Artificial Intelligence
- Tom Zehren, InfoTech Research Group

In-Person Participants

- 1. Ahmed Ammar, IMF
- 2. Alvaro Flores Diaz, ICJ
- 3. Bernardo Mariano, UN
- 4. Bjorn Mansson, UNHCR
- 5. Cataldo Dell'Accio, UNSJPF
- 6. Catherine Boyle, WFP
- 7. Dejan Jakovljevic, FAO
- 8. Fabrice Boudou, WTO
- 9. Francesca Duri, WIPO
- 10. Friederike Schuur, UNICEF
- 11. Fui Meng Liew, UNICEF
- 12. Gayan Peiris, UNDP
- 13. Geoffrey Okao, UNICEF
- 14. Ismail Sabir, UN WOMEN
- 15. Irene Mwoga, UNEP
- 16. Jackson Krainer, UNESCO
- 17. Jayni Thankachen,, UNON
- 18. Jean-Pele Fomete, ICJ
- 19. Judith Kahure, UNRWA
- 20. Kaan Cetinturk, UNRWA
- 21. Karl Kalejs, WIPO
- 22. Kamal Naim, UN-HABITAT
- 23. Kamran Baig, UNON
- 24. Kelly Mannix, ICC
- 25. Leon Osong, UN-HABITAT
- 26. Marietta Muwanga-Ssevume, IOM
- 27. Moussa Sana, WFP
- 28. Ng Chong, UNU
- 29. Petra Marshall, ILO
- 30. Prado NIETO BARRANTES, UNICC
- 31. Richard Maciver, CEB
- 32. Saiful Ridwan, UNEP
- 33. Sameer Chauhan, UNICC
- 34. Shirin Hamid, IMF
- 35. Soren Thomassen, UNFPA
- 36. Stephane Yanga, UNAIDS
- 37. Sunil Gupta, CTBTO
- 38. Sylvain St-Pierre, UNDP
- 39. Thomas Bousios, IFAD

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- 40. Viktoria Smirnova, UNEP
- 41. Vimlesh Mattoo, UNSOS
- 42. Yoon Barker, DMSPC
- 43. Zainab Hawa Bangura, UNON

Remote Participants

- 1. Alain YAMEOGO, CTBTO
- 2. Alexander SUDAKOV, CTBTO
- 3. Anders Norsker, ITU
- 4. Biswamber GURUBACHARYA, WHO
- 5. Carmen Gamon, UN
- 6. Celine HAZBUN, WHO
- 7. Charlotte TARP TOELLE, UNOPS
- 8. Christian Larsson, UNICEF
- 9. Dennis Cleary, OPCW
- 10. Doug Greene, UNHCR
- 11. Edmund Tam, ITU
- 12. Elena Tomuta, UNCTAD
- 13. Elizabeth Naibor, UN
- 14. Gael Lams, ITCILO
- 15. Giorgia Salucci, UN
- 16. Hans Baritt, UNHCR
- 17. Hans De JONG, IAEA
- 18. Inger Andersen, UNEP
- 19. Ingrid REGIEN, UNAIDS
- 20. Ismet Mustafa, UN
- 21. Ismet Traljic, UN
- 22. Ivan Sequeira, INTRACEN
- 23. Ivan THOMAS, WFP
- 24. Jeanette Ferguson, UN
- 25. Katarzyna Ostrowska, WMO
- 26. Kristoffer Oestvang, UN
- 27. Laura Gallacher, CEB
- 28. LIUZZI Marco, UNICC
- 29. Massimiliano MERELLI, WFP
- 30. Mike Walton, UNHCR
- 31. Morteza Mirmohammad, UN
- 32. Mostafa Elkordy, UNFPA
- 33. Norbert Bromme, UN
- 34. Omar Mohsine, UN
- 35. Peiliang Shi, WMO
- 36. Rania Abou Chakra, WMO
- 37. Remo Lalli, CEB
- 38. Rola KHREIS, IAEA
- 39. Sachiko HASUMI, IOM
- 40. Silvan Scheiwiller, CEB
- 41. Susana Garcia Rubio, UNWTO
- 42. Tamim Mumtaz, UN

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- 43. Thinus Greyling, UNHCR
- 44. Vincent Job, IMO